McDermott Library
The University of Texas at Dallas

Plan 2011: A Commitment to Excellence
UNIVERSITY OF TEXAS AT DALLAS LIBRARIES

STRATEGIC PLAN 2006-2011
September 2005

Updated December 2006

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: Have investigated using ARL and ACRL statistics. Unfortunately, there is no consensus at UT Dallas concerning current and aspiration peer institutions to use for comparison purposes. Analysis is ongoing. It appears clear that university libraries comparable to UT Dallas's size control at least one building rather than being included in a multi-purpose facility. Secondly, the library is under funded with respect to the growth of the campus. A separate space report indicates that additional room is required within 3 years to hold the growing collections.

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: The Library fee was raised in the 2006 to $12 per credit hour. Loss of funding in other budget categories offset the rise in the fee and resulted in a reduction of over $100,000 in periodicals and standing orders. The Materials budget now includes inflation costs with projected figures for each line item. Technical Services will re-evaluate the budgeting method at the end of 2007 to determine its success.

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: The approval plan evaluation was completed in the spring of 2006 and updated in the fall of 2006. The collection development policy was finalized in October 2006 for all parts of the Library including Callier and Special Collections. The review of the depository profile is still required.

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: Library Administration formed the Bibliographic Coding Statistics Committee to establish codes. In addition to the members of the Committee, the liaisons participated in the creation of the coding. The Committee should be releasing the codes by the end of December and work will begin to assign them to all new books, periodical, film, etc.

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: Special Collections is working to obtain grants to preserve the Library's special materials including photographs, films, and paper items. No grants have been awarded to date.

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: The Special Collections Department submitted a proposal for the establishment of a University archives. No action has been taken on the proposal.
- The Library is making arrangements to join the Texas Digital Library (TDL) rather than staying with ePublish from ProQuest. The TDL project is now in its second year of a five-year plan to establish a Texas-wide consortia for open access archives. This project will include an electronic copy of the UTD dissertations and theses.

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: The first library-wide staff meeting was held in June 2006. The second meeting is scheduled in December 2006.**

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: A plasma screen and a security device are on order and are scheduled for installation during the spring of 2007.**

Objective: Establish content and editing guidelines for Library publications.
- **Year: 2006**
- **Responsible Parties: Committee to be appointed**
- **Outcome/Status: The Web Oversight Committee was named to work on guidelines for all Library publications including the webpages.**

Objective: Implement the recommendations of the BLOG Committee.
- **Year: 2006**
- **Responsible Parties: BLOG Committee and Library Administration**
- **Outcome/Status: Orbit, the Library BLOG, was approved and implemented.**

Objective: Investigate improvements to the Library's telephones.
- **Year: 2006**
- **Responsible Parties: Library Administration**
- **Outcome/Status: All Library telephones were evaluated and replaced as needed. Additional features were added to some telephones.**

Objective: Institute a forum for sharing information collected from professional development activities.
- **Year: 2006**
- **Responsible party: Library Advisory Board**
- **Outcome/Status: The Library Advisory Board of Supervisors instituted a conference report form. All reports are available on the Intranet site. A complete list of travel and development activities is also available on the Intranet site.**

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: Library staff conducted a Building Survey in the fall of 2006 to evaluate the furniture, climate, and lighting patterns. A contract for maintenance of the literacy classroom has been granted and the initial cleaning of the equipment occurred in December 2006.**

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: No progress**

Objective: Complete the Library's Disaster Recovery Plan and Emergency Procedures.
- **Years: 2006**
- **Responsible Parties: Existing Committee**
- **Outcome/Status: The Recovery Plan was completed and approved in October 2006. The training is to follow later in 2007.**

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: The Facilities Maintenance Department provided a price quote for removing the carpet from the emergency stairwells. The Library is awaiting the funds to finalize the plan.**

Objective: Investigate ways to improve the maintenance and upkeep of the building.
- **Year: 2006**
- **Responsible Parties: Committee to be appointed**
- **Outcome/Status: A committee conducted a Building Survey and the results indicated that the Library restrooms need additional cleaning on the weekends. Additional funds are required to provide this cleaning.**

Objective: Investigate and improve the lighting and electrical outlets in all areas of McDermott Library.
- Years: 2007-2009
- Responsible Parties: Library Administration
- Outcome/Status: The Facilities Maintenance Department provided a quote on improving the lighting on the west side of the 2nd level of McDermott Library. The Library is awaiting the funds to finalize this improvement.

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: No progress

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: The University received $500,000 from the Library, Equipment, Repair, and Rehabilitation budget within the UT System to repair the Library air handling units.

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: The Associate Directors conducted an initial salary comparison between other academic libraries in Texas and other similar institutions. Human Resources (HR) staff is evaluating library salaries based on certain types of positions to other academic institutions. The information resource is available to HR departments to compare salaries in various types of positions within a University.

