Table of Contents

University Libraries SWOT Analysis.......................... 2
University Libraries Mission Statement, Vision .......... 6
    Statement, and Values Statement
University Libraries Strategic Plan 2015-2017.............. 9
SWOT Analysis for
University Libraries Strategic Planning
November 2013
During October 2013, the members of the Strategic Planning Team for University Libraries conducted a SWOT analysis. The analysis consisted of eight questions that asked participants to identify areas where they thought the University Libraries was doing well, could improve, were of concern, or presented opportunities. The survey also asked respondents to identify areas they would not want changed and actions that should be taken during the next two years. The survey was distributed online to all employees of the University Libraries including student workers, members of the Student Government Association, members of the Faculty Senate Library Committee (FSLC), and current members of the Library Associates group. The response rate was 71% for library faculty, 38% for library staff, 33% for library student workers, 33% for FSLC members, and 33% for SGA members.

Overall, respondents were very positive about recent changes made in updating Ablah Library’s public spaces, including the new collaborative furniture and spaces in the Learning Commons and the increased numbers of updated computers. Respondents also appreciated the growing number of digital resources and services and the helpfulness of library personnel. Weaknesses and threats tended to cluster around concern about the University Libraries’ ability to respond fully to technological advancements. Respondents were worried that the skills and staffing levels of library personnel would not be able to continue providing a superior level of service while also managing technological changes, enrollment growth, and the loss of institutional knowledge due to the approaching retirements of several library employees. Respondents also expressed some unease about competition from the growing numbers of information providers handling traditional library services, the future of the print collection, and the future of libraries in general. Many, however, saw these weaknesses and threats as opportunities. Technological advances were seen as an opportunity to redefine and enhance the University Libraries through the development of innovative teaching and services for the campus community, promotion of locally developed scholarship, and support of enhanced staff development programs. Respondents pointed out that such enhancements could lead to increased value being placed on the University Libraries and an increased number of supporters.
The bulleted lists below provide additional details about the major themes identified through the survey and through the discussions of the Strategic Planning Team.

**Strengths**

- Recent enhancements to public spaces and University Libraries technologies
- Development of digital collections and the depth of current physical collections
- Improvement and enhancement of student services focused both on virtual and onsite learners
- Operational efficiencies in the ability to add new services and collections without new resources
- Staff overall are service oriented and dedicated to the University Libraries mission with a diversity of new and long-term staff members
- University Libraries commitment to cooperate with other campus units on joint services and projects
- High satisfaction ratings in student exit surveys
- Identified by University community as one of the hearts of the campus

**Weaknesses**

- Uneven strength in the collections and their upkeep
- Need for improved and consistent communication and consultation within and between University Libraries units
- Lack of consistent marketing and promotion of the University Libraries collections and services
- University Libraries staff are spread too thin
- Lack of a comprehensive plan to develop skill sets to support University Libraries initiatives
- Lack of staff diversity
- Lack of consistent maintenance and upkeep of University Libraries facilities
- Limitations and failures in campus technology infrastructure and user support
- Limited hours for the University Libraries and specific service points
- Lack of an integrated assessment plan for University Libraries services, collections, and staff

**Threats**

- Possible changed perception by the University community concerning the relevancy of University Libraries to Wichita State
- Competition from external information providers and campus units
- Resistance to change
• Ability of the University Libraries to respond and provide services to increased enrollment
• Impact of growing electronic collections on the physical collections
• Aging of the University Libraries workforce and loss of expertise due to staff losses, reorganization, or retirement
• Staying current with advances in higher education, academic libraries, and technology
• Economic uncertainties, price increases, and potential cuts to University Libraries resources

Opportunities

• Introduce new services and reconfigure or extend existing services to meet the demands of increasing student enrollments and changing demands of all campus stakeholders
• Expand and enhance access to physical and electronic collections, including locally-produced scholarship
• Enhance outreach and marketing of University Libraries services and collections to foster integration with campus life
• Continue enhancing and repurposing University Libraries facilities to meet changing demands
• Introduce new technologies to the campus community that support learning, teaching, and research
• Use staff development and new hires to create workforce that can fully respond to changing needs
• Extend current and seek new possibilities for campus, local, regional, and national partnerships
• Develop new funding sources to support University Libraries goals and programs
Wichita State University Libraries
Mission, Vision, and Value Statements
Wichita State University Libraries
Mission, Vision, and Value Statements

Mission

Wichita State University Mission Statement
The mission of Wichita State University is to be an essential educational, cultural, and economic driver for Kansas and the greater public good.

