

NORTHWESTERN UNIVERSITY LIBRARY

STRATEGIC PLAN, FY2008-10

Update for FY2009-10
February 6, 2009

(This updates the Library's major plan issued in 2008 but does not include all of the overview text or appendices. The numbered goals and objectives have not changed; the specific initiatives, and report on 2008 accomplishments, are revised. The Executive Summary is reprinted below. The full 2008 report is posted at:

<http://www.library.northwestern.edu/administration/Strategic%20Plan%20NUL%20February2008.pdf>.)

Executive Summary

Library and information services in support of higher education have been going through rapid changes in both content and structure and the pace of this change is accelerating. Innovations in services and technologies must be pursued to provide the highest quality of resources for academic programs, which themselves are evolving new approaches to the disciplines, to pedagogy and scholarship. Nevertheless, in the research university the breadth of subjects, the multiplicity of formats and the global scope of information needed require the continued maintenance and even expansion of various traditional materials and facilities. This strategic plan articulates a model to help the library system address these challenges in ways that are effectively designed, comprehensible to a wide range of stakeholders and linked directly to the overall goals of Northwestern University.

The plan outlines five major goal areas for the library:

- advance student learning,
- support faculty research and teaching,
- sustain world class resources of long-term cultural importance,
- support the University's goals of interdisciplinarity and globalization, and
- ensure library readiness to meet campus needs.

What gives these goals shape is a series of five intersecting strategies that serve as mechanisms to bring each goal to fruition in targeted ways:

- build a comprehensive digital infrastructure (collections, services, operations);
- increase collaboration and consortial participation with library, university and other partners;

- develop services tailored to different user populations;
- transform physical spaces to enhance services and operational efficiency;
- maintain emphasis on unique institutional strengths.

We are thus pursuing a set of parallel initiatives – more digital collections and services; enhancement of distinctive special collections (e.g., Africana, music); new and proactive services taking into account the preferences of students, faculty and different disciplines; greater outreach, communication and involvement in consortia; and redeployment of space. For each goal the plan lays out unique objectives that embody the strategies of digital technology, collaboration, customized services, and the reshaping of space based on new patterns of information use. Choices will be made based on the alignment of collections and services with the academic program and on the historic research strengths and commitments of the university. Above all, this plan looks outward – how can the University Library best contribute to the advancement of Northwestern in all its institutional diversity? The internal operations of the library are recast as enabling infrastructure to achieve outcomes that will benefit the University, not as primary goals in themselves.

The transformation of space is of such complexity and has such long-term implications that it will be the focus of a complementary plan intended to guide space utilization from now through the next fifteen to twenty years. In general terms, following the framework of the strategic plan, the Library will implement a three-prong concept that will take some years to realize: 1) an enhanced Deering Library as an integrated “special collections” research building; 2) the Main Library (and SEL and Schaffner branches) as centers for digital access, individual and group study, professional consultation, custom media and library support services, and high-use core/stack collections; 3) offsite facilities (with regular delivery and scanning services) for lesser-used print materials, especially those that are also available in digital form.

Library Mission Statement

The mission of Northwestern University Library is to provide information resources and services of the highest quality to sustain and enhance the University's teaching, research, professional, and performance programs. The Library provides a setting conducive to independent learning and a resource for users both within the Library and throughout the University and broader scholarly communities. The Library is committed to meeting the needs of users by taking a leadership role in linking the University to information in a rapidly changing environment. The Library develops innovative strategies to educate users and to select, organize, provide access to, and preserve information resources. It forges effective partnerships outside the Library to connect users with the resources they need.

STRATEGIC OBJECTIVES, 2009-10

A.1 Develop a systematic program of educational offerings that supports NU teaching and advances lifelong learning

Accomplishments through 2008: The cross divisional Instruction and Outreach committee began work on a large scale needs analysis of outreach and teaching activities. The Electronic Resources Forum, a seminar for entering Northwestern graduate students that examines issues related to graduate student research and electronic technologies, again included students from the School of Communication, School of Education and Social Policy, the School of Music, the Graduate School, and Weinberg College of Arts and Sciences. The ERF staff are considering expanding the program to a bi-annual format. The Freshman Seminar instruction program was expanded to include the School of Communication and the Medill School of Journalism. NUL participated in the NU Division of Student Affairs conference on the Freshman Experience in summer 2008.

Initiatives 2009, 2010

- **Complete a large-scale needs analysis and assessment of teaching opportunities and develop a comprehensive plan and web site for types and levels of educational offerings by NUL**
- **Maintain and expand the Electronic Resource Forum**
- **Continue NUL participation in the first year freshman experience offerings of schools and colleges**

A.2 Explore, design and assess new public services that incorporate the use of new and emerging communication and delivery technologies

Accomplishments through 2008. Resource Sharing and Reserve is currently loading library databases and e-reserves into Blackboard. The Podcasting Working Group is experimenting with this technology to develop the expertise to produce quality publications and has debuted podcasts for staff review. 17 RSS feeds were developed; they are now available on Special Libraries websites. Facebook and MySpace presences were investigated and rejected as communication options at this time. By working with the University as a whole with ART as the lead, the Library has now established a YouTube channel. Content is currently being developed. The audio tour was successful and is now incorporated into standard services. The Library has acquired Primo, a next generation resources discovery tool, to provide a new front end to public systems. Ex-Libris has agreed to develop the system backbone that will enable communication between Blackboard and Primo. They have also agreed to integrate the university's single-sign on authentication system into Primo.

