

USC Libraries Strategic Plan 2017

Updated November 2017

Vision

The USC Libraries will be an integral, inventive, and inspiring partner in the scholarly and artistic enterprises of USC faculty, students, and staff. In so doing, we actively contribute to the development of knowledge and advancement of the global human community.

To participate with the greatest agency and impact in teaching, learning, research, clinical, and creative practices at USC and beyond, we will advance:

- a culture of commitment to our community and our colleagues and to developing diverse collections, services, spaces, and programs that embody that dedication;
- a vibrant, inclusive library environment for intellectual and creative achievement;
- partnerships that complement our strengths, expand our reach, and apply our unique capabilities to support USC's strategies and ambitions;
- an appreciation of scholarship, in all its forms, and of the libraries' essential role in informing the scholarship of the future.

Mission

The USC Libraries support the discovery, creation, organization, dissemination, and preservation of knowledge. We develop and deliver collections, services, and programs that support and encourage the academic, research, clinical, and creative endeavors of our community; cultivate an inclusive community of intellectually curious, critical thinkers; and help develop engaged, informed global citizens. Through these means, we participate in the continuing success of the University of Southern California.

Values

- **Inquiry**—we make possible consequential discoveries, creative pursuits, and access to knowledge as a matter of intellectual and social responsibility.
- **Ingenuity**—through experimentation and informed risk-taking, we make tangible advancements and solve substantive problems.
- **Integrity**—we act with professionalism, accountability, transparency, and respect for diversity of peoples, ideas, and ways of knowing.
- **Inclusiveness**—we work with cultural awareness, kindness, an appreciation of difference, and a collaborative impulse to develop increasingly meaningful sites of reflection and engagement with and for our community.

Strategic Themes, Goals, and Actions

Theme 1 Exceptional, integrated, and consequential engagement with intellectual and creative communities

Goal A Support and help forge new paths through research, teaching, and learning activities that prioritize faculty and student goals, workflows, and ambitions.

Actions

- a. Establish functionally designed positions and organizational units charged with integrating the library more deeply into research, teaching, and clinical processes.
- b. Reimagine and redesign the liaison program to deliver ever-greater support to research, teaching, and creative practices.

Goal B Build more, and more inclusive and sustainable, relationships with communities of teaching, learning, research, and practice.

Actions

- a. Establish more formal, substantive partnerships with USC research centers at UPC and HSC, including but not limited to those related to theme 4 below.
- b. Integrate Digital Library collections and processes more comprehensively with the work of USC faculty, students, and centers pursuing digital knowledge initiatives.

Goal C Position the libraries as an essential campus partner for helping students develop critical, creative, and ethical habits of mind.

Actions

- a. Identify continually evolving information literacy needs and related areas of greatest impact; expand or develop instructional programs to support them.
 - i. Increase information literacy instruction programs for first-generation and first-year students.
 - ii. Integrate information literacy instruction with USC programs for K-12 students.
 - iii. Advance primary-source literacy programs.
- b. Increase curricular integration of C.a above.

Theme 2 Enterprising, focused, and inspiring leadership—locally, regionally, and globally—in support of teaching, learning, research, and engagement

Goal A Establish the USC Libraries Collections Convergence Initiative and grow its impact and influence.

Actions

- a. Determine and implement the initiative's organizational structure, set guidelines for fellows, and establish a plan for strategic growth.
- b. Establish a framework for the initiative's interaction with other library operations, USC units, and partners beyond USC.

Goal B Develop the Center for Library Leadership and Management into a bold, profession-shaping organization.

Actions

- a. Advance the center's research and action agenda.
- b. Engage USC librarians and staff, as well as those of partner organizations, in support of the center's work.

Goal C Working with the Marshall School, develop the USC MMLIS into a global model for advanced library education.

Actions

- a. Advance a curricular focus on the evaluation of information as a foundational element of successful leadership in the global information society.
- b. Engage students in information science issues of greatest potential impact in developing effective, ethical, and globally minded library leaders.

Goal D Solidify the USC Digital Repository's and Digital Library's positions as unique providers of advanced digitization, metadata, access, and preservation services.

Actions

- a. Clarify relationship between the USC Digital Library and the Digital Repository, particularly for on-campus clients
- b. Define goals for growth in research, corporate, and international clients, as well as in services and infrastructure to support them
- c. Determine the role of the libraries' expertise and digital infrastructure in scholarly communication efforts at USC

Theme 3 Sustainable, meaningful, and focused capacity for individual achievement, organizational progress, and alignment with USC strategies and aspirations

Goal A Throughout the libraries, develop the greatest possible capacity to create excellent research and discovery experiences.

Actions

- a. Establish systematic onboarding procedures and regular training.
- b. Establish management training program for library faculty and staff who move into leadership roles.

Goal B Recruit faculty and staff more inclusively and efficiently, and establish a framework for focused professional growth.

Actions

- a. Thoroughly review hiring practices and make necessary adjustments to better embody our vision and values.
- b. Establish a focused framework for library faculty and staff retention, including compensation benchmarking, staff mentorship, and more support for and understanding of inclusion and difference.

Goal C Create accessible, meaningful opportunities for leadership development that are aligned with library and university goals.

Actions

- a. Establish formal professional development programs with the USC MMLIS and Center for Library Leadership and Management.
- b. Identify and support emerging, potential leaders within the USC Libraries.

Theme 4 USC as a private research university dedicated to the greater public good and to solving intractable challenges that demand transdisciplinary solutions

Elements of that theme include:

1. Bringing to bear USC's resources to address complex, global issues:
 - a. Homelessness
 - b. Lifespan health
 - c. Security and sustainability
 - d. Engaging the arts for social change
 - e. Immigration
2. USC's global impact
3. Value and affordability
4. Access and opportunity

Goal A Apply unique library expertise and capacities to support the vision of USC as a leading private research university dedicated to the greater public good.

Actions

- a. Ensure integration of the elements above into library activities, including collection development, instruction, programming, open access and open educational resources opportunities, and research and clinical support.
- b. Identify and activate cross-functional library expertise—such as digital scholarship support,

data literacy, and data management and preservation—toward university goals.

- c. Establish sites of research and action to enable student research, creative practice, and activism in these areas.

Goal B Integrate 4.1.a-4.4 above into library programs.

Actions

- a. Identify library programs and partnerships—such as the USC Sidney Harman Academy for Polymathic Study, Phi Kappa Phi, L.A. as Subject, instruction, and orientation—and align with university goals consistently and meaningfully.
- b. Contribute to and help advance campus initiatives addressing issues of equity, diversity, and inclusion.