Washington University Libraries
Strategic Plan
Denise Stephens, Vice Provost and University Librarian
University Council | January 15, 2020
Methodology Overview

**Set Principles**
- **Phase 1:** Completed
  - Open
  - Engaged
  - Transformative

**Gather Information**
- **Phase 2:** Completed
  - Internal gathering
  - Campus gathering

**Mission Statement**
- **Phase 3:** Completed
  - Develop resulting mission statement

**Strategic Plan**
- **Phase 4:** Completed
  - Share initial plan
  - Solicit feedback

**Implement Plan**
- **Phase 5:** Currently Underway
  - Set objectives
  - Ongoing Assessment & communication
Revised Mission

The Washington University Libraries facilitate the discovery, creation, utilization, preservation, and dissemination of ideas. We are an interactive hub of information resources, expertise, services, and relationships advancing research and learning outcomes for an evolving and diverse university community.
Organizational Principles

Open

We are a welcoming hub that inspires discovery and collaboration to foster creative success and intellectual freedom. We emphasize inclusiveness and accessibility in all our programs, services, and initiatives.

Engaged

We serve as a trusted partner, providing specialized expertise throughout the scholar’s journey. We maintain critical relationships with our stakeholders to develop competencies and services in the Libraries in anticipation of changing and evolving needs.

Transformative

We strive to innovate and adapt to facilitate creative approaches to produce successful academic outcomes. We remove barriers to resources essential to scholarly pursuits.
LIBRARY STAFF: Top Five Challenges and Opportunities

**Challenges**
1. Determining, Prioritizing, and Meeting Users’ Needs
2. Internal Collaboration and Organizational Culture
3. Evaluating Staffing Levels and Training
4. Effective Marketing and Messaging
5. Resource Discovery and Access

**Opportunities**
1. Campus Partnerships
2. Marketing and Messaging
3. Improved Internal Communication and Collaboration
4. Assessment of Projects and Services
5. Talented and Motivated Staff
Information Gathering Phase: Faculty

Common themes reported in the qualitative responses among faculty
Top Five Challenges and Opportunities Identified

**FACULTY: Top Five Challenges and Opportunities**

**Challenges**

1. Collections: Expanding, Filling Gaps, Appropriate Format
2. Technological, Intellectual, and Physical Barriers to Resource Discovery and Use
3. Awareness and Communication of Services, Resources, and Functions
4. Support for Staff, Platforms & Services Not Meeting Needs
5. Lack of Transparency in Acquisitions, Deaccessioning, Space Allocation, and Other Decisions

**Opportunities**

1. Prioritize Collections, Space, and Discoverability
2. Develop Cohesive Communication and Promotion of Services, Resources, and Programming
3. Support Faculty Publishing and Research Dissemination
4. Build-Out In-Demand Specialized Services
5. Expand Instructional Support
Information Gathering Phase: Students

Common themes reported in the qualitative responses among students
Top Five Challenges and Opportunities Identified

STUDENTS: Top Five Challenges and Opportunities

Challenges
1. Meeting Needs for Diverse Study and Work space
2. Lack of Understanding About How Libraries Work and Are Organized
3. Technological, Intellectual, and Physical Barriers to Discovery and Use of Resources
4. Specialized Services Not Meeting Demand
5. Inadequate Technology and Facilities

Opportunities
1. Promote Library Resources, Services, and Programming
2. Support Open Educational Resources and Strengthen Commitment to Student Success
3. Expand Services and Programming to Meet Demand
4. Match Study and Work Space to User Needs
5. Broaden Library Presence
Information Gathering Phase: Staff

Common themes reported in the qualitative responses among staff
Top Five Challenges and Opportunities Identified

**STAFF: Top Five Challenges and Opportunities**

**Challenges**
1. Awareness and Communication of Services, Resources, and Functions
2. Technological, Intellectual, and Physical Barriers to Discovery and Use of Resources
3. Inconsistent Partnerships
4. Space and Collections Not Meeting Needs
5. Inadequate Technology and Facilities

**Opportunities**
1. Expand Collaborations with the Libraries on Wide Range of Projects
2. Leverage Marketing Opportunities From Other Departments and Develop Consistent Messaging
3. Provide Library Training for Staff Who Work With Faculty
4. Enhance Services and Develop Workshops to Meet Staff Needs
5. Bolster Collections
Strategic Directions: Collections