Initiatives 2009, 2010

- **Expand and increase the use and awareness of Library resources and service through establishing a presence in Blackboard.**
- **Develop connection between Primo and Blackboard.**
- **Continue experimentation with Podcasting; develop schedule for implementation.**
- **Continue to work with AT concerning a YouTube presence for the University and the Library**
- **Develop RSS feeds and interfaces for mobile devices to deliver electronic resources and information about the library**

A.3 Develop state of the art searching and retrieval systems that seamlessly link students to needed information through an easy to use front-end that reflects student's searching preferences

Accomplishments through 2008. All departmental web pages were upgraded and the style standardized. New pages were designed for Divisions. NUL retired ER, a listing of electronic resources and lists of recommended e-resources for class use and purchased and deployed LibGuides, a flexible and easy to use platform for resource guides. NUL consolidated its three public gateways (SFX, Metalib and Voyager) into one to enable easier and more seamless searching. Oracle and Voyager systems were upgraded. Primo, a next generation resource discovery tool, was purchased and an implementation team created. NUL is currently working with University Relations and other campus partners on a new web management system.

Initiatives 2009, 2010

- **Develop and implement a more streamlined web interface for easy federated searching, and assess its usability by undergraduates**
- **Deploy a new discovery and delivery system for local and remote resources, such as books, journal articles, media rich content and digital objects.**
- **Provide better Library support for users of handheld devices**

A.4 Expand the Library's presence on campus through the promotion of onsite and electronic services, and the development of new offsite services and collaborations

Accomplishments through 2008. A student was hired to recast student-oriented publications in new formats and with a student "voice". Experiments with Podcasting and Flash are underway. Reference and Public Relations continued to hold "open breaks" for students during Finals and Reading Week. The program was expanded to SEL. The plasma screen funded by Alumnae Association is now

located in the main corridor of Main and provides continuous updated information on programs and services in the Library. NUL expanded public orientations and promotions during New Student Week, including erecting a tent on the Plaza and offering tee shirts. The promotions resulted in a 20% increase in tours. The Norris Center was explored as location for offsite promotion of NUL services. The Library participated actively in the "One Book, One Northwestern" events and exhibits. Several library staff served as Fellows at Residential Colleges.

Initiatives 2009, 2010

- **Expand the Library's student oriented publications**
- **Explore venues outside of the Library to promote and provide library services such as Norris and the University dormitories**
- **Improve the Library's onsite signage and information systems**

A.5 Enhance and expand services to better reflect student preferences and needs

Accomplishments through 2008. The Government Information department expanded onsite service hours and continued participation in GIO (Government Information Online), a national chat and e-mail reference service. Graduate students were surveyed during the space planning process in order to identify preferred types of space and services. Analysis of results will occur in 2009. Research consultation offerings and procedures, a joint project between Reference and ALS, were revamped. The "roaming librarian" was piloted at Norris and plans continue to expand to other high traffic areas, such as dormitories.

Initiatives 2009, 2010

- **Continue to pilot direct delivery of library services to undergraduate students through the "roaming librarian", in which staff with laptops set up service booths in a high traffic/profile areas.**
- **Analyze pace survey results of graduate student population to identify their specific research needs and communication preferences and develop services that reflect these needs**

A.6 Transform interior spaces to provide comfortable and collaborative high tech study and research areas

Accomplishments through 2008. Although modest SEL renovations focused on student oriented high tech collaborative spaces were initially approved by the University in for FY09, they have now been placed on hold. Modest renovations to Schaffner public spaces are planned for 2009, funded by a Library endowment. The large scale space planning project was completed. Over 1200 undergraduate and graduate students were surveyed and their preferences for services and space incorporated into the final report from RMJM Hillier. Clearly delineated quiet study and collaborative zones were established in Main, Deering and SEL.

Initiatives 2009, 2010

- **Continue to advocate for modest SEL renovations**
- **Complete the Schaffner renovations**
- **Advocate for modest changes and renovations based on the recommendations of the RMJM Hillier space planning report**

B.1 Support digital scholarship through the development, with NUIT and others, of a campus-wide technological infrastructure promoting shared repositories, and design new library services to support these initiatives

Accomplishments through 2008. NUL made substantial progress on the development of the infrastructure of an institutional repository by leveraging work on the Winterton and Mellon (Kirtas) grants. A cross collection search engine was created and a public interface is in development. The Kirtas grant established a workflow for the ingestion of digital objects. Three subgroups of the Digital Library Coordinating Committee were convened and are preparing recommendations concerning the content and use of the repository, preservation and retention of digital objects, and timeframe. An agreement between NUIT and the University administration concerning an enterprise funding model for core servers and mass storage was drafted. The purchase of Primo in 2008 will enable NUL to move the repository into a single sign on system for all library databases. NUL participated in Portico, a national dark archive of electronic journals, in order to guarantee access to state-of-the-art repository back up planning.

