

NORTHWESTERN UNIVERSITY LIBRARY

STRATEGIC PLAN, FY2008-10

February 5, 2008

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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.

I. THE UNIVERSITY LIBRARY AND NORTHWESTERN UNIVERSITY

Higher education is in an era of transformative change resulting from the explosion of digital technologies, enlargement in the intellectual scope of the disciplines, shifting demographics, economic constraints, demands for accountability, aging infrastructures, globalization, and more critical public opinions about the place of universities in society. The role of information services in that educational enterprise has become increasingly complex and significant, as the above factors have led to innovations in customer services, in the business models for publishing and distribution, and in the way knowledge is created, disseminated and preserved.

Research libraries are actively shaping new roles within the university as partners in the creation and dissemination of digital information, the archiving of research and administrative data, the teaching of analysis and navigational skills for the digital environment, in advocating the ethical and public policy implications of scholarly communication choices, and in shaping integrated academic services on campus. The library must be an element in, as well as a mechanism to accomplish, the university's own academic plan and goals. Beyond the walls of any one institution, libraries are also collaborating nationally and internationally to share the responsibilities of collecting and preserving the vast amount of material being produced and to be able to deliver a wider variety of resources more rapidly. The library must maintain a dynamic presence in the Internet world and foster multi-point connections among users and resources at any time, in any place. At the same time, the university library still responds to high-level needs for print and physical formats of information in many subjects, and to the demand for in-person services requiring extensive facilities and staff expertise.

The Northwestern University Library (NUL) last produced a strategic plan that took it through the year 2005 and then into program review, followed by leadership transition in 2006. As the NUL conducted internal and external inquiry to inform the current planning process, it considered the planning frameworks presented by several key stakeholders. Northwestern's *Highest Order of Excellence 2005-2010* outlines the most important goals, values and approaches for the university's academic program and its enabling infrastructures, and this new NUL plan is designed to contribute directly to realizing the HOE. To partner effectively with relevant campus units, the NUL is also cognizant of the plans promulgated by individual schools and related departments such as NUIT. The NUL's consortial context, moreover, requires linkages to the recently revised plans of the CIC, the Association of Research Libraries, and the Center for Research Libraries.

The process used to develop this plan is outlined in Section IV and was designed to promote a customer-oriented approach to delivering services, greater internal and external collaboration, improved staff communication, and a transformed work environment.

II. GOALS AND STRATEGIES

“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.”

To support this mission, Northwestern University Library has developed extensive collections and services. The Library houses 4.6 million volumes, and holds subscriptions to over 45,000 e-journals. Its 290 staff are engaged in a wide variety of services and activities that support the teaching, learning and research needs of students and faculty. NUL is actively involved in national, local and international organizations that support the research of scholars worldwide. A summary of this activity appears in a statistical appendix covering services, collections and expenditures for 2006-07.

Goals

From discussions over the last year with staff and campus stakeholders, it became clear that to serve the University community most effectively, the Library's strategic plan needed to focus outwards, on the diverse needs of the community. To that end, four broad goals were established that target specific needs of the clientele; the fifth describes infrastructure goals necessary to support these needs:

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

Each of these is discussed in detail in the strategic plan. These concepts may seem obvious and not necessarily strategic; but they reaffirm the fundamental impetus driving university libraries for the last hundred years and moving them forward into future. The library exists to support the program of its parent institution by collecting, preserving, organizing and disseminating the scholarly record and communicating this knowledge through services to students and scholars world-wide. The information may be physical or electronic, owned or borrowed; and the services may be provided in a building or via the Internet or by serving on a lab research team, but the provision of information for research and teaching remains a constant.

Strategies

What has changed are the dynamic mechanisms, or strategies, that NUL will use to advance these goals and priorities. The issues that all research libraries face, as well as Northwestern, are discussed as separate items below. The strategies are cross-cutting; it is the matrix that results from the intersection of each strategy with each broad goal that results in distinctive outcomes. Although some strategies target one group of clientele more than another, the Library's participation in and recognition of the importance of each of these groups and these mechanisms is critical to its success in the future.

➤ **Build digital infrastructure**

The developments of advanced networking, declining costs of mass storage, improved technology, and the adoption of international standards of data storage, retrieval and access, have fundamentally changed the way in which scholars communicate, create and disseminate knowledge. Complex relationships among commercial, nonprofit, governmental, and educational organizations as partners, stakeholders, and competitors have become the norm. The current national and international dialogues on the topics of digital creation, access and preservation of the new scholarly record are possibly some of the most significant of this decade. How these questions are answered will affect the way teaching and research is conducted in the foreseeable future.

The digital landscape has created unprecedented challenges and opportunities for the Northwestern community and the Library. In the last decade, the acquisition of electronic resources, their ingest into patron-accessible library systems, the licensing of digital rights and cataloging of digital objects (e.g. images, audio, electronic thesis, data sets, video) have surfaced as issues. These problems have become more complex as the number of licensed e-resources from commercial publishers, and the business models for purchase continue to diversify. Locally, the University Library needs to continue to be a partner in developing systems that manage these materials and to work with NUIT to assure seamless access for patrons to these items. New requests from the University faculty and the research community require that the Library continue to expand its activities in digitizing items from the unique collections it holds. To do this, and to take a broader role in the stewardship of university digital assets, requires significant attention to the development of a digital repository that can store and preserve these items in perpetuity. The Library should be a partner with NUIT, the Office of Research, and the faculty to help the University establish a safe and trusted repository of e-documents and data produced by the faculty, staff and students of Northwestern.