“The most significant shortcoming remains the collection.”
- faculty member

1. Collections
Cultivate comprehensive and distinctive collections that propel world-class research and scholarship

- Expand print, electronic, and other collections to ensure a diversity of materials, formats, and publishing models
- Align collections with existing and emerging research and learning needs
- Develop and implement a plan for long-term preservation and accessibility of collections
Strategic Directions: Environments

“Need purpose-specific space for individuals and groups across libraries.”
- undergraduate student

2. Environments

Offer dynamic spaces and services that accommodate diverse academic needs

- Enhance the user experience through increased visibility of services, collections, and expertise
- Optimize spaces and services for the advancement of learning, teaching, research, and collaboration
- Provide a welcoming atmosphere in which the needs of patrons and staff are acknowledged and fulfilled
Strategic Directions: Discovery

3. Discovery

Deliver intuitive tools for seamless discovery, access, and connection to information resources

- Investigate and assess discovery and search systems to determine where barriers create inconsistent or challenging experiences for users
- Identify and reduce barriers to improve access to physical collections and materials
- Develop systems across the organization that maximize resources and increase support of user needs

“A more streamlined internal search engine would help me a lot. I feel like I’m not fully taking advantage of the materials in the collection because they can be difficult to find.” - graduate student
Strategic Directions: Visibility

“Faculty don’t know what services, resources, and programming the Libraries provide.” - faculty member

4. Visibility

*Increase awareness of library collections, services, and programs that are integral to research, teaching, and learning*

- Understand our target audiences and their diverse communication preferences
- Develop a strategic approach to marketing and communication in order to promote collections, services, and other library resources that are essential to the intellectual life of the university
- Create consistent, cohesive messaging and branding across the organization
Strategic Directions: Partnerships

“The it’s not just about access to materials but also about collaborative services ... The folks we are serving are getting more collaborative.”

- staff member

5. Partnerships

Advance collaborations and alliances that contribute to successful academic outcomes

- Develop criteria for collaborations that are sustainable and beneficial for all stakeholders
- Pursue strategic partnerships on campus and in the community
- Build a diverse portfolio of partnerships that support the academic goals of the university community
Strategic Directions: Innovation

6. Innovation

Build sufficient organizational capacity to anticipate and support evolving modes of teaching, research, and scholarly dissemination

- Develop practices and behaviors to support an environmentally aware learning organization
- Align resources and infrastructure to enable and support strategic directions
- Forecast and anticipate evolving user needs

“Out-of-date technology not meeting student needs.”
- undergraduate student
Communicating Our Progress

Visit library.wustl.edu/about/strategicplan for additional details
Plan Objectives  https://library.wustl.edu/about/strategic-plan/
Strategic Plan
Objectives Progress
Strategic Plan
Objectives Progress

University Libraries' Progress by Objective Status
<table>
<thead>
<tr>
<th>#</th>
<th>Strategic Direction</th>
<th>Goal</th>
<th>Sponsor-ULC Liaison</th>
<th>Objective</th>
<th>Project Lead</th>
<th>Team Member 1</th>
<th>Team Member 2</th>
<th>Team Member 3</th>
<th>Project Launch</th>
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</thead>
<tbody>
<tr>
<td>3.a.ii.</td>
<td>Discovery</td>
<td>Investigate &amp; assess discovery &amp; search systems to determine where barriers create inconsistent or challenging experiences for users</td>
<td>Harriett Green</td>
<td>Upgrade and relaunch the discovery platform so library materials and expertise are easily accessible</td>
<td>Discovery Librarian</td>
<td>Phil Suda</td>
<td>Pat Logsdon</td>
<td>Madjid Zeggane</td>
<td>2020 summer</td>
</tr>
<tr>
<td>4.a.i.</td>
<td>Visibility</td>
<td>Understand our target audiences and their diverse communication preferences</td>
<td>John Furlong</td>
<td>Develop target audience profiles to inform communications efforts</td>
<td>Kimberly Singer</td>
<td>Tyler Bequette</td>
<td>Kris Helbling</td>
<td>Andy Uhrich</td>
<td>2020 spring</td>
</tr>
<tr>
<td>6.c.ii.</td>
<td>Innovation</td>
<td>Forecast and anticipate evolving user needs</td>
<td>Harriett Green</td>
<td>Build &amp; maintain scalable digital infrastructure that allows for the curation of rapidly growing digital collection needs for digital content &amp; data</td>
<td>Abigail Bordeaux</td>
<td>Robert Manley</td>
<td>Emily Stenberg</td>
<td>Dave Surmon</td>
<td>2020 spring</td>
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