Initiatives 2009, 2010

- **Continue work on the development of an institutional repository using Fedora architecture, including the development of authentication, authorization and access control systems**
- **Complete policy statements concerning the content and use of a trusted digital repository**
- **Work with NUIT and the University administration to implement new agreement concerning enterprise funding model for server support for and mass storage**
- **Develop with NUIT repository services for faculty ingestion and publication.**
- **Exploit the content from the institutional repository and infrastructure that can be reused for a variety of teaching, learning and research activities**
- **Work with peer institutions and NUIT to develop digital preservation strategies for repository content.**
- **Continue cooperation with Portico in order to develop a robust back up system for NUL's institutional repository**

B.2 Support born-digital publishing projects by partnering with faculty, NUIT and the University Press

Accomplishments through 2008. The Digital Library Coordinating Committee was established to create, update, and maintain the overall priority list for projects and strategic initiatives relating to Northwestern's digital repository and digital collections program. NUL established content models for digital images and books using current metadata schemes, including METS, MIX, MODS, Premis, OAI-PMH, Dublin Core and EAD. Metadata crosswalks were also developed. The Press was consolidated into NUL technical infrastructure support for computing and purchases. NUL and the Press produced two books; the first in honor of the 75th anniversary celebration of Deering Library, the second a scholarly analysis of the work of Walter Netsch.

Initiatives 2009, 2010

- **Develop metadata standards for the institutional repository; ingest and catalog several new projects according to these standards**
- **Expand and promote Kirtas-scanning services to include faculty driven requests and projects**
- **Expand partnerships with the University Press, with the possible development of e-journal production platform**

B.3 Expand collections through more cooperative acquisition, borrowing and storage agreements with other libraries

Accomplishments through 2008. The Library continued to advocate for the creation of an offsite storage facility for all of Northwestern through collaboration with FM on the space planning study. This project was approved in Jan. 2009. Two new consortial agreements for acquisition of collections were achieved; NUL is partnering with the CIC for Springer e-books and with CARLI for electronic materials from Sage Publishing. Additional JSTOR print materials were sent to CRL for the development of a CRL print archive, a partnership begun in 2005. NUL continued its membership in Portico, a national dark archive funded by Mellon, which preserves the electronic versions of journals from hundreds of participating publishers.

Initiatives 2009, 2010

- **Coordinate plans for the building of a joint-offsite storage facility for all Northwestern libraries**
- **Participate in the development of a new, more efficient CIC cooperative licensing model to be piloted in 2009**
- **Continue participation in other programs of consortial acquisition as they arise and are renewed**
- **Explore possible new partnerships with United Library**

- **Continue partnering with outside organizations that target preservation of print and digital objects to ensure the archiving of the historical record**

B.4 Enhance access to collections worldwide by participating in large scale digitization projects to access, acquire and preserve targeted e-materials

Accomplishments through 2008 As part of the CIC, NUL continued to clarify the agreement with Google to digitize 500,000 to 1 million unique items at NUL. Along with the CIC, NUL contracted to participate in the development of the Hathi Trust to store these and other materials digitally. In partnership, using software developed at the University of Chicago and the Virtual Modernization tool developed by NU Professor Martin Mueller and NUIT Academic Technologies, NUL developed "Philologic @ NU," now accessible to all CIC partners. "Philologic @ NU" gives users access to 14 full-text databases, along with the full text of 15,000 digitized books published before 1701. NUL participated in Aluka, a Mellon project which seeks to build a digital library of scholarly resources from and about Africa. NUL was a principle contributor of collection materials for digitization concerning the "Struggles for Freedom in Southern Africa" project. NUL became a participating library in the Global Initiatives Framework Project, a reciprocal agreement between North American and Japanese academic libraries, in order to provide materials not available through interlibrary loan. At the regional level, NUL participated with the CCC in the development of a grant that, if funded, will build a shared web portal for Chicago materials. NUL continued to participate in discussions at the University level concerning the protection and access of digital scientific data.

Initiatives 2009, 2010

- **Participate in the CIC Google agreement to digitize close to one million unique items held by NUL, Galter, and Law**
- **Engage in cooperative development activities with the CIC Shared Digital Repository and Hathi Trust**
- **Begin to investigate the archival implications of digital scientific data and ways to collaborate with faculty on ensuring long-term protection of, and access to, "e-science" through local or federated repositories.**
- **Leverage CARLI, BMCC and other state and regional digitization collaborations to make valuable collections at NUL accessible locally, nationally, and globally**

B.5 Develop new communication strategies onsite and offsite, distinguishing new and continuing faculty needs

Accomplishments through 2008. The Academic Liaison Services department established an internal training program for all new and continuing liaisons that articulates best practices concerning faculty communication strategies. A "new

faculty" reception was held in the Library in Fall 2008. A blog notification system concerning newly acquired e-resources was developed. University Archives launched a public relations campaign, which included the production of an online newsletter and the distribution of hundreds of t-shirts with historical motifs to NU students. NUL continued to partner in 2East presentations to faculty on new technology and its classroom and research applications. The Public Relations Department expanded its program of press releases and notifications concerning NUL programs and collections.

