**Carnegie Mellon University Libraries’ Bridge to 2025**

Against the backdrop of a pandemic that has changed the way we work, the Carnegie Mellon University Libraries has embraced an opportunity to build upon the initial set of goals shared in the university’s [Strategic Plan 2025](https://www.cmu.edu/strategic-plan/).

While our ambitions are great, this list represents the priority areas that are most feasible in the Libraries at this time, subject to recovery from the pandemic and the availability of sufficient funding.

To ensure that the expertise, collections and services of the Libraries are best positioned to navigate this current period of uncertainty and emerge stronger than ever, we will focus available resources on the following priority areas:

1. Design and facilitate **transformative educational experiences**.
2. **Accelerate research & creative inquiry** in the digital age with tools, technologies and expertise.
3. Create and cultivate a **healthy, just and inclusive community**.
4. Leverage our resources to support **innovative library infrastructure.**
5. Foster **valuable partnerships** for alumni and community engagement.
6. **Evolve our collections** to enable CMU’s students, staff, and faculty to discover, access, and use scholarly information.

The first five years of our ten-year strategic plan focused on reimagining the Libraries’ physical spaces and on hiring a talented team of faculty and staff who are central to our ambitions. This second period of our plan builds upon our earlier investments and on our sense of current and emerging academic priorities at Carnegie Mellon. The priorities set out below reflect a blend of work that is already well underway and plans for the future.

Transformative Educational Experiences

The Carnegie Mellon University Libraries creates and facilitates transformative educational experiences for students and faculty that unleash potential and foster growth for independent lifelong learners, creators, entrepreneurs, scholars, and citizens.

* The ability to discover, evaluate, and use information and data is a core competency of CMU students, and we will lead campus programming efforts to build our scholars' expertise in this field.
* We will work with departmental faculty to develop and provide access to high quality open educational resources and content.
* We will develop our libraries to provide innovative learning and study spaces to support individual study and group interactions.
* We will grow opportunities for students to pursue internships and independent research experiences working alongside library faculty.

Accelerating Research & Creative Inquiry

The Carnegie Mellon University Libraries catalyzes research and creative inquiry in a digital age with enabling tools, technologies, and expertise.

* We will provide workflow solutions and tools to allow CMU scholars to share, and showcase their research and demonstrate its impact.
* We will provide infrastructure to enhance the creation and sharing, where appropriate, of all phases and formats of the digital scholarly record, from research data and scholarly preprints to multimedia works and software.
* We will oﬀer collaboration and training on digital scholarship practices to enhance the quality of CMU's scholarly outputs and the production of transparent, open, reproducible scholarship.
* We will develop and promote information sources and expertise to support entrepreneurship, partnering with centers across campus.

Healthy, Just & Inclusive Community

The Carnegie Mellon University Libraries is at the heart of the university, engaged with all disciplines. We reflect the diversity of the communities of which we are part, and pursue sustainability in all that we do. We strive to be an employer of choice and to create an organization that values and invests in its employees through training, development and career growth.

* We will champion diversity, equity, and inclusion in all forms through the implementation of our Libraries DEI Strategic Plan.
* We will support, develop and train our faculty and staff, create opportunities for career advancement, and recruit new talent to enhance our existing skills and knowledge.
* We will provide equitable access to our services and collections, in person and online.
* We will develop a fuller understanding of our impact on the environment, reduce the environmental footprint of our operations, and work to advance progress to the UN sustainability goals.

Innovative Infrastructure

The Carnegie Mellon University Libraries leverages finances, spaces, and workforce as efficiently as possible to support library innovation and strategic initiatives.

* We will strengthen the collection and analysis of data on the use of our libraries and collections to inform strategic decision making.
* We will review workloads and business processes to ensure efficient services and to make it possible for our colleagues to strike a healthy work-life balance.
* We will enhance the use of our buildings by reviewing the use and disposition of print collections, and by designing spaces that enhance the quality of the campus learning environment.
* We will develop a culture of agility and efficiency which augments our infrastructure through documentation, policies, and continuous improvement of workflows.

Valuable Partnerships

The Carnegie Mellon University Libraries forms strategic partnerships to advance its mission through education and research, and create exciting opportunities for alumni and community engagement

* We will create events, lectures, and exhibits that enrich the campus environment and promote lifelong learning.
* We will strengthen our relationships with individuals, foundations, and corporate partners locally, nationally, and globally, to advance the Libraries’ short- and long-term goals.
* We will undertake a project to understand the emerging needs of our community and evaluate and enhance our communications to raise awareness of services.
* We will embrace our role as convener of communities to bring together researchers, teachers, and learners with the complementary skills and knowledge to tackle complex, interdisciplinary problems.

Evolving Collections

The Carnegie Mellon University Libraries makes it easier for CMU’s students, staff, and faculty to discover, access, and use scholarly information.

* We will prioritize access to digital content, and review the composition of our print collections.
* We will help our community discover the most relevant content whether held locally or across and beyond the global library network.
* We will collect, preserve, and make available materials that represent CMU's academic priorities and unique contributions to human knowledge.
* We will transform the discovery our distinctive and special collections by supporting vibrant cataloging and description, and building services to seamlessly interlink our collections data across the Libraries and between institutions around the world. We will multiply the impact of these collections through new outreach initiatives, innovative physical and digital exhibitions, and by opening our digital collections as data to power cutting-edge research.