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: No progress

Objective: Formulate written guidelines for standardization of performance appraisals for all employees.
- **Years: 2006- 2010**
- **Responsible parties: Library Advisory Board**
- **Outcome/Status: No progress**

Objective: Investigate and provide a structure for promotion and merit increases.
- **Year: 2006**
- **Responsible Parties: Library Advisory Board**
- **Outcome/Status: The Associate Directors and the Head of Reference met with members of the Human Resources Department concerning the legal aspects of establishing guidelines. Further investigation is ongoing.**

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: No progress**

Objective: Establish the criteria to recognize and publicize day-to-day contributions of Library staff.
- **Years: 2006-2007**
- **Responsible parties: Library Associate Directors**
- **Outcome/Status: Further investigation is ongoing.**

Objective: Improve formal training of liaisons.
- **Years: 2006-2011**
- **Responsible Parties: Collections/Liaisons and Library Administration**
- **Outcome/Status: A group of liaisons is working on a form to report their training activities.**

Objective: Investigate ways to improve the training needed by all staffs.
- **Years: 2006-2008**
- **Responsible Parties: Library Advisory Board**
- **Outcome/Status: No progress**

Objective: Formulate budgeting guidelines for conference/travel requests.
- **Years: 2006-2011**
- **Responsible parties: Library Administration**
- **Outcome/Status: Committee has been appointed to produce guidelines. Committee has not met.**

Objective: Develop a cross-training program between Library departments.
- **Years: 2006- 2010**
- **Responsible parties: Library Advisory Board**
- **Outcome/Status: Staff members within Technical Services are cross training between acquisitions and cataloging functions.**

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: Conducted the initial LibQual survey.**

Objective: Provide a means for patrons to pay fines during the evening and weekend hours.
- **Years: 2006-2007**
- **Responsible parties: Library Administration**
- **Outcome/Status: Successfully implemented a means to pay fines during the evening and weekend hours.**

Objective: Develop a required one-hour credit Information Literacy course.
- **Years: 2006-2009**
- **Responsible parties: Committee to be appointed**
- **Outcome/Status: No progress**

Objective: Conduct faculty training for all Library software (e.g. Blackboard, Docutek, RefWorks, ePublish, etc.)
- **Years: 2006-2011**
- **Responsible party: Information Literacy**
- **Outcome/Status: Training sessions have been conducted to teach students and faculty about RefWorks and SpinPlus. A new Reserves request form/management system is now available.**

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: The Dean of Libraries hosted an event in October for faculty and staff who published a book or book chapter after January 2000.**

Objective: Create a full document delivery service for faculty.
- **Years: 2007-2009**
- **Responsible parties: Interlibrary Loan Services**
- **Outcome/Status: Interlibrary Loan Services took the first step in creating a full document delivery service for faculty. The Department now scans articles and chapters from the print and microform collections and sends them electronically to faculty members. Further development of a document delivery service requires additional staffing.**

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: **The objective is waiting the implementation of Verde which is scheduled for 2007.**

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: **The ability to print from the Community workstation was added.**

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

- Year: 2006
- Responsible Party: Committee to be appointed
- Outcome/Status: **No progress**

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

- Years: 2006-2011
- Responsible Parties: Public Services
- Outcome/Status: **The Library investigated adding call phones from the 3rd and 4th floors to connect to the Reference Desk. The implementation of the phone system is delayed due to funding.**

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: **No progress**

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: **The Library is participating in orientation and other Enrollment Services events. Library initiated events have not been created to date.**

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: **Liaisons are working on an initial set of tutorials. Other initiatives await additional funding.**

Objective: Provide the ability for patrons to access their Library account through developing technology.
- **Years: 2007-2011**
- **Responsible Parties: Systems**
- **Outcome/Status: No progress**

Objective: Provide the facilities, equipment, and software for creating and editing original multimedia content.
- **Years: 2007-2009**
- **Responsible Parties: Library Administration**
- **Outcome/Status: No progress**

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: The Library Administration Office conference room was outfitted to act as a Library instruction/training facility. The equipment in the literacy laboratory has a new maintenance contract.**

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: Committee's work is ongoing for a complete rewrite of the Library's webpages. Committee is providing written guidelines for all Library publications.**

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: Verde was purchased and training is scheduled for December 2006.**

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: Currently under review by Systems.**

Objective: Cooperate with Project Galaxy 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: Phase II of Galaxy has been placed on hold pending funding.**

Objective: Partner with Information Resources to fully develop UTD's course management software.
- **Years: 2008-2011**
- **Responsible parties: Systems and Liaisons**
- **Outcome/Status No progress**

Objective: Investigate ways of gathering statistics about usage of the Library's website.
- **Years: 2006-2011**
- **Responsible party: Systems**
- **Outcome/Status: Counters are being added to all Library webpages.**

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: The Library implemented a link resolver in January 2006 except for their A-Z list.**

Objective: Expand Library's technology infrastructure to include streaming video.
- **Years: 2007-2009**
- **Responsible parties: Library Systems, LITS, Public Services**
- **Outcome/Status: No progress.**

Objective: Purchase and implement media scheduling software.
- **Year: 2007**
- **Responsible parties: Library Systems**
- **Outcome/Status: Purchase of media scheduling software is on hold pending the outcome of the Endeavor acquisition by Francisco Partners (who also own Ex Libris).**

<div align="center">**Appendix**</div>

<div align="center">**Key planning documents**</div>

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.