Initiatives 2009, 2010

- **Explore and increase one-to-one dialogue with faculty concerning collections and new services development**
- **Plan and implement a program to communicate with faculty about serials cancellations and other budget-related collection service changes**
- **Expand the Public Relations program of press releases and notifications**
- **Continue e-newsletter and print notifications of new collections and services**
- **Establish pilot projects in which librarians work with faculty in their home departments and attend faculty meetings as appropriate**
- **Investigate the possible video delivery of seminars and instructional materials (live and stored) for faculty use in classes**

B.6 Ensure that collection development is aligned with faculty research and academic program needs through ongoing and detailed consultation and allocation analysis

Accomplishments through 2008. NUL's system of collection budget allocation was reorganized to align with the Library's new organizational structure, which combines subject specialists into five disciplinary groups. Further adjustments were made to accommodate the "chart string" concepts of the new NUFInancials system. The Collection Management Committee was charged with recommending even more fundamental changes in the system of fund allocation, including reviewing the alignment and responsiveness of collection services to University priorities, and examining the extent to which allocation decisions can be data-driven. The Library continued to develop the Collections of Excellence program with the University the Board of Governors in 2008. The collections of Middle Eastern Studies, Environmental Science and International Economics were expanded due to University allocations or special endowments.

Initiatives 2009, 2010.

- **Develop plans to maximize effective collection development processes and policies, including faculty consultation, during an anticipated period of reduced buying power and restricted funding**

- **Begin a large scale analysis to identify needs and set objectives for collection budget adjustments; implement new methods of gathering and using data in the budget allocation process**

B.7 Expand outreach services, including the liaison program and desktop and door-to-door materials delivery

Accomplishments through 2008. A pilot project that offers faculty office delivery of library materials, begun in 2007, was deemed successful. This is now an ongoing service. The Academic Liaison Services Department was created and charged with investigating new models of outreach service for faculty and graduate students. A pilot project that stations librarians in departmental offices was developed. A joint reciprocal faculty borrowing agreement with Loyola University was completed. The Instruction and Outreach Committee began analyzing best practices for outreach services.

Initiatives 2009, 2010

- **Implement agreed upon objectives for new models of outreach as recommended by the Instruction and Outreach Committee.**
- **Expand orientation, communication and other outreach for faculty services through the Academic Liaison Services Department.**

B.8 Develop a scholarly communication program to build awareness of copyright rights, open access initiatives, and issues related to acquiring and preserving the digital record

Accomplishments through 2008. A new scholarly communications librarian was hired. The Scholarly Communication Committee convened and began work on developing a large-scale outreach program. In conjunction with ART, NUL sponsored the Scholarly Resources and Technology Series, which addresses scholarly practices concerning copyright, digital developments and open access, among other topics. A Copies and Permissions Task Force was created and charged with setting criteria for reproduction requests; clarifying policies and procedures for fulfilling requests; and creating terms of use and an indemnification documents. A web site was developed explaining new NIH policies and procedures of submission. NUL continued participation in CIC, SPARC, and ARL Scholarly Communication initiatives.

Initiatives 2009, 2010

- **Sponsor talks to educate both librarians and faculty on current scholarly communication trends and issues.**
- **Develop and implement a campus-oriented program of scholarly communications that addresses digital rights, copyright, open access and**

open data initiatives, and the changing nature of the publishing marketplace and its impact on scholarly research

- **Continue participation in CIC, SPARC and ARL Scholarly Communication initiatives**
- **Implement newly developed policies and procedures for gift acceptance and the handling of copy and reproduction requests**

B.9 Enhance library services, spaces and technologies that support teaching activities

Accomplishments through 2008. A large-scale space study of all Library facilities was conducted in collaboration with FM. The firm of RMJM Hillier was hired as consultants. The final report is expected in March 2009. A new e-reserves system was investigated and delayed until late 2009. The Digital Image Library operational transition to the Library was completed. Work continues on the physical digitization of slides and physical transfer of two staff offices to NUL.

Initiatives 2009, 2010

- **Continue to promote the development of teaching and group work spaces in all Library facilities, both in renovations and in future space planning**
- **Implement a new e-reserves system and expand the Library's presence in course management systems**
- **Promote the use of systems that support faculty and student use of digital objects, such as the Digital Image Library and the digital repository**
- **Work with NUIT to identify new rich media delivery systems**

B.10 Improve relations with other campus stakeholders who support faculty work

Accomplishments through 2008. The 2East collaboration was recast and expanded into the Scholarly Resources and Technology Series. Partnerships with Academic Research Technologies in the exploration and support of faculty-driven publication projects continued. The Library participated in the Humanities Institute with its annual Fellow appointment, and began discussions with the Office of Research on topics of scholarly communication, particularly in relation to changes mandated by NH concerning faculty electronic submissions and open access. Conversations with NUIT on the topic of informatics support for large digital datasets of science material continued. The University Librarian served on a national committee looking at the role of research libraries in the e-science environment. NUL worked extensively with Project Café to assure a seamless transition of data to the new systems and software. The Library affiliated with the Center for Historical Studies to sponsor an annual lecture on topics related to the history of books and libraries; the inaugural event was set for March 2009 featuring Robert Darnton.