University Libraries Mission Statement
The mission of the University Libraries is to be an essential force in teaching and research. We serve vital roles in educating and providing access to high impact information resources, preserving intellectual and cultural records, and continually evolving as a research network across campus and the larger community that facilitates intellectual discovery, scholarship, creative activity, and innovation.

Vision

Wichita State University Vision Statement
Wichita State University is internationally recognized as the model for applied learning and translational research.

University Libraries Vision Statement
University Libraries transforms research and applied learning initiatives through innovative teaching and services, outstanding collections, and strategic partnerships.
**Values**

**Wichita State University Values**

*We value:*

- Seizing opportunities
- Success for all stakeholders
- Diversity of culture, thought, and experience
- Adaptive approaches
- Teamwork
- Positive risk-taking

**University Libraries Values**

*We value:*

- Continuous evolution as an organization through experimentation and the application of innovative services, resources, and emerging technologies
- Quality learning and research experiences that focus on success for all stakeholders
- Diversity of individuals, culture, thought, and experiences
- Collaboration and teamwork
- Accountability and data driven decision making in the management of our resources and services
- Creation, preservation, and sharing of knowledge and information
University Libraries
Strategic Plan FY 2015-2017
Goal #1

Promote a superior user experience through the development of innovative services that support the educational, cultural, and research needs of the university and its community partners.

This goal supports the University’s Strategic Planning Goals 3, 4, 5, and 6

Objectives

- Enhance existing services to focus on point of need and on-demand services
- Capitalize on opportunities for the development of innovative library services
- Enhance and coordinate marketing of library services and collections
- Explore new opportunities for public programming
- Support research and publishing activities of students and faculty

Goal #2

Ensure support for research activities and interdisciplinary curricula across campus through the expansion and preservation of relevant, user-driven resources and collections.

This goal supports the University’s Strategic Planning Goals 2, 3, 4, & 7

Objectives

- Expand access to high quality resources and collections that support the emerging curricular and research needs of departments, colleges, and other units
- Expand access to locally-developed digital collections
- Foster innovation in the selection and acquisition of library resources
- Enhance efforts to assess the relevance and use of library resources and collections
- Provide technology transfer support including patent and trademark resources, instruction, and services
Goal #3
Establish the University Libraries as a campus partner in teaching by providing interdisciplinary learning experiences throughout the curriculum that promote student success while creating opportunities for applied learning and research.

This goal supports the University’s Strategic Planning Goals 1, 2, 3, 4, and 5

Objectives
- Develop learning objects to support lifelong learning skills
- Identify opportunities for integrating information literacy concepts into existing and emerging curricular plans
- Create opportunities to support campus online learning initiatives
- Identify and support the applied learning needs of academic departments

Goal #4
Develop, enhance, and sustain a flexible digital and physical library infrastructure, informed by advances in higher education and technology, and seamlessly integrated into the learning environment to promote and support effective learning, teaching, and research.

This goal supports the University’s Strategic Planning Goals 1, 3, 4, and 5

Objectives
- Engage in functional space analysis to align library space for services and collections that best reflect evolving user needs and promote full use of the facility
- Promote and implement innovation and experimentation within the University Libraries to introduce next generation technologies to the University in support of its mission
- Improve the ongoing maintenance and upgrading of the University Libraries’ physical and virtual facilities
- Provide the quality and quantity of technology necessary to meet the evolving needs of library users

Goal #5
Develop, enhance, and sustain a skilled and engaged workforce that can succeed in a dynamic environment and provide the library user an exemplary library experience.

This goal supports the University’s Strategic Planning Goals 1, 3, 6, and 7
Objectives

- Assess organizational structure, staffing levels, and skill sets needed to provide the university community with services and collections that promote a successful learning and research environment
- Increase and improve the skill sets of the University Libraries’ workforce necessary to support current and future learning, research, and scholarly communication needs of the university community
- Promote strong positive internal communications and relations
- Maintain, enhance, and increase collaborations with strategic partners outside of University Libraries
- Explore options for increasing resources available to support the services and collections of the University Libraries

Goal #6

Engage in assessments that provide for continuous improvement of library operations and assist the University Libraries in meeting the evolving needs of library users.

*This goal supports the University’s Strategic Planning Goals 1, 3, 4, 5, and 7*

Objectives

- Develop formal structure focused on assessing outcomes of library services
- Develop formal structure focused on assessing impact of library curricular and research materials
- Implement ongoing program to determine professional development needs of University Libraries personnel
- Engage in continuous review of library policies and procedures to ensure that they remain efficient and effective
- Participate in campus and professional assessment activities