At the regional and national level, the University Library needs to work with the CIC and the Association of Research Libraries to promote initiatives that preserve and provide access to materials born-digital or those reproduced by digitizing existing publications within the context of copyright law. To this end, the University and the Library have signed an agreement with the CIC to develop a shared digital repository that will ultimately make accessible materials digitized by all of the CIC libraries to scholars

world-wide. Through the CIC, NUL has also signed an agreement with Google to participate in digitizing between 500,000 and a million volumes that are unique to the Northwestern collections. Ultimately, this agreement will be of benefit to all scholars in the CIC, as they will gain access to over 10 million unique digital items from all the CIC libraries' collections. NUL will thus deploy a dual strategy for digitization, utilizing the Google partnership to process mass quantities of bound material, and using in-house customized operations to digitize rare manuscripts, photographs, maps, archival materials, film and other formats requiring customized treatment.

The digital infrastructure is more than content; it implies a suite of services that are well-linked, customizable, accessible wherever faculty and students are working and studying, and integrated with other university and vendor applications. Many library operations and services have been moved into the digital environment, but important transactions still are handled manually or through cumbersome and outdated staff-only software. NUL needs to pursue the goal of enabling all office work, library internal processing, and faculty/student services to be carried out in real time over the Internet. To meet this goal, significant enhancements need to be sought in systems underlying the management of electronic resources, interlibrary lending, reserves, web site personalization, metadata creation, publishing, patron communication and more.

➤ **Increase collaboration and consortial participation with library, university and other partners**

In the last decade, research libraries across the country have significantly expanded partnerships in institutional, local, regional, and national consortia and alliances. In addition to the traditional advantages of promotion, advocacy and resource sharing that such organizations bring to all libraries, recent collaborations have enabled libraries to leverage expenditures and allocations, consolidate labor, add value to services and collections, explore innovative technologies, and enhance overall development by sharing research among like institutions. The library is no longer a passive or stand-alone entity but one of an interrelated set of organizations that combine to provide many different components of education and information services.

At Northwestern, partnerships with other campus units have enriched the services provided to students and faculty. Collaborations with the Writing Center and Career Services have enabled students to utilize these offices in conjunction with Library services and collections. The onsite partnership with Academic Technologies in the 2East complex and in Media Works has helped faculty and students respectively develop the expertise to create highly complex born digital projects. Most recently, the Library has begun planning the development of an institutional repository and enhancement of the campus backbone with NUIT. Notwithstanding these efforts, there remain many areas of campus with which the Library would like to pursue further collaboration, especially those connected to student services, development, and the Office of Research.

Local partnerships with Galter Health Sciences Library and the Pritzker Legal Research Center have enabled NUL to leverage allocations and consolidate labor as well as provide a much broader array of collections for faculty and students than could be achieved individually. Galter, Law, the United [seminary] Library and the University Library share NUCat, the online catalog and other searching software. Joint negotiations for full text subscriptions and backfiles, such as the Elsevier portfolio, have expanded collections and leveraged dollars for all three organizations. NUL's planning for offsite storage envisions a facility that would also support Galter and Pritzker. The University Library has been examining ways to extend its partnership with the United Library through joint collection development and technical services activities. These relationships will continue even more actively in the period covered by this plan, since new leaders have come to Pritzker and United Libraries, each looking for active partnerships in several dimensions.

A key area for new collaborative projects is the Northwestern University Press. Since 2002, this unit has reported to the University Librarian and has come into closer engagement with the Library on issues related to new forms of scholarly communication, digital publishing, and support of Northwestern's areas of academic specialization. Staff of the two units have worked together on areas of common interest related to trends in publishing, and towards the end of 2007 were looking at possible joint grant-funded projects.

Agreements with large regional library and academic organizations such as CARLI and the CIC have allowed the Library to leverage collection budgets by joining in commercial contracts with deep discounts. In addition, the Library is working with the CIC to create a shared digital repository to digitally preserve items that in the past were locally held by each institution. The Library works with the Illinois State Library to provide state-wide interlibrary loan, and with CIC to provide interlibrary loan services for the region. While the Library has been a member of the local North Suburban Library System for many years, it has not taken a strong role in this network for library services and staff development in the past. There is potential for great benefit in both directions by having more NUL staff participate.

At the national level, the Library partners with the Center for Research Libraries to preserve print journals in a single archive; NUL has been sending large numbers of back volumes of JSTOR materials. It also participates in the preservation of digital archives of publisher backfiles via Portico, a Mellon funded project. The Library is extensively involved in the development of international and national bibliographical standards through the national organizations of PCC, Bibco, NACO, and CONSER ; is engaged in joint technological development of repository structures through the Fedora group; and is actively committed to developing scholarly communication standards and initiatives through its memberships in the Association of Research Libraries, SPARC, and the Coalition for Networked Information.

Over the years, NUL has undertaken selected joint endeavors with vendors and publishers in the development of library technologies and the reproduction of rare materials. Most recently, projects with Google providing data and linkages to the Google

Scholar interface, and a text analysis tool developed with Chadwyck-Healey and the CIC and just released publicly in late 2007, have been very successful.

➤ **Develop services tailored to different user populations**

Although there are increasing demands on the Library for materials and services, and the cost of these if taken together is prohibitive, shifts in the way students and faculty use the Library have presented improved opportunities to segment users and customize services depending on subject, academic level, location and other features. Services that in previous years tended to take a “one size fits all” approach are altering in response to the challenge of fast-paced change and an overall recognition of the need to diversify to meet marketplace expectations. As users articulate the specific ways that they prefer to do research and communicate, the Library needs to be able to respond by customizing services for different groups. The challenge is to recognize and respond quickly to these changes of approach for what is a very diversified and heterogeneous clientele.