Initiatives 2009, 2010

- **Continue and expand “2East” collaborations between librarians and academic technologists supporting faculty research.**
- **Continue participation in the Humanities Institute and explore other opportunities of this nature on campus**
- **Identify ways to help NUIT and others support the preservation and access of e-science materials on campus and nationally**
- **Work with the Office of Research to promote scholarly communication initiatives on campus, especially new mandatory deposit rules of Federal granting agencies, and copyright awareness.**

C.1 Clarify and promote a defined array of subjects for which exhaustive scholarly resources will continue to be developed

Accomplishments through 2008. In 2007, to support and identify more fully the unique special collections of NU, the Library created the Division of Special Libraries. This reorganization was completed in 2008 with the merger of Archives and Special Collections departments into one administrative unit. In 2008, NUL continued its focus on the development and promotion of its internationally known collections of distinction, and allocated targeted funds accordingly to support these areas.

Initiatives 2009, 2010

- **Explore methods to continue to sustain the three collections of distinction**
- **Continue refining reallocation proposals to align expenditures with targeted research areas**
- **Leverage the merger of Special Collections and Archives to exploit special staff expertise**

C.2 Ensure continuous outreach and instruction to a global audience of scholars, libraries and cultural heritage institutions

Accomplishments through 2008. The digitization of the Winterton collection was completed and usability testing conducted on the website. NUL continued to participate in collaborations with the Field Museum, Chicago Botanic Garden, the Black Metropolis Research Consortium, and the Chicago Collections Consortium and the Transportation Research Board. Fourteen exhibits of library special collections, many with online components, were offered and promoted extensively. These included: *Travels and Vacations: From NU to the World*; *New Student Week 2008 (The Multifarious Mr. Darwin)*; *1933: An Exhibit Celebrating the 75th Anniversary of the Deering Library*; *Confines of Content: Chicago Hand Bookbinders*; *"Forever 29;" Consider the Potato*; *Animals in Art*; *Life Turns on Two Wheels*; *Spotlight on Northwestern Theatre: Highlights from University Archives*; *M.J. and Zora: Melville J. Herskovits and Zora Neale Hurston*; *Say the*

Word . . . : Manuscripts by Lennon and McCartney; Traffic in Shame: "White Slavery" in Early 20th Century Chicago; and Africa Embraces Obama. NUL worked with University Relations to promote the exhibits and collections to local, national and international media outlets. NUL continued collaboration with the University of Frankfurt by jointly hosting a conference during the Frankfurt Book Fair and exchanging duplicate in the areas of African Studies and book, library and publishing history.

Initiatives 2009, 2010

- **Promote and expand digital collections that are freely available on the Library's website**
- **Complete the Winterton website for the K 1-12 audience**
- **Continue collaborations with Chicago area organizations to promote and expand unique collections and services**
- **Expand the Library's exhibit program**
- **Explore plans to thematically coordinate exhibits, publications, anniversaries and Board of Governor events, promoting collection strengths**

C.3 Digitize and preserve unique collections

Accomplishments through 2008. The digitization of the 7600 photographs in the Winterton collection was completed, funded by a federal grant from IMLS. Software development, funded by the Mellon Foundation, which enables Kirtas scanned material to be accessible via the web is underway. The Digital Collections Department completed the objective of establishing a campus – wide Digital Image Library and has absorbed the existing WCAS Slide Library. Physical digitization of the slides continues. The Charlotte Moorman audio collection was digitally preserved.

Initiatives 2009, 2010.

- **Expand a grants program to support the digitization of unique collections**
- **Complete the IMLS funded Winterton grant**
- **Complete the software programming to make Kirtas-scanned material available via the website as well as more readily archived in Fedora.**
- **Continue expansion and promotion of the Digital Image Library to Northwestern faculty across all fields.**
- **Prioritize audio and video collections that merit immediate archival quality digital conversions.**
- **Explore collaborations with A&RT and regional organizations such as CARLI in order to expand in house digitization capabilities to increase capacity for protecting rare and unique collections.**

C.4 Enhance bibliographic access to special collections and archives

Accomplishments through 2008. A Manuscripts Curator position was created through reallocation in order to improve bibliographic access to special collections. NUL staff has developed a model for the creation of EAD finding aids, using the Archivist Toolkit. Work on making this application sustainable is now being supported by a one-year project to acculturate and train staff in all special libraries. Metadata and digital preservation standards have been developed for the creation of a trusted digital repository. Policies and procedures are currently being drafted.

