



Smithsonian Institution Libraries

Strategic Plan 2009-2013

Our Mission

As the largest and most diverse museum library in the world, SIL leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services and programs for Smithsonian Institution researchers, scholars and curators, as well as the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

- Smithsonian Directive 500, June 20, 2007

Our Vision

SIL creates a compelling environment for connecting, collaborating and exploring across disciplines and information boundaries.

SIL enhances and eases the discovery of information in our collections for SI scholars, researchers, scientists, and the larger world of learners.

SIL understands and meets user needs, serving users where they live and work.

SIL builds expertise on information discovery, navigation and management.

SIL is committed to finding opportunities to secure its financial future.

Our Values

Excellence in Process,
Procedures, and
Services

Constant
Experimentation,
Innovation, Creativity,
and Flexibility

Responsibility in our
Personal Actions

Responsible
Stewardship of
Resources and
Collections

Leadership in
Collaboration

Continuous
Improvement through
Ongoing Learning for
Individual and
Organizational Growth

Background

In January 2008, the Smithsonian Institution Libraries (SIL) began a strategic planning process. SIL Director Nancy E. Gwinn sought a strategic plan that demonstrated and fostered the Libraries' leadership role as information broker in an era of rapidly changing technology, while aligning the SIL with the goals and mission of the Smithsonian Institution. SIL hired the firm of Lou Wetherbee & Associates, LLC. to facilitate the planning process.

From the beginning, the entire SIL staff and SIL Advisory Board were encouraged to participate in the planning process. The consultants worked with a Steering Committee chaired by Deputy Director Mary Augusta Thomas. Staff working groups conducted four environmental scans: Communication and Outreach, Customer Review, Current and Emerging Discovery Tools, and Training and Staff Development. These scans formed the areas that were the center of a two-day planning retreat in July, 2008, which included key stakeholders from across the Institution.

Everyone worked under the principle that 20% of our enterprise should be spent on keeping things going and 80% should be spent on things that move the Libraries toward its goals. SIL invited several guest speakers to lecture on topics related to the future of libraries and Web2.0 technologies. Throughout the year, staff were encouraged to experiment with new tools and to try new techniques, including wikis, blogs, *YouTube* videos and other social networking methods. Town hall meetings, departmental meetings, volunteer forums, online surveys, and hallway discussions gave everyone an opportunity to contribute to the process. A writing team drafted text that was revised many times before the final version.

Focused on service to both our internal and external users, the plan signals a shift to a more continual and interactive engagement with users as a crucial part of planning services. It encourages experimentation and trial projects. Some describe it as a "process" document rather than one that seeks an end goal. But that is what a nonprofit service enterprise is all about. We seek to provide a collaborative atmosphere and to actively engage with researchers and the public through on-site and web communities. We want to continue supplying information sources that are critical to SI work while bolstering interdisciplinary efforts.

SIL sees our plan as a dynamic springboard for multiple actions. As we grow in understanding of new technologies and communication techniques, we will make changes and add new initiatives. Staff view the plan as a work in progress and will report on, and share information about, their implementation projects several times a year and in different forums. As one of the retreat participants summed it up:

"The cooperative generation of meaningful ideas, with everyone contributing, and no one too dominating, was truly amazing. We are on our way to producing a document which enables the Libraries to move in new directions, utilizing evolving technology, improved communication and our outstanding staff. This is a rare achievement."

GOAL 1 COLLABORATING ACROSS BOUNDARIES

SIL creates a compelling environment for connecting, collaborating and exploring across disciplines and information boundaries

STRATEGY 1.1 SIL connects users to people, information, and programs

- INITIATIVE A:** Position SIL as a center for research activity with physical library and virtual research content environments that promote collaboration
- INITIATIVE B:** Situate SIL internally within SI as the center for networking and exchange of ideas
- INITIATIVE C:** Adopt new technologies to remove boundaries, encourage collaborative research, and include users in the process
- INITIATIVE D:** Extend outreach and collaboration by enhancing existing and forging new relationships between SIL and other SI units as well as local institutions
- INITIATIVE E:** Create ways for SIL staff to make their areas of expertise (e.g., information fluency and information organization) accessible and better known within SI
- INITIATIVE F:** Make SIL one of the first points of contact for newly hired employees by inserting SIL into employee orientations

STRATEGY 1.2 SIL exchanges information and fosters interdisciplinary research nationally and internationally

- INITIATIVE A:** Develop a Web of SI Research that fosters interactive research networks
- INITIATIVE B:** Create a Technology Advisory Group (TAG) to discuss innovative ways to exchange information
- INITIATIVE C:** Develop SI Research Online as a site to provide access to all SI produced content
- INITIATIVE D:** Collaborate to make SI scholarship available worldwide
- INITIATIVE E:** Expand and improve SIL's contributions to the Biodiversity Heritage Library (BHL)

GOAL 2 DISCOVERING INFORMATION

SIL enhances and eases the discovery of information in our collections for SI scholars, researchers, scientists, and the larger world of learners

STRATEGY 2.1 SIL builds partnerships with other individuals and departments in the Institution who are developing an SI-wide digitization strategy

INITIATIVE A: Enhance the SIL digital infrastructure for both the creation and presentation of digital content

INITIATIVE B: Enhance the metadata associated with SIL web content to increase and facilitate findability of SIL digital resources

STRATEGY 2.2 SIL increases awareness of SIL content and expertise through rapid prototyping of discovery tools and new technologies

INITIATIVE A: Experiment with emerging technologies to develop content that engages participants and users

INITIATIVE B: Experiment with new, faster means of delivery of resources to users

STRATEGY 2.3 SIL builds, sustains, protects, and shares world class collections, making decisions about acquisitions and preservation of print and digital collections informed by a deepening understanding of users' current and future needs

INITIATIVE A: Identify and highlight hidden SIL resources and collections

INITIATIVE B: Align SIL collection development and distribution of SIL resources and staff with SI research priorities and directions

INITIATIVE C: Fast track digitization efforts to aid preservation and access, especially of rare materials

INITIATIVE D: Explore means by which SIL could take a role in the future research data storage needs of SI

INITIATIVE E: Ensure the future use of our collections by preserving information for continued accessibility

GOAL 3 CONNECTING WITH USERS

SIL understands and meets user needs, serving users where they live and work

STRATEGY 3.1 SIL looks to user generated evidence for its decision-making framework

- INITIATIVE A:** Collect and analyze users' current usage data (focus groups, interviews, etc.) while respecting their individual rights to privacy
- INITIATIVE B:** Develop profiles of SIL core user groups and their typical characteristics, likes and needs using internal and external third party research
- INITIATIVE C:** Generate mechanisms that will reveal patterns of customer use and perceived value of SIL services based on user needs
- INITIATIVE D:** Invite users to collaborate and refine SIL programs, products and services for continuous improvement based on user feedback
- INITIATIVE E:** Identify and reach out to potential users of SIL

GOAL 4 BUILDING EXPERTISE

SIL builds expertise on information discovery, navigation and management

STRATEGY 4.1 SIL continuously develops and refines the competencies and skills needed to meet the challenges of the libraries' changing role in an ever-changing information landscape

INITIATIVE A: Raise the minimum knowledge and skill level of SIL staff members to be consistent with what users expect from a center of expertise

INITIATIVE B: Allocate resources and staff to support new goals and initiatives through performance plans and managerial structure

INITIATIVE C: Determine best means of providing access to and sharing internal SIL communication, documentation and collective knowledge

STRATEGY 4.2 SIL teaches people how to discover, navigate and manage information effectively

INITIATIVE A: Create a toolkit of common processes for accessing and distributing information that can be deployed depending on the needs and preferences of individual users

INITIATIVE B: Create resource-discovery workshops tailored to the information needs of individuals and specific groups in the SIL user community

GOAL 5 SECURING FINANCIAL RESOURCES

SIL is committed to finding opportunities to secure its financial future

STRATEGY 5.1 SIL creates opportunities for funding operations and programs

- INITIATIVE A:** Build a robust program to increase annual giving
- INITIATIVE B:** Strengthen the SIL Advisory Board
- INITIATIVE C:** Work with Board Development Committee to create fund-raising events
- INITIATIVE E:** Participate in the SI Capital Campaign
- INITIATIVE F:** Develop a marketing strategy that targets potential donors by broadening awareness of SIL collections and services
- INITIATIVE G:** Develop a “toolkit” of fundraising strategies, opportunities and models

STRATEGY 5.2 SIL increases revenue from content-based products

- INITIATIVE A:** Market availability of images for licensing
- INITIATIVE B:** Promote development of new products based on SIL images
- INITIATIVE C:** Develop commercially viable products from collections that can produce royalties