Examples of this approach to customized services are many. For example, interaction between librarians and patrons about how to navigate library holdings was previously only addressed at a physical reference desk. This interaction has now become a discussion on the credibility and quality of Internet resources, which may take place – depending on the preferences of the clientele – via IM, e-mail, snail mail, blogging, static web pages or podcasting. The ways libraries respond to disciplinary differences in the use of materials is also changing; whereas the scientist was once concerned with the acquisition of whole journals, more often questions now occur about the immediate full text delivery of e-journal articles, or access to large scientific e-data files. Conversely, the humanist still requires a large body of older material as well as the digital preservation of unique items from the global cultural record. Special collections of high value require central on-site locations, whereas digital data may be stored anywhere.

The uses and location of space, the ways of delivering materials, the forms of consultation and interaction, and assistance with research projects, can increasingly be tailored to these different groups. Services that in the past NUL hesitated to provide because of cost and workload, for example book delivery to faculty offices, can now be readily offered as the number of faculty who will request hardcopy monographs has dwindled. Electronic systems once thought to be “staff only” such as interlibrary loan, reserves and even the library web site, are now expected to allow direct access and customization by library users. Students and faculty now have many options for finding information; if the library experience is too cumbersome, difficult, or slow, or it seems unappealing for a particular person or discipline, it will be bypassed.

➤ **Transform physical spaces to enhance services and operational efficiency**

Over time, library space has generally grown commensurately with the importance that its parent institution places on research. Libraries were perceived as the center, perhaps the heart of the academic enterprise, a place where scholars could conduct work and open discussion; and their literal physical position at the center of most campuses reflected this attitude. As collections grew exponentially in the 20th century, new library facilities were built to house them. Higher education reflected changes happening in society at large, and new uses of space and services were explored in libraries such as branches, media centers, undergraduate libraries, information commons and now offsite storage facilities. In the last decade, as access to digital collections has become critical for scholars, and as corresponding change in research methods and learning styles has become the norm, libraries have begun to renovate facilities to reflect these new models of teaching, learning and communication.

The Northwestern University Library is perhaps a perfect case study and example of these trends. Originally housed in Lunt Hall, as the University grew, the Library also grew and the community committed to assure that the institution's collections were both housed in, and were reflective of, then-current intellectual debate. Deering Library is celebrating its 75th anniversary in 2008. Just as most libraries required expansion for collection space in the 1960s, so did Northwestern. The Main Library was dedicated in 1970; Seeley G. Mudd Library was completed in 1977 and the Schaffner Library, with origins dating to 1917, became part of NUL in 1969. The 24,000 sf Library Storage Facility was completed in 2003. Combined, the Library is currently housed in approximately 500,000 sf of usable space.

Like most research libraries today, Northwestern again needs to expand space for collections and to rethink its use of space by scholars and students onsite. Although some renovations have occurred over the last decade, particularly in Main, the buildings as currently configured do not meet the present research, teaching and learning needs of students and faculty. There is increasing pressure on existing space to serve new needs of students and faculty through the development of "high-tech, high-touch" collaborative group spaces, classrooms and open study space. More interestingly, evidence shows that undergraduates, graduate students, faculty and campus staff use library facilities in quite different ways that suggest new yet coexisting physical configurations. And, with 4.6 million volumes and a net acquisition of over 70,000 volumes per year, the University Library, Galter, and the Pritzker Legal Center have run out of space. Shelving is currently at 85-90% capacity in all buildings including the Kresge underground facility. While general collections can be moved offsite, the special collections are in need of even greater security, climate control, and seminar space close by that will support technology, teaching, and the proper handling of materials.

To address these issues, the Provost has funded the University Library, in conjunction with FM-P, for a large-scale space planning project that will examine the best uses of space for the current mix of services and collections. A scope document for this project is

in an appendix. The proposal envisions a study that will look across all library facilities on both the Chicago and Evanston campuses, and assumes the need for a joint offsite storage facility that will be shared by University Library, Galter, and Prizker Legal Research Center. In the meantime, capital project requests have been submitted for the renovation of the Science and Engineering Library into a high-tech North Campus Library, and the Schaffner Library into a student-services focused Chicago Center Library. A plan to renovate Deering Library into a state of the art special collections library is under discussion.

➤ **Capitalize on library and university strengths**

As the University carefully considers its direction and emphases in the coming decade, the Library must develop initiatives that reflect the new directions. To do so effectively, it must build on existing strengths, and target those areas that are emerging as critical to the mission of Northwestern. Such strengths are found both in areas of particular subject expertise, and in technical or functional skills and services. In the Library, for example, major subject strengths include Africana, music, transportation and art, among others, and these are highlighted throughout this plan. Across the campus, areas where faculty lead in scholarship include nanoscience, religious studies, business/economics, and journalism. Library projects and collections should seek to build and enhance in fields where excellence has already been demonstrated or targeted for the library and the university overall.

Northwestern University Library is well-known as an innovator and leader in the development of library technology and systems and should sustain a strong profile in this area for the foreseeable future. NUL's preservation program is considered one of the top in the country and its technical operations have long been considered essential to the national landscape. The Library's new digital collections program is gaining national interest and recognition.

Rather than branch out into scattered new fields, NUL should take advantage of collaborations and opportunities that leverage these traditional strengths, that offer opportunities to link with known faculty experts, and that contribute to the University's identified specialties. Perhaps the one area of exception to this strategic choice is in the domain of library public services. The Library must take on a critical and defining role locally and nationally to modernize and improve services and re-orient its vision externally in the next several years.

The strategies described above are themes that run throughout each objective of the Library's strategic plan and are integrated in the commentary below.