Initiatives 2009, 2010

- **Complete the EAD project, including the conversion of several hundred legacy finding aids**
- **Implement the new EAD authoring system integrated with NUL's digital repository**
- **Develop criteria for the creation of a trusted digital repository and implement these objectives**
- **Begin to outline goals and requirements for a project to survey holdings in Special Collections in order to prioritize cataloging and preservation.**
- **Recognize and exploit the potential of new bibliographic discovery tools for exposing special and hidden collections**

C.5 Improve onsite, possible electronic and bibliographic access to “hidden” (un-processed) collections throughout the Libraries

Accomplishments through 2008. NUL was awarded a competitive national grant from CLIR (the Council on Library and Information Resources). The project will unveil two of the most significant poster collections held in the United States concerning issues related to the study of Africa. Once cataloged, the combined currently hidden collections of over 3000 posters held by Northwestern and Michigan State University Libraries will be bibliographically accessible to scholars and students worldwide via a joint portal and through individual library catalogs. Several different metadata schemas are being deployed to ensure multiple forms of access. The project also tests a new methodology of staffing, using students to compile preliminary bibliographic data. If successful, this method could be used to improve access to other significant collections.

Initiatives 2009, 2010

- **Expand activity in the Hidden Collections project and expand accessibility of identified collections.**
- **Complete the Africana Posters cataloging project, funded by CLIR.**

C.6 Explore opportunities to enhance private support of distinctive collections

Accomplishments through 2008. NUL celebrated the 75th anniversary of Deering Library throughout 2008. A kick off reception was held in January for Northwestern students; *Deering Library: An Illustrated History* was jointly produced by NUL and the University Press; the spring Board of Governor's lecture was on James Gamble Rogers, Deering's architect; and a sit-down luncheon was held on Deering Meadow for the Deering Society and the Library Board of Governors. The Board of Governors wrapped up its Theatre Initiative and elected to target Music collections for 2009. A comprehensive public relations plan was completed. The Director of Development continued to work closely with other development officers on ongoing projects. The Game Savers initiative was established to raise funds to digitize and preserve historical football films, in collaboration with the Athletic Department.

Initiatives 2009, 2010

- **Help support the Board of Governor's Music Initiative**
- **Implement the new Public Relations plan.**
- **Expand targeted collaboration with development officers in other NU schools and units that complement library collection interests.**
- **Continue collaboration with NUL Public Relations, Development, Archives and the Athletic department to promote the Game Savers initiative**

C.7 Incorporate the unique needs of special collection growth into space planning

Accomplishments through 2008. A large scale space planning project was conducted by NUL and FM along with the consulting team of RMJM Hillier. The report will be complete in March 2009. Preliminary recommendations include the retrofit of Deering Library into a state of the art special collections library, acknowledging that rare and special materials must be immediately accessible onsite in secure and climate controlled conditions.

Initiatives 2009, 2010

- **Based on RMJM Hillier report recommendations, work with FM and the University administration to explore the retrofit and enhancement of Deering Library into a state-of-the art special collections facility**
- **Develop interim plans for storing library materials located in Deering while construction of the offsite storage facility is underway**
- **Review RMJM Hillier recommendations concerning the long-term location of special collections in conjunction with the building of an offsite storage facility**

C.8 Ensure security and physical preservation of collections.

Accomplishments through 2008. The Library worked with FMO to resolve building deficiencies that threaten collections. A new roof was installed on the Main Library and work on the large scale Life-Safety project continued. A new emergency generator was purchased. A cycle for ongoing communication was developed between FM and NUL. The Main Library is now undergoing flood abatement work, due to persistent and dangerous flooding in the basement and other parts of the structure. Northwestern University Police conducted a comprehensive security audit of all buildings and perimeters and recommendations are now under review. Security cameras were installed at entrances to Main. In collaboration with FM, new policies were put in place in special collections to secure collection cases and to limit access by non-library staff to materials and keys.

Initiatives 2009, 2010.

- **Continue working with FM and University Police to improve the security of individuals and collections**
- **Continue working with FMO to upgrade physical conditions in all Library space**

D.1 Acknowledge interdisciplinary research in the design of digital services and websites

Accomplishments through 2008. NUL's new consolidated gateway, called Electronic Resources, to library and vendor databases was designed to enable cross disciplinary federated searching. LibGuides, a new system that enables NUL to author web-based research guides, was deployed and will be populated with recommendations on how to conduct interdisciplinary research. The website redesign is underway and recommendations on how to avoid discipline-based silos have been incorporated.

Initiatives 2009, 2010.

- **Assure that Primo, a next generation resource discovery tool newly purchased, will permit easy cross disciplinary searching and uncover manuscripts and other primary source material held by NUL**
- **Continue to review website design, overcoming discipline-based “silos” where possible, and encouraging the inclusion of more pages for interdisciplinary areas**
- **Explore use of mobile applications to deliver information about library services and resources**
- **Develop in-house user experience and interface design capabilities**

D.2 Incorporate campus interdisciplinary initiatives and research institutes into collection development planning to ensure adequate collection funding

Accomplishments through 2008. A new specialist librarian began developing the core East Asian studies collection using recurring money allocated in FY07. Some additional one-time purchases were made possible through the annual Board of Governors "selectors wish list" process. FY08 funding from the University enabled NUL to continue development of support for International Marketing and Global Economics and to start purchasing some core Environmental Studies material. Endowment funding established a foundation on which improved collections support for Middle East studies can be built.

