

ZSR Library Strategic Plan, 2019-2021

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The mission of the Z. Smith Reynolds Library is to inspire learning, advance knowledge, and build community at Wake Forest University. We accomplish this by providing resources, opportunities, and spaces that connect students, faculty, and staff to information, each other, and the wider world.

Executive Summary

In 2011 ZSR reached the peak of academic library acclaim by receiving the ACRL Excellence in Academic Libraries award. This success was fueled by an ambitious strategic plan designed to make ZSR a leader among libraries. In the years since the award, ZSR has continued to demonstrate excellence and has closely aligned itself to the University's goal of providing an outstanding academic experience for its faculty and students. With this new plan, ZSR is working to ensure our ongoing commitment to excellence while continuing to adapt to a rapidly changing higher education landscape. At Wake Forest these changes include new initiatives, new campuses, and an increasingly diverse and international student body. To accomplish this goal we will take a fresh look at our services and structure by "reimagining" them – a theme repeated in each goal. Many things will likely stay the course, but without renewal and assessment, even the most successful operations will eventually become obsolete.

We also plan to look at the overall experience by those who use the library's suite of services, spaces, and programs. User Experience (UX) is often considered more for how online services are developed; in this case we are employing a much broader definition and involving many groups in recommendations for improvement. And while we already have strong campus engagement and partners, we believe we can increase our role and connections. We also want to extend our programs beyond campus and into the greater community. With support from the ZSR Board of Visitors and the new Friends Giving Club, we plan to connect with and create new constituencies.

There are many important projects and programs underway at ZSR that are not specifically outlined in this plan. That does not mean they are not vital or will be discontinued – renovation planning, digital scholarship, and other projects already launched – will continue to grow and need support. Finally, assessment will be the heart of this plan as we will closely monitor our progress and adjust the course as needed. ZSR will continue to be a leader in providing superior library services to Wake Forest University, the greater campus community, and the library profession.

ZSR seeks to inspire learning, advance knowledge, and build community by:

- 1) Reimagining the library experience to inspire curiosity, discovery, and collaboration.**
- 2) Reimagining the library's role within the university, the local community, and academia.**
- 3) Reimagining the library environment to promote an increasingly responsive, creative, and user-centered faculty and staff.**

Goal 1: Inspire learning, advance knowledge, and build community by reimagining the library experience to encourage curiosity, discovery, and collaboration.

Objective 1.1: Prioritize the user experience (UX) in the design and delivery of all library services.

Strategy 1.1.1: Assess the alignment of library services and spaces with current and anticipated needs of the community.

Strategy 1.1.2: Develop a list of UX recommendations and an implementation timeline with responsible parties.

Objective 1.2: Improve the discovery and access of library resources by users.

Strategy 1.2.1: Purchase, implement, and migrate to a new Library Services Platform to replace Voyager, the current Integrated Library System.

Strategy 1.2.2: Evaluate and update the collection management plan, including an assessment of budget allocations and participation in shared collection initiatives, that balances current and future user needs, collection growth, current and potential physical constraints (including utilization of offsite storage), and rising collection costs.

Strategy 1.2.3: Explore the feasibility of implementing RFID (radio-frequency identification) technology to facilitate management and security of physical collections.

Goal 2: Inspire learning, advance knowledge, and build community by reimagining the library's role within the university, the local community, and academia.

Objective 2.1: Develop a more intentional role for the library within the university.

- Strategy 2.1.1: Actively participate in planning for new and innovative teaching, learning, and research methodologies in partnership with the university community.
- Strategy 2.1.2: Strengthen the Library's contributions to student success by responding to and supporting the changing curriculum landscape.
- Strategy 2.1.3: Explore new partnerships to enhance the Library's role with engaged research and teaching.
- Strategy 2.1.4: Share our stories (within the library, the campus, and the profession) to make our work visible.

Objective 2.2: Advance the University's Pro Humanitate mission within the local community.

- Strategy 2.2.1: Participate in and provide support for engaged research initiatives affecting the local community.
- Strategy 2.2.2: Investigate opportunities for outreach to and partnerships with K-12 schools, other colleges and universities, public libraries, and other organizations.
- Strategy 2.2.3: Launch the ZSR Friends Giving Club to help engage young alumni, local retirees, and the Winston-Salem region.

Objective 2.3: Promote initiatives that reflect the ideals and values of the library profession and higher education.

- Strategy 2.3.1: Advance broader professional diversity, equity, and inclusion internally through library and campus employee programs and externally through fellowships or programs to engage with MLIS students and recent graduates.
- Strategy 2.3.2: Promote open access by our collection practices and by encouraging the entire university community to publish in open access venues and utilize Open Educational Resources in courses.

Goal 3: Inspire learning, advance knowledge, and build community by reimagining the library environment to promote an increasingly responsive, creative, and user-centered faculty and staff.

Objective 3.1: Align internal structures to efficiently and effectively meet library goals.

Strategy 3.1.1: Review the organization of library teams and committees, and realign them as appropriate to ensure flexible services that meet current and emerging user needs. Ensure that any realignment process is transparent and includes input opportunities for all library employees.

Objective 3.2: Ensure that all library employees, including student workers, are prepared for ongoing changes taking place on campus, in libraries, and in higher education, so the library can continue to provide excellent services to our user communities.

Strategy 3.2.1: Develop initiatives to prepare staff, students, and faculty for the changing academic library landscape.

Strategy 3.2.2: Support members of internal committees to gain expertise in their areas of emphasis.

Strategy 3.2.3: Provide a safe, supportive, and inclusive environment that encourages innovative thinking and creative risk-taking at all levels.

Strategy 3.2.4: Nurture a sense of shared community by fostering respect, trust, and collaboration.