III. LIBRARY PLAN 2007-2008

A. Advance student learning

Northwestern University students are among the best and brightest young scholars in the country. NU's 8000 undergraduate and 7000 graduate students are enrolled in 11 schools and colleges in over 70 majors. Differing from their predecessors, this generation brings high tech communication skills and expectations of immediate results and response. To advance student learning in the next few years, the Library must identify the distinct needs of a heterogeneous student body and develop services that recognize this diversity; acknowledge that students highly value the library as place; and build information retrieval and access systems that meet the standards to which students as information consumers have become accustomed. The Library must help students understand the role that these systems, along with commercial systems like Google, play in the national and international digital infrastructure. To accomplish these objectives, the Library must expand its role as teacher and mentor in the educational enterprise, and must extend a new array of virtual services via the digital tools and sites that students themselves use.

The unusual mix at NU of graduate, undergraduate and professional students, with the diversity of schools and majors, presents distinct opportunities and challenges for the Library. Recent surveys conducted on the Northwestern campus reflect results that parallel many national trends of undergraduate preferences and use. NU undergraduates highly value the library as a place in which to work and study, although many find the current spaces inadequate. From a research perspective, undergraduates make less use of unique materials and in-depth discipline specific research methods, and are more concerned with navigating the vast array of material already available to them via Google and general databases. Usability studies indicate that they find the Library's search and retrieval systems difficult to navigate and cumbersome to use; and have difficulty evaluating the credibility and usefulness of sources that they identify. Students vary greatly in learning style and in preferred methods of communication. They are likely to use virtual social networking systems as a way to gather information. Graduate students also value the library as place; but prefer quiet individual workstations and locations. They are more likely to be concerned with the unique and special materials available in the Library and through interlibrary loan and place a high importance on the accessibility of materials and services for a specific discipline area. They indicate a desire to learn and master advanced discipline specific research skills, and are interested in their research's place within the scholarly record and the national digital information infrastructure.

STRATEGIC OBJECTIVES

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

Accomplishments through 2007: A new cross-divisional Instruction and Outreach Committee was designed and charged with synthesizing offerings into a

more formal program, and conducting a needs analysis and assessment of NUL's instructional programming. The Electronic Resources Forum, a seminar for entering Northwestern graduate students that examines issues related to graduate student research and electronic technologies, was expanded to include the School of Communication, School of Education and Social Policy, the School of Music and the Graduate School. as well as Weinberg College of Arts and Sciences.

Initiatives 2008, 2009

- **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**
- **Investigate ways to expand the Library's role 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 2007. Recommendations from the Library Podcasting Working Group on how to design effective Library podcasts were implemented. The Library held seminars exploring the feasibility of building a Library presence in Facebook, MySpace, and on YouTube. Some newly developed podcasts have been distributed and a few NUL products have appeared on YouTube Answers Online, a real-time electronic research answering service, was expanded.. NUL assumed responsibility for maintaining student computer labs previously run by Academic technologies. Expansion of access for students to discipline unique software on these machines was completed. Access and training on large scale social science data sets, such as ICPSR, was expanded and promoted. An audio tour of the Library was developed and is now being assessed.

Initiatives 2008, 2009

- **Expand and increase the use and awareness of Library resources and service through establishing a presence in Blackboard.**
- **Analyze RSS feed and other technologies as possible mechanisms for delivery of current 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 2007. A new cross divisional committee, the Library Web Services Committee, was changed with developing a standardized easy to use front end for all Library web pages. The Committee was also charged with providing recommendations on how to develop an easy to use search and retrieval system that will promote federated searching of all library and vendor bibliographic and full-text databases with easily understandable results.

Initiatives 2008, 2009

- **Develop and implement a more streamlined web interface for easy federated searching, and assess its usability by undergraduates**

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 2007. NUL's student-oriented publications, *Bookmark* and *Resources*, were revised. Reference and the Department of Public Relations continued to hold "open breaks" for students during Finals and Reading Week as well as other student-oriented social gatherings. A grant from the Alumnae Association was funded and enabled NUL to develop an electronic bulletin board of all Library activities and services on any given day. The Library participated actively in the "One Book, One Northwestern" events and exhibits. Several library staff served as college residential advisors.

Initiatives 2008, 2009

- **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 2007. The Academic Liaison Services Department was created and charged with focusing directly on services to graduate students and faculty. Undergraduate services were extended in the InfoCommons. Research consultations with graduate students were increased. Based on a request by student government and funded by the University Administration, hours in the Main and SEL Library were extended. Library fines for routine overdues were eliminated, and media checkout services expanded. The Schaffner Library expanded services, opening the "Math Place" with onsite assistance to students.

Initiatives 2008, 2009

- **Expand direct delivery of library services to undergraduate students through new programs such as the "roaming librarian", in which staff with laptops set up service booths in a high traffic/profile areas.**
- **Survey graduate students 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 2007. Two of the capital projects proposed in 2006-07 requested renovation of the Science and Engineering Library and the Schaffner Library by reworking the buildings' public areas into high tech collaborative spaces for student group work. The former proposal was based on recommendations from students enrolled in IEMS 392 in Winter, 2006. These proposals have been incorporated into the 07- 08 space planning project for all Library areas. A Graduate Student and Faculty Art Reading Room was created from reallocated space in Deering Library. NUL collaborated with Career Services to create a satellite service in Main that is easily accessible to students. Two high-tech classrooms were built in Main in collaboration with Project Café, which will enable hands-on laboratory environments for teaching and learning research strategies and processes. The Library began investigating the possibility of zoning quiet and collaborative working areas throughout Main and Deering.