Initiatives 2009, 2010

- **Expand and promote the use of multidisciplinary collections acquisitions where appropriate**
- **Continue building support for interdisciplinary collecting priorities identified in recent years**
- **Advocate for support of new collection funding as interdisciplinary institutes and faculty specialties develop and grow on campus**
- **Pursue creative low cost strategies for improving collection support for interdisciplinary study, including a potential program to raise awareness of materials available from the Center for Research Libraries**

D.3 Include multi-use research spaces in space planning

Accomplishments through 2008. The large scale space planning project conducted in 2008 by FM, NUL and the consultant team of RMJM Hillier included a request for Hillier to incorporate multi-use research spaces in its recommendations. The report is due in 2009.

Initiatives 2009, 2010.

- **Develop detailed schematic plans for facility restructuring that include multi-use research spaces**

D.4 Acknowledge interdisciplinarity as a core value of the Library in personnel organization, collections, and space planning

Accomplishments through 2008. NUL reallocated a position to create the new Area Studies Cataloger librarian. Cross-training programs that describe best-practices services for scholars conducting interdisciplinary research are underway. NUL staff engaged in numerous cross departmental information exchanges that examined current work flow and processes, including members of Special

Collections and Archives, all Technical Services and Resource Management departments, and Music and Transportation.

Initiatives 2009, 2010

- **Expand cross training programs to promote broader understanding of research methods across disciplines**
- **Explore the development of new services that acknowledge interdisciplinarity**

D.5 Expand services to support the University's global academic initiatives, on campus, through the Internet and in other countries.

Accomplishments through 2008. The NU-Qatar Library was designed and provisioned by staff at NUL. Now in operation, the NU-Q library receives general oversight from NUL, as well as complete access to electronic resources through its existing contracts, interlibrary loan, and technical services such as acquisitions and cataloging. NUL created a Middle Eastern Studies Librarian position and received an endowment for collections. NUL continued to participate in Aluka, a project funded by the Mellon Foundation that is digitizing African research resources held world-wide. The Library remained a key leader in the Center for Research Libraries' area studies programs and its Global Resources Network. Library specialists attended conferences and fostered international collaborations in China, Italy, Germany, South Africa and Japan. An East Asian Studies Librarian was hired and collection development has begun. NUL, along with the University's Program of Asian and Middle East Studies, hosted the North American Coordinating Council on Japanese Library Resources Workshop, attended by faculty and graduate students from NU and the region.

Initiatives 2009, 2010

- **Continue support services for NU campus in Qatar**
- **Assess collections and services needed for University planned academic expansion in Middle Eastern Studies.**
- **Continue participation in Aluka, and investigate participation in similar projects as they develop internationally**
- **Continue actively in Center for Research Libraries' German-North American Resources Partnership (GNARP), the Collaborative Initiative for French-Language Collections (CIFNAL), the African Newspapers Project (AFRINUL), and the Cooperative Africana Microform Project (CAMP)**
- **Continue staff participation in the International Federation of Library Associations (IFLA) conferences**
- **Continue to develop partnership activities with the Library of Congress regional offices, the University of Frankfurt, the Bologna and Frankfurt book fairs, and other foreign partners.**

E.1 Build and sustain appropriate and up-to-date technology infrastructures

Accomplishments through 2008. In FY08, together with the Provost and the Budget Office, NUL and NUIT developed an agreement establishing an enterprise funding model for the library's core systems and mass storage. The acquisition of an Electronic Resource Management System was delayed. ILLiad was purchased for better interlibrary loan service and the lending module was activated. Borrowing is scheduled to go online in winter 2009. Implementation of the Shibboleth protocol is a major objective targeted for completion by NUL IT in 2009. E-reserves will be implemented in 2009, with a targeted completion of fall quarter. The Library intends to adopt the University's choice for a new web management system. Work has been completed on aspects of the content design by the Library Web Services Management group. SFX, Metalib and Voyager upgrades were completed. Primo was purchased as a new top layer to all systems. It will seamlessly connect data from all systems into one easy to use interface.

Initiatives 2009, 2010

- **Develop a strong programmatic relationship with NUIT for annual review of the new enterprise pricing model**
- **Implement an Electronic Resources Management system**
- **Implement ILLiad and Shibboleth to improve direct patron access to interlibrary loan and other library systems**
- **Implement formal, integrated electronic reserves software**
- **Assess need for major redesign and updated software for web site**
- **Redesign, re-architect and integrate the library's public web site with other university and library information systems**
- **Explore use of desktop video conferencing systems to support outreach and instruction and to improve communication within the Library, between campuses, and with CIC partners.**
- **Virtualize local and enterprise computing systems to insure cost-effective and sustainable growth.**

E.2 Develop a program of continuous assessment.

