



2023-2024 Blueprint

I. Complete review of budgets, structures, and operations begun in AY22/23. Outline strategic pillars. Restructure operations. Develop staffing plan and begin recruiting.

SMART Goal	Results
A. Listening sessions, surveys, and other data review to carry into Q1 of AY23/24.	Listening sessions concluded with a final group of USC alums currently serving as ARL member library directors joining to share their ideas. We distilled strategic directions from these sessions and other data. The dean reported results to the entire library and shared them with the Provost’s Council in spring 2023.
B. Development of pillars and restructuring will begin no later than Q2.	See above. Restructuring is in progress.
C. Recruiting will be ongoing throughout the year, with the bulk of anticipated hires beginning in Q3 and Q4.	7 Staff hires in 2023 4 Faculty hires in 2023

II. Implementation of organizational changes based on Insight Survey results. Repeat survey and assess progress.

SMART Goal	Results
A. Several training initiatives began in AY22/23 and will continue into AY23/24. Primary focus is on bias response, communications, and supervisor skills at all levels.	Reorganized to create administrator with professional development responsibilities. Various presentations including Title IX, Introverts in Libraries, Conflict Resolution, ABLE SC, results of skip-level meetings.
B. The insight survey will be completed at the end of Q3 and will allow for a year-over-year examination of progress. Determine corrective measures based on Q3 survey.	The survey concluded in November 2023, and HR shared results with leadership and the library. Across all categories, we saw considerable improvements, but we will continue to monitor progress and address persistent cultural issues.

III. Improve communications about library activities, services, and collections.

SMART Goal	Results
A. Create public dashboards of various library metrics.	The Libraries launched public and internal dashboards in late 2023. The public dashboard is available at: https://guides.library.sc.edu/publicdb?_gl=1*1qw0bvt*_ga*OTEwMjg2ODcyLjE3MDQ4OTgwMDk.*_ga_ZGG9QXHNZF*MTcwNzE1NTA2NC45LjEuMTcwNzE1NTA2Ny4wLjAuMA
B. Document inflationary increases for materials.	We continue to document inflation and have included that information in our SUAC request.
C. With campus partners, improve visibility of library events and services through enhanced communication and outreach. Measure impact via assessment.	A new communications director joined in May 2023. Newsletters have resumed and have expanded distribution. Our first annual report in several years is forthcoming in February. Social media use has increased by double- and triple-digit percentages, and we are gaining followers on several channels.

IV. Increase support for open scholarship and Open Educational Resources (OER).

SMART Goal	Results
A. Negotiate additional read and publish agreements with publishers to allow USC faculty and graduate students to publish work OA and without APC charges.	The Libraries negotiated agreements with several publishers that went into effect in 2023 and early 2024, including ACM, Company of Biologists, IOP, and Sage. Agreements with SpringerNature and DeGruyter are in process, and we continue to evaluate others.
B. Continue work with USC Press to promote Open Carolina initiative, expanding OA monograph publishing with financial support.	Officially launched Open Carolina in fall 2023. Ten titles are currently available with both prospective and retrospective additions coming throughout 2024.
C. With the CTE and others, increase support for open textbook/OER creation and utilization to reduce costs for students.	Created a new SCoer Award track to allow faculty using OER to mentor and promote the use of OER among peers. Partnership Among South Carolina Academic Libraries (PASCAL) is investigating a Pressbooks subscription which, if implemented, would allow USC faculty to create and customize OER in a practical, low-barrier publishing platform.

V. Initiate programs to support student academic success, particularly for students from historically underrepresented groups.

SMART Goal	Results
A. In partnership with iSchool faculty, create a model for curating, storing, and accessing content for blind, visually impaired, and print Odsabled (BVIPD) students in online learning.	iSchool faculty are currently conducting structured interviews with librarians and Disability Resources staff to determine the needs of BVIPD students in online learning.
B. Collaborate with departments, offices, and centers to host events, exhibits, and other programs that celebrate underrepresented groups.	Fall 2023 featured collaborative exhibits and programs in conjunction with Hispanic Heritage Month. 2023 Hollings Library exhibits included one on African American Literature and a second on the LGBTQ community, which was one of the most successful in history, with many classes including it as part of their curriculum. The Fall Literary Festival featured three award-winning authors, all from the BIPOC community.
C. Acquire and highlight resources that center underrepresented populations.	We continue to acquire distinctive collections and other materials highlighting the role of historically underrepresented groups and people as well as scholarly resources by and about such individuals and groups for the circulating collections. In partnership with the Center for Civil Rights History and Research, we are adding to our holdings of archival materials documenting Black life in South Carolina and the United States. We are also continuing to expand our access to non-English language materials and materials that document life outside the United States. Two recent key acquisitions in this area are <i>Latin American Newspapers, 1822-1922</i> and <i>Hispanic American Newspapers, 1808-1980</i> .
D. Continue to promote the use of Open Education (OER) to reduce cost of attendance and ensure equity of access to instructional resources.	The Libraries partnered with CTE on new workshops that will promote the use of the PASCAL Faculty Textbook Portal to allow instructors to select and review OER, library-licensed, and freely available materials for use in the classroom.