Initiatives 2008, 2009

- **Complete the library's large-scale space planning project, paying particular attention to students' need for group and collaborative space**
- **Continue to advocate for the redesign of SEL and Schaffner Libraries into high tech student-oriented centers of teaching and learning**
- **Establish clearly delineated Library zones to better accommodate users' varied activities and learning styles**

B. Advance faculty research and teaching

Northwestern's faculty of 2500 has long been distinguished by excellence in all areas; many departments in the social sciences, sciences, humanities and engineering are highly ranked nationally and internationally. Since the implementation of the University's strategic plan, the *Highest Order of Excellence*, Northwestern has experienced unparalleled growth and external research funding has more than doubled. Many new or expanded academic programs have been developed. Examples include an expanded emphasis on global studies and international economics and marketing ; and in the sciences, nanotechnology, cognitive science, and environmental studies are growing rapidly. The interdisciplinary areas of East Asian Studies and Middle Eastern Studies are also targeted for expansion. Survey results indicate that Northwestern's faculty, regardless of discipline, have in common certain attitudes concerning library service: they expect continued growth of collections that support their research agendas and immediate desktop full text delivery or onsite access to collections not available in digital form.

Faculty expectations of continued collection growth and digital access create distinct challenges for the Library. Collection allocations will most likely see some growth, but not at the level where NUL will be able to provide local ownership and archival access to materials in all areas of study; in fact, current inflation adjustments by the University to the Library's collection allocations do not match the inflation projections by publishers.

To meet faculty needs, the Library must devise new methods of collection access and preservation, seamlessly linking print and digital, local and shared resources. In the Library reorganization just completed, the development of the general academic collections has been recast as a direct service to faculty; that is, with the exception of a small number of highly distinctive special collections, library collections are not an end in themselves. Collections are built to meet the needs of the academic program, and should be seen as one of an interconnected array of information services needed to enhance teaching and research. Subject librarians are now part of a department called Academic Liaison Services that will work with faculty on collections, instructional support and scholarly communication, and will facilitate linkages to other library services such as digitizing, archiving or multimedia support.

The Library must: 1) leverage existing collection allocations to assure coverage of materials in current and emerging areas of study through continued analysis of large scale publishing contracts and database acquisitions; 2) work collaboratively with consortia and other research libraries to collectively digitize materials available at single sites and develop repositories that store and provide joint access to these collections; 3) engage the Northwestern academic community in dialog concerning open access initiatives, digital rights and copyright changes, and in the changing landscape of scholarly publishing; and 4) cooperatively work with faculty and the NU community to support digital publishing and data archiving through the development of an institutional repository. In engaging in these activities, the Library must assure long term preservation and archival access to materials; leasing access to databases for a limited period might serve NU faculty's immediate needs, but will not preserve these items for the next generation of scholars.

STRATEGIC OBJECTIVES

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 2007. In conjunction with Academic Technologies, NUL continued implementing the Fedora repository architecture. A new repository programmer position was created. The Digital Collections Department was created and has been charged with developing the policy and content of a trusted digital repository for NU. The Library moved to an enterprise system of services and expenditures with NUIT that will ensure a programmatic and sustainable model for digital library hardware and network support. NUL became a partner in the newly proposed establishment of a CIC shared digital repository.

Initiatives 2008, 2009

- **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 the new enterprise system of allocations of server space and support**
- **Participate in the development of the CIC repository**

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

Accomplishments through 2007. The Library's Bibliographic Services Department began to explore providing metadata services to faculty producing digital research projects and continued to provide metadata for analog projects. Kirtas operations were expanded to include scanning of NUL and other libraries' print materials for faculty with specific digital research projects. Discussion with the University Press concerning possible collaborations was initiated.

Initiatives 2008, 2009

- **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 2007. Consortial agreements through the CIC and CARLI for acquisition of large packages of commercial electronic databases and e-journals continued. The Elsevier contract with Galter and Law was renegotiated. An analysis of possible areas for new partnerships with United Library was commissioned. NUL proposed a capital project for the creation of a joint offsite storage facility with Galter and Law. JSTOR print materials were sent to CRL for the development of a CRL print archive. 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 2008, 2009

- **Continue advocacy for the implementation of a joint-offsite storage facility for all Northwestern libraries**
- **Complete the Elsevier negotiations and 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 2007. As part of the CIC, NUL signed an agreement with Google to digitize 500,000 to 1 million unique items at NUL and make those titles permissible under copyright law accessible to the NU community and to the world. Eventually, over 10 million items held by CIC libraries will be available to the scholarly community through the CIC shared repository.

Initiatives 2008, 2009

- **Participate in the CIC Google agreement to digitize close to one million unique items held by NUL, Galter, and Law**
- **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.**

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

Accomplishments through 2007. *Library Briefings*, the Library’s e-newsletter sent quarterly to all faculty was redesigned. Emphasis was placed on staff seminar presentations to NU departments. 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 2008, 2009

- **Explore and increase one-to-one dialogue with faculty concerning collections and new services development**
- **Expand the Public Relations program of press releases and notifications**
- **Continue e-newsletter and print notifications of new collections and services**

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 2007. The Electronic Resource and Collection Analysis department was established. Its purpose is to analyze collection allocations and expenditures in conjunction with new research directions and program developments on campus along with usage statistics and make recommendations for allocation adjustments accordingly. The Collection of Excellence program of targeted requests for collection development continued; allocations were approved for an expansion of East Asian Studies in 2007. The 2006 approved recurring allocations for increased collection expenditures in Nanotechnology and Cognitive Science continued.

Initiatives 2008, 2009.

- **Complete a large scale analysis of current collection allocations and propose a model for aligning subjects with changing academic needs**
- **Expand the Collections of Excellence program, concentrating on emerging areas of study and those closely aligned with faculty interests, new interdisciplinary concerns and cultural heritage collections. In 2008, 2009 advocate for allocations to support Middle Eastern Studies, Environmental Science, and International Economics.**

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

Accomplishments through 2007. A pilot project that offers faculty office delivery of library materials is in effect for fall 2007. The Academic Liaison Services Department was created and charged with investigating new models of outreach service for faculty and graduate students. The Instruction and Outreach Committee was created as part of the reorganization.