Accomplishments through 2008. Usability testing was conducted on the Winterton collection website. Funded by IMLS, this project targets the K 12 audience as well as scholars interested in Africa worldwide. The space planning study surveyed 1200 randomly selected undergraduates and graduate students, all faculty, and a group of randomly selected staff to better understand their space and service preferences. The report is due in 2009. The new ERaCA department developed a website to help facilitate the gathering and use of collections data for planning and assessment purposes. The Library participated in the extensive new ClimateQual assessment program through the Association of Research Libraries,

which focuses on workplace conditions and human resources issues; follow-up from those findings is being discussed with the Office of Change Management. As per the University administration's recommendation, NUL contracted with ARL to provide a peer comparison study of salary for librarians. The data will be used to help assess effectiveness in recruitment and retention.

Initiatives 2009, 2010

- **Assessment data throughout the Library will be compiled and analyzed to explore new opportunities for services and space allocations**
- **Usability studies on the design of Library's website will be continued and results applied**
- **Working with the Office of Change Management, seek ways to address staff concerns raised through the ClimateQual survey.**

E.3 Expand staff training and development

Accomplishments through 2008. Two newly created departments brought in facilitators from HRIS to conduct team-building workshops. Attendance at staff training and development classes increased. Significant cross-training occurred in Divisions that were reorganized; particularly in Technical Services and Resource Management. NULSA and the Assembly increased their emphasis on staff development by focusing on identifying staff needs and training preferences. A position in Personnel was redesigned to focus more specifically on Staff Development.

Initiatives 2009, 2010.

- **Consultants to conduct team-building workshops will be brought in to facilitate work in selected departments**
- **Staff attendance at University Training and Development classes and workshops will be expanded**
- **Cross training programs will be highlighted and expanded**
- **Create video conferencing facilities and services that allow staff to communicate internally and participate in web based training and development program**
- **Develop in-house training offerings to complement university training opportunities**

E.4 Improve internal and external communication in all formats and at all levels

Accomplishments through 2008. ARL's Organizational Climate and Diversity Assessment survey noted above, ClimateQual, also includes staff communication as a major component. Work began on addressing challenges identified in the survey. The University Librarian held library-wide quarterly meetings and all divisions held at least two meetings per year. NULSA continued to hold regular

staff meetings and increased its role in library-wide communication. All five cross divisional committees were charged and had their first meetings. A joint committee of members of NULSA, the Assembly and staff development was created to explore better mechanisms of communication. One of its first assignments is to find a way to streamline staff communication in the web environment by examining current uses of Staffweb, the joint server used for staff work, Sharepoint, local area file sharing networks and Depot and recommend a less fragmented approach. An internal secure chat system was deployed to increase productivity and accommodate departments not in one physical location.

Initiatives 2009, 2010

- **Continue work on results of the ARL's Organizational Climate and Diversity Assessment survey conducted in 2008.**
- **Continue quarterly all-library meetings and divisional meetings**
- **Create a staff intranet computing environment that seamlessly integrates with the university's collaboration suite.**
- **Investigate ways to create a database of organizational documentation**

E.5 Improve space maintenance and develop systematic space planning efforts

Accomplishments through 2008. The Life-Safety project continued throughout the year, with increased emphasis on immediate communication between the Library and FMO, as issues occurred. The Main Library received a new roof and an emergency generator was installed. A consultant, RMJM Hillier, was retained for the large scale space planning project for all NU libraries on both campuses; extensive data gathering, interviewing, space analysis and engineering assessment went on through 2008. Reports are due to be completed in Winter 2009.

Initiatives 2009, 2010

- **Work at a detailed level with FMO to assure the completion of the Main Library Life Safety Project and others as they arise**
- **Continue to work to improve communication between NUL and FM on acute and ongoing facility issues**
- **Analyze the results of the RMJM Hillier space planning report and follow up on recommendations**
- **Work with FM to begin design of the new offsite storage facility**
- **Work with FM to identify interim repairs and space adjustments in all library facilities**

E.6 Focus on fundraising and external relations

Accomplishments through 2008. The first year of implementation of the Development Strategic Plan resulted in a more than 100% increase in giving compared to the previous year. Significant increases were achieved in all areas of

development including the annual fund, major gifts, planned gifts, and foundation giving. The launching of the celebrations to commemorate the 75th anniversary of the Deering Library garnered a significant level of attention from alumni, faculty and donors, which will be critical as the Library strives to raise the funds necessary to complete the renovation of Deering. The Board of Governors achieved its goal for the Theatre Initiative and targeted a new Music Initiative for 2009. The Library participated in Communiversities Day and plans to increase its involvement in this activity in 2009.

Initiatives 2009, 2010

- **Continue implementation of the Development strategic plan**
- **Continue internal and external dialog on the importance of renovating Deering Library**
- **Explore new forms of outreach with alumni and the Deering Society**
- **Participate in additional campus/community activities such as Communiversities Day.**