



# 2026 — SMU Libraries Strategic Plan — 2030



# 01 Education

## GOAL ONE

Catalyse interdisciplinary and applied learning to develop thought leaders who generate original insights and apply them effectively in practice.

### OUTCOMES

- > Learners are connected to knowledge outside their primary discipline so they can think across fields and apply what they know to real problems.
- > Librarians develop subject expertise across domains so they can guide learners through unfamiliar fields and help them make connections across disciplines.

## GOAL TWO

Establish SMU Libraries as the key pedagogical partner in co-creating transformative learning experiences that foster desired graduate qualities.

### OUTCOMES

- > Librarians work with faculty as active partners in designing learning resources and curricula that support SMU's graduate outcomes.
- > Core information and digital literacies are embedded in the curriculum, giving students the skills they need for academic and professional success.

## GOAL THREE

Nurture critical thinking and curiosity in learners to be proactive in acquiring new knowledge and skills, ensuring lifelong relevance in complex world.

### OUTCOMES

- > The library provides accessible learning platforms, tools, and resources that support self-directed learning and help students build competencies throughout their careers.
- > Continuing education learners have access to resources and services tailored to their needs, developed in partnership with PCE programme owners.



# 02 Research

## GOAL ONE

Strengthen SMU Libraries' standing as an essential research support partner to advance the University's strategic research directions.

### OUTCOMES

- Researchers at every career stage can access library expertise and support across the full research journey, from planning through to publication.
- Library services are built around SMU's research priorities, with dedicated support for research planning, execution, and impact documentation.

## GOAL TWO

Build SMU Libraries' expertise to support researchers in articulating and demonstrating impact in their research, by implementing SMU's Integrative Research Impact Framework, co-creating evidence-rich narratives, and promoting diverse scholarly outputs.

### OUTCOMES

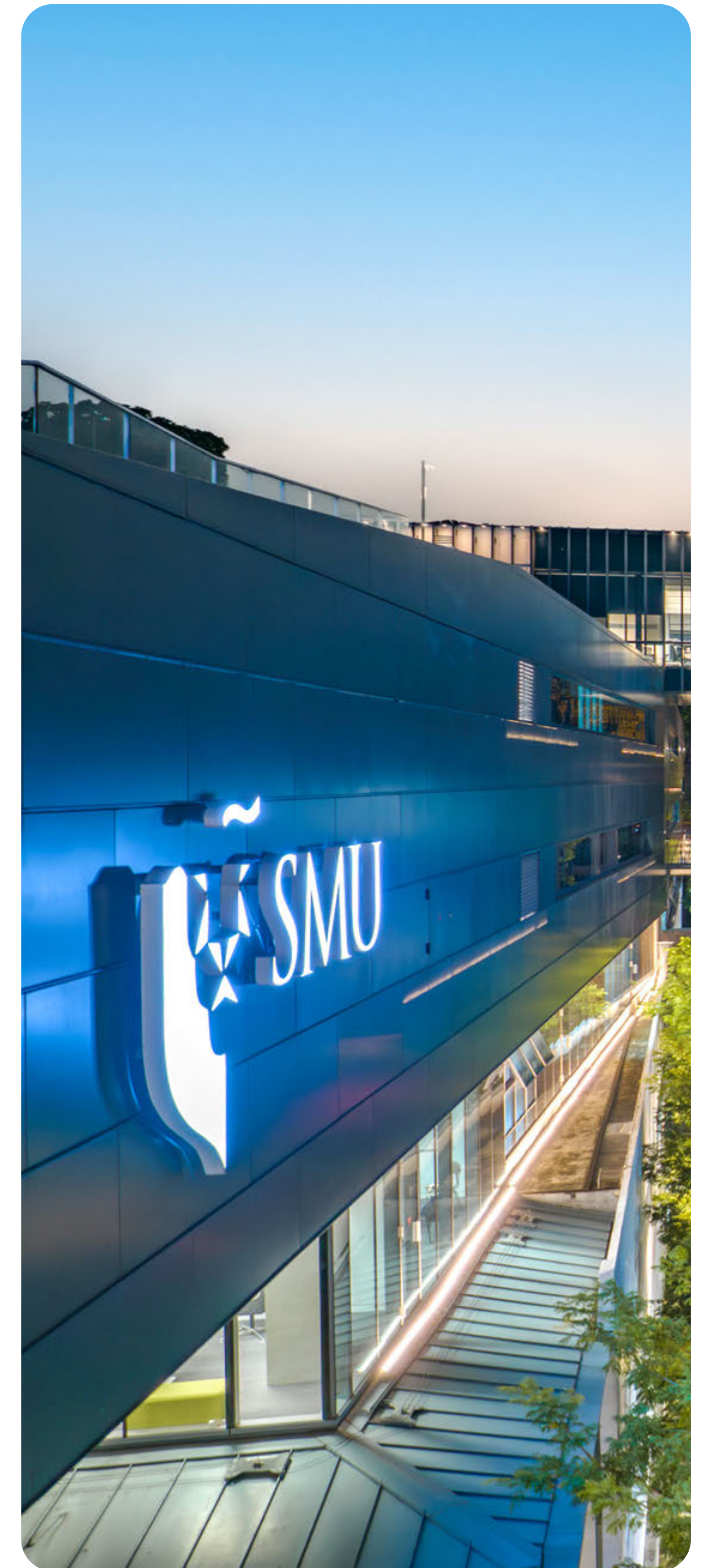
- The library supports a broad range of scholarly outputs — OERs, datasets, and public engagement work — reflecting SMU's inclusive approach to research assessment.
- The library develops expertise and tools needed to help researchers articulate and evidence the impact of their work.
- The library works with university leadership to implement SMU's Integrative Research Impact Framework.

## GOAL THREE

Position the library as the go-to partner for AI-augmented research and teaching — equipping faculty and researchers at all career stages with the skills, expertise, and ethical grounding needed to integrate AI meaningfully into their work.

### OUTCOMES

- The library helps faculty integrate AI into their research and teaching in ways that are methodologically sound and ethically grounded.
- AI literacy and data skills are built into researcher development pathways so staff at every career stage can engage confidently with AI tools.



# 03

## Talent & Finance

### GOAL ONE

Build an adaptive, influential workforce through intentional skill development to position SMU Libraries as essential strategic partners.

### OUTCOMES

- A skills audit is completed across all staff, with identified gaps used to build a structured, library-wide development plan.
- Priority skills are built into onboarding, mentorship, and career progression frameworks so that development is consistent and systematic across all roles.
- Staff are supported to take up courses, certifications, and conference participation aligned to the library's strategic direction.
- The library builds a robust talent pipeline through student employment, internships, and LIS graduate engagement to support long-term professional continuity.

### GOAL TWO

Develop a resilient financial model through evidence-based collection optimization that sustains core services while creating strategic investment capacity for innovation, talent, and infrastructure.

### OUTCOMES

- A comprehensive collections analysis is completed, using multiple evidence-based indicators and assessment metrics to identify optimisation opportunities — including Big Deal evaluations, consortia purchasing, and open access transitions.
- Savings from collection efficiencies are redirected to fund talent development, innovation, and other strategic priorities, in alignment with our procurement policies.
- The library actively pursues grants and external partnerships to fund programmes and infrastructure beyond the base budget.



# 04 Partnerships, Brand & Reputation

## GOAL ONE

Build a vibrant ecosystem connecting SMU community with academia, industry, government and international partners to co-create transformative learning experiences and accelerate research impact.

## OUTCOMES

- A partnership engagement framework defines how the library initiates, manages, and sustains educational and research collaborations with key stakeholders.
- Partnership governance principles covering IP, data sharing, co-authorship, and ethical use of library infrastructure are established library-wide.
- Partnership outcomes are tracked and reported against agreed indicators so the library can demonstrate its value as a strategic partner.

## GOAL TWO

Establish SMU Libraries as a recognised intellectual and institutional force in higher education where librarians are active scholars and thought leaders, the library is known for distinctive and innovative programmes, and the library's contribution to SMU's strategic mission is clearly visible and well-articulated.

## OUTCOMES

- SMU librarians contribute to academic and professional discourse through publishing, presenting, and sharing expertise that builds the library's standing.
- The library is recognised as an innovator in academic librarianship through signature programmes, strategic partnerships, and active sharing of its work.
- The library uses data and evidence to clearly communicate how its services advance SMU's institutional priorities to leadership and external stakeholders.



# 05 Infrastructure

## GOAL ONE

Ensure that library resources, spaces, services and technology are well-managed and consistently available, giving all users seamless access to the full range of collections, while stewarding those resources sustainably in support of SMU's research and education mission.

### OUTCOMES

- › Users can find and access the full range of library resources through multiple platforms, with collections curated to support teaching and research across disciplines.
- › Services, spaces, collections, and technology are consistently maintained to a high standard, with clear accountability for day-to-day operations.
- › The library has a documented collections stewardship approach that includes open access growth and regularly reviewed acquisition priorities.

## GOAL TWO

Create flexible, inclusive physical environments that support diverse learning styles, accessibility needs, and well-being, positioning the library as the campus destination for equitable learning experiences.

### OUTCOMES

- › Library spaces are designed to accommodate different learning styles and accessibility needs, with adaptable layouts and dedicated wellness areas.
- › Library services and collections are available across campus through distributed formats including pop-up libraries and book dispensers.

## GOAL THREE

Leverage data analytics and AI to continuously optimise library services, spaces, and operations, enabling evidence-based decisions that enhance user experience and operational efficiency.

### OUTCOMES

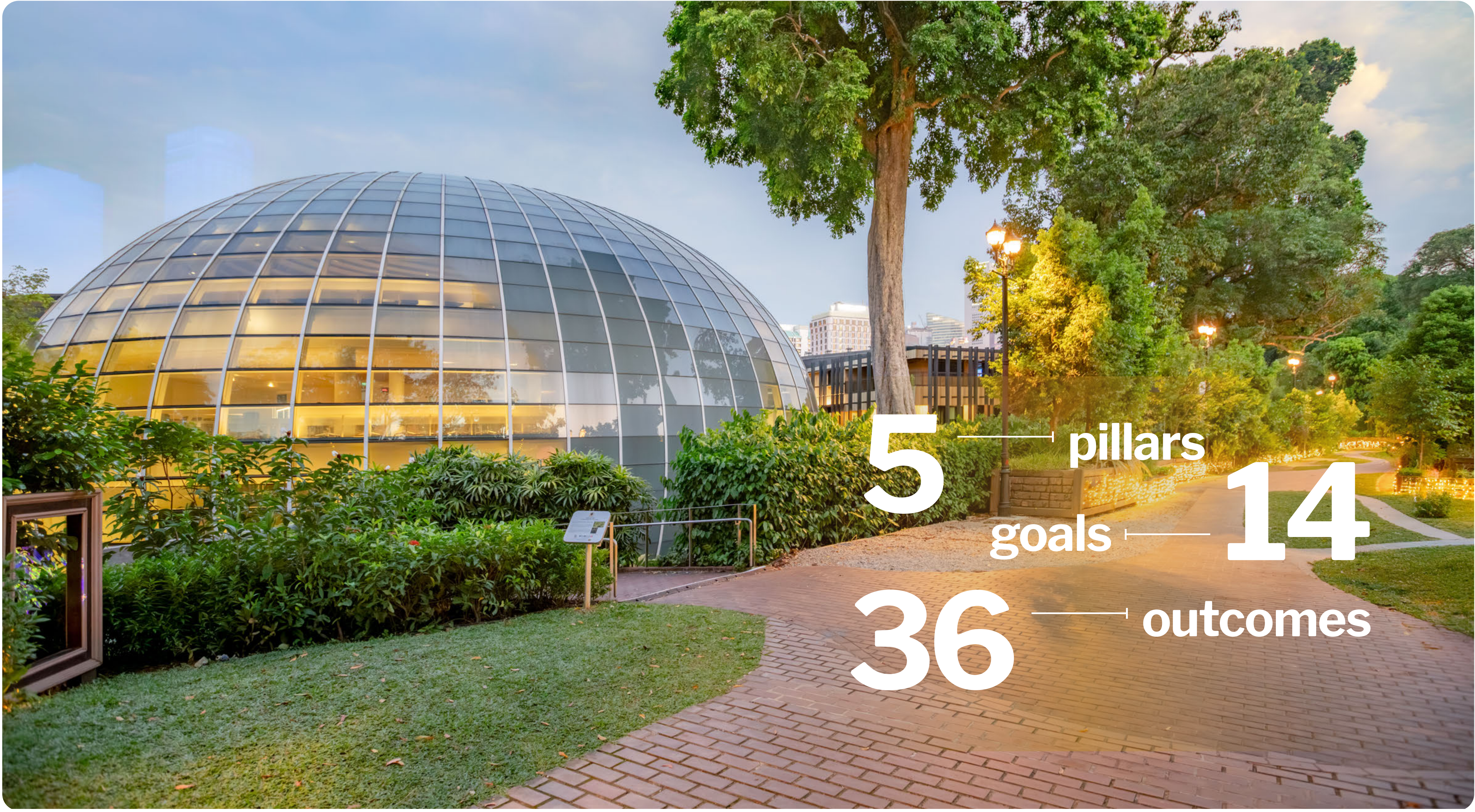
- › Space and operational decisions are informed by real-time and longitudinal data, enabling continuous, evidence-based improvement of environments and services.
- › Emerging technologies are applied to improve how the library manages and provides access to its collections.

## GOAL FOUR

Position the library as a place where the SMU community can explore and work with emerging technologies through dedicated innovation spaces, technology-enhanced learning and research support, and the digital systems needed to manage and share SMU's scholarly output.

### OUTCOMES

- › The library offers dedicated spaces and platforms where the SMU community can safely explore, pilot, and prototype emerging technologies in support of teaching, learning, and research.
- › The library develops and deploys technology-enhanced services that build information literacy and research capability across the SMU community.
- › The library builds and sustains the digital infrastructure and platforms that deliver research and digital capability at scale, and steward SMU's scholarly output across its full lifecycle.



5

pillars

goals

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outcomes