Initiatives 2008, 2009

- **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 2007. A new position, Scholarly Communications Librarian, was created by redefining a vacancy; this will be part of Academic Liaison Services but will have a library-wide coordination role. The Library partnered with the CIC in promoting a model author agreement for faculty publishing. NUL sent two librarians (together with a collaborative partner from Galter Library) to ACRL/CARLI institute on Scholarly Communication. NUL is an active participant in SPARC and the University Librarian served on that board.

Initiatives 2008, 2009

- **Hire a new Scholarly Communications Librarian and assemble a new library-wide committee on scholarly communication.**
- **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**

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

Accomplishments through 2007. A large scale space study of all Library space was proposed to the Administration. The high tech Project Café classrooms were completed. The Resource Sharing Department and the Library's IT Division were charged with investigating a new e-reserves system. Streaming video through Video Furnace projects for faculty continued.

Initiatives 2008, 2009

- **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 Video Furnace and the new Digital Image Library**

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

Accomplishments through 2007. Partnerships with Academic 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. Conversations with NUIT on the topic of informatics support for large digital datasets of science material were informally initiated, and the University Librarian served on a national committee looking at the role of research libraries in the e-science environment.

Initiatives 2008, 2009

- **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.**

C. Sustain world-class resources of long-term cultural importance

In its strategic plan, the Association of Research Libraries comments that “A research library, by continuously pooling and preserving the evidence of research, and by adding value through services that enable the discovery and use of these resources within and across disciplines, is an essential component of a research institution. Research and education are substantially improved when pursued in an environment with a library that provides access to deep and broad collections.” Northwestern, as a member of the ARL, must help meet the national obligation of all libraries to preserve the scholarly historical record in all formats in perpetuity for all scholars, regardless of their location. In the current era of research libraries, approaches to this include building digital repositories that preserve and provide access to unique collections; participating in international, national and local initiatives for preservation, central housing and digitization; increased emphasis on preserving and securing all formats of materials; and coordinated, targeted designation of responsibilities across individual institutions to ensure collectively the preservation of global cultural heritage.

Northwestern University Library holds a position of approximately tenth in private libraries and 33rd overall nationally based on the size and scope of its collections. The Library is known internationally for three collections of distinction, the Melville J. Herskovits Library, the Transportation Library, and 20th Century Music, but other collections are of comparable significance including the University Archives, the Art Collection and the McCormick Library of Special Collections. Because the age of the University and the record of Library acquisitions date well back into the 19th century, even the general collections hold subsets of materials of distinction in various subjects.

The commitment to these resources – their cataloging, preservation, and usability – is something that must be maintained almost without regard to whether these materials mesh with the research and teaching needs of the campus in any given short-term period. The campus’ long-term investment in some subjects and the difficulty of replicating them elsewhere is such that the world now expects Northwestern to continue to excel in these areas. The expense (in staff, technology, acquisitions and processing), however, of curating these top-level primary research resources is so great that very strategic decisions must be made as to exactly which collections fall into this category.

For more general collections, a careful strategy linking print and digital collections is being articulated. We are expecting to see more and more digital surrogates for these general materials as a result of mass digitizing projects at NU and other libraries. We will be able to relocate print copies to offsite storage and have rapid delivery whenever needed. But many items in the general collections also have potential artifactual value, or value in their subject aggregation. Over time (and this could take decades), those print collections in storage can be sorted to retain items with artifactual or special collections value, while items for which *both* “last copy” print and trusted digital archival copies are guaranteed either at NU or consortially can be considered for withdrawal.

STRATEGIC OBJECTIVES

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

Accomplishments through 2007. To support and identify more fully the unique special collections of NU, the Library began a reorganization process, moving all special collections into one Division, the Division of Special Libraries. NUL continued the development and promotion of the “Collections of Excellence” program, which currently identifies three areas of international importance and allocated funds accordingly to support these areas. A new department, the Electronic Resources and Collection Analysis Department, was created and charged with providing detailed statistical, budget and collection analysis to reallocate or propose new funding as needed to support subject collections.

Initiatives 2008, 2009

- **Complete the reorganization of the Division of Special Libraries**
- **Expand the Collections of Excellence program, focusing on the three collections of distinction, and identifying “threshold” collections**
- **Explore reallocation proposals to align expenditures with targeted research areas**

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

Accomplishments through 2007. A renewed emphasis was placed on the unique services of the special libraries, by redefining some positions’ responsibilities to provide more extensive e-mail and postal mail response to scholars world wide and to ensure extensive research support to international visiting scholars. Unique digital collections that are available free via the website were promoted. NUL began to systematically pursue grant opportunities for digitizing collections; the first, funded by IMLS, targets K-12 and educational uses of the Winterton photograph collection of African life and culture. NUL participated in new collaborations with the Field Museum, Chicago Botanic Garden, the Black Metropolis Research Consortium, and the Chicago Collections Consortium and continued work with the Transportation Research Board. The Library signed on as a partner in the Chicago Festival of Maps. Five major exhibits describing unique special collections were held throughout the year and promoted extensively.

Initiatives 2008, 2009

- **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**

C.3 Digitize and preserve unique collections

Accomplishments through 2007. A new department, the Digital Collections Department, was created within the Special Collections Division, to help prioritize, coordinate and develop NUL's local digital collections initiatives, with an emphasis on the special collections. Work progressed on digitizing the Winterton collection of African photographs, funded by a Federal grant from the IMLS. The digitization of the Transportation Library's Menu Collection of over 400 menus from airlines, railroads and cruise ships from 1929 to present was completed. A proposal to the Mellon Foundation to support software development to make Kirtas-scanned material more readily accessible via the web was funded. The Library, jointly with WCAS, developed a proposal to assume responsibility for WCAS' Visual Media Collection (VMC) with the intent of developing a Digital Image Library for all of Northwestern in the coming years. The organizational transfer of the VMC was accomplished effective September 1, 2007.

Initiatives 2008, 2009.

- **Complete the creation of the Digital Collections department**
- **Expand a grants program to support the digitization of unique collections**
- **Complete the digitization of the Winterton collection**
- **Undertake the software programming to make Kirtas-scanned material available via the website as well as more readily archived in Fedora.**
- **Support ongoing services of the VMC while developing an approach to create a Digital Image Library for Northwestern faculty across all fields.**

C.4 Enhance bibliographic access to special collections and archives

Accomplishments through 2007. The Technical Services Division of the Library reorganized, expanding the role of the Bibliographic Services Department to more strategically target the provision of complete cataloging for special collections in both digital and print formats. A consultant was hired by NUL to train staff in the use of encoded archival description (EAD) applications and how to convert special collection paper finding aids to electronic form using national standards. A second consultant was brought in to help NUL establish criteria and an approach to developing a trusted digital repository and to outline new methods of digital preservation. The Library began work on a proposal to the Mellon Foundation to undertake an assessment of the state of cataloging and preservation of materials in the Special Collections Library.

Initiatives 2008, 2009

- **Convert all existing print finding aids to EAD, and have NUL staff generate new finding aids directly in EAD with a user-friendly EAD creation tool**
- **Develop criteria for the creation of a trusted digital repository and implement these objectives**

- **Complete the proposal to the Mellon Foundation to survey holdings in Special Collections to prioritize cataloging and preservation.**

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

Accomplishments through 2007. The Library’s Hidden Collections Task Force conducted a survey of collections that identified 132 unique collections that were publicly inaccessible. A website, designed as a rudimentary finding aid, was developed to make these searchable in a limited fashion. The Bibliographic Services Department has brought numerous hidden collections to light in the past two years (e.g. Africana posters, African textbooks, EAD finding aid collection, Special Collections art auction catalogues).

Initiatives 2008, 2009

- **Expand activity in the Hidden Collections project and expand accessibility of identified collections.**

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

Accomplishments in 2007. The new Director of Development for the Library was hired and work has begun on a systematic three year plan of development. NUL strengthened relations with Office of Alumni Relations and Development by redesigning the role of the Director to align more effectively with other units in Development. Annual giving from the Library’s Board of Governors and other donors increased by about 8%. The Board’s Theater Initiative intensified support for that “Collection of Distinction.” The Board sponsored the Deering Society Dinner and two lectures. A new Director of Public Relations was hired and a more active communications and public relations plan is underway. The collections budget was analyzed to identify subjects without dedicated endowments.

Initiatives 2008, 2009

- **Use the 75th Anniversary of Deering Library as a focus to encourage private support of special collections and distinctive spaces.**
- **Continue the Board’s Theatre Initiative and consider adding one or two other collection priorities for emerging or threshold collections.**
- **Articulate a comprehensive Public Relations plan.**
- **Expand targeted collaboration with development officers in other NU schools and units that complement library collection interests.**

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

Accomplishments through 2007. A scope of work document for developing a space plan for all Library spaces was proposed to the University. This plan incorporates the development of Deering Library as 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. Internal analysis was begun, focusing on how to retrofit Deering to reflect this goal and also provide a customized environment for teaching and study.

Initiatives 2008, 2009

- **Conduct a detailed study examining how to retrofit and enhance Deering Library into a state-of-the art special collections facility**

C.8 Ensure security and physical preservation of collections.

Accomplishments through 2007. The Library worked with FMO to resolve building deficiencies that threaten collections. The roofs were repaired; Plaza and other drains now are systematically cleaned; the HVAC systems were adjusted and improved to maintain consistent humidity and temperature. A cycle for ongoing communication was developed between the two units. The Library also arranged for Northwestern University Police to conduct a comprehensive security audit of all buildings and perimeters. New policies were put in place in special collections to secure collection cases, and access to materials and keys.

Initiatives 2008, 2009.

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

D. Support University goals of interdisciplinarity and globalization

Two of Northwestern University's primary goals are to promote interdisciplinarity on campus and to advance the University's position in a global marketplace. Since the publication of the University's strategic plan, the Highest Order of Excellence, there has been significant growth both in formal institutes and programs as well as informal research and teaching collaborations on campus that cut across traditional academic department boundaries. These exciting new directions in the academic program present challenges to research support units that have traditionally aligned their services more conventionally; we need to develop staff expertise and to revise allocation mechanisms and the uses of space.

The Library is uniquely positioned to help scholars and students explore new models of research that cross boundaries as its purpose has always been to support all areas of research and teaching. The implementation of new developments in technology and collection delivery in the last decade will more strategically support this goal. Newly developed commercial turn-key search engines can now promote easy federated searching across multiple disciplines; new ways of harvesting digital objects in

institutional repositories can promote joint access to what were once separately owned collections at single institutions; and consortial agreements now promote and enable seamless electronic access to research materials anywhere in the world.

STRATEGIC OBJECTIVES

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

Accomplishments through 2007. The Library Web Services Group was charged with identifying new methods of searching and retrieval that will enable cross-disciplinary federated searching of library and vendor databases.

Initiatives 2008, 2009.

- **Assure that new federated searching systems permit easy cross disciplinary searching**
- **Review website design, overcoming discipline-based “silos” where possible, and encouraging the inclusion of more pages for interdisciplinary areas**

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

Accomplishments through 2007. In the reorganization, the Academic Liaison Services Department reallocated a position to be the General and Interdisciplinary Coordinator, whose role is to oversee multidisciplinary collections acquisitions and to promote coordination across traditional subject-specific allocations. The Library continued to enhance acquisitions in Nanotechnology and Cognitive Science, interdisciplinary areas that were targeted for special recurring funding from the University in prior year budget requests.

Initiatives 2008, 2009

- **Expand and promote the use of multidisciplinary collections acquisitions where appropriate**
- **Continue acquisitions in Nanotechnology and Cognitive Science**
- **Explore needs created by new campus emphases on Middle Eastern Studies and international economics and marketing**
- **Advocate for support of new collection funding as interdisciplinary institutes and faculty specialties develop and grow on campus**

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

Accomplishments through 2007. Multiuse research space was incorporated into the Library’s large-scale space planning proposal.

Initiatives 2008, 2009.

- **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 2007. Interdisciplinarity was highlighted as a separate element in this strategic plan due to staff agreement after ongoing discussion. The Assembly's Speakers Committee sponsored a library-wide seminar on interdisciplinarity, inviting 6 well-known Northwestern faculty who engage in interdisciplinary studies, who outlined their research and the consequent challenges to the Library in helping support this research. Cross-training programs that describe best-practices services for scholars conducting interdisciplinary research are underway.

Initiatives 2008, 2009

- **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 2007. The Library began to develop detailed plans for library services for Northwestern students in Education City in Qatar. NUL continued to participate in Aluka, a project funded by the Mellon Foundation that is digitizing African research resources held world-wide. The Library is a key leader in the Center for Research Libraries' area studies programs and its Global Resources Network. Library specialists attended conferences as key players and fostered international collaborations in China, Italy, Germany, South Africa and Japan. The Library redefined a vacancy to create a professional position in support of East Asian Studies.

Initiatives 2008, 2009

- **Continue planning for and launch of library services for NU campus in Qatar**
- **Assess collections and services needed for planned academic expansion in Middle Eastern Studies.**
- **Continue participation in Aluka, and investigate participation in similar projects as they develop internationally**
- **Continue involvement in Center for Research Libraries' German-North American Resources Partnership**
- **Continue staff participation in the International Federation of Library Associations (IFLA) conferences**

E. Ensure library readiness to meet campus needs

As the Northwestern community's perspectives on library services and research needs evolve dynamically, the Library must be able to respond with flexibility and speed. The organizational structure must be agile, cross-functional and able to deploy new models of services to benefit clientele. One of Northwestern University Library's great strengths is its staff's commitment to high quality service and their ability to respond creatively and flexibly to change. To that end, the Library has already reorganized in anticipation of the implementation of the strategic plan. Virtually every department in the Library has undergone some change. Two of the four divisions have been reorganized and renamed; three new departments have been created; seven departments have been restructured and in some cases renamed; and four departments have merged with other groups. Five new cross divisional committees have been created to highlight the interdepartmental nature of key library issues such as instruction, scholarly communication and collection building. An organizational chart appears in the appendix. These changes were based on lengthy library-wide discussion concerning how best to meet the current and future needs of the campus and the global community. To sustain this work it is important for the Library to support the ongoing growth and development of staff and continuously review internal structures, operations and services.

STRATEGIC OBJECTIVES

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

Accomplishments through 2007. A new business model developed with NUIT will enable the Library to move quickly and efficiently to expand servers and storage to support digital resources created and acquired by NUL. Internally, a committee was charged with investigating the acquisition of an Electronic Resources Management System to better track acquisition and management rights of electronic materials. Interlibrary Loan has recommended purchase of ILLiad, which will integrate operations and improve self-service access to interlibrary loan. They have also recommended implementation of the Shibboleth protocol for authentication, which when combined with ILLiad, will streamline service. A committee is investigating the acquisition of a turnkey e-reserves system. The Library Web Services Group has been charged to analyze ways to simplify and integrate the numerous search and discovery tools on the NUL web site.

Initiatives 2008, 2009

- **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**

E.2 Develop a program of continuous assessment.

Accomplishments through 2007. The Library participated in ARL's LibQual, a survey of user perceptions that was sent to 2500 randomly selected faculty, students and staff in 2006. Results were disseminated in 2007 and used as a basis for the strategic plan. Changes were made to the Library's website based on the results of a usability study conducted in 2006 with faculty and students. Two new departments, the Electronic Resources and Collection Analysis Department and the Academic Liaison Department now have assessment as part of their responsibilities, as do two cross divisional committees. Four librarians were sent to two different institutes on library assessment.

Initiatives 2008, 2009

- **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**

E.3 Expand staff training and development

Accomplishments through 2007. In 2006, the Staff Development Committee surveyed the Library staff and conducted focus groups to identify possible new directions for staff development programming and training. In 2007, the "What's New" Series of workshops were held on topics of interest, highlighting new and inventive services that library departments are offering. Opportunities for cross-training were also expanded. The Assembly revised the Travel Policy Guidelines and travel funding was increased.

Initiatives 2008, 2009.

- **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**

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

Accomplishments through 2007. The University Librarian implemented quarterly library-wide meetings to discuss Library business and campus news. Divisional meetings were held by all four divisions. The Speakers Committee of the Assembly sponsored seven library-wide presentations from nationally known

outside speakers. NULSA held regular meetings for all staff and increased its role in promoting communication by creating a system of departmental liaisons. NULSA also revised its constitution to include a Communications Officer. The University Librarian expanded the use of e-mail for library updates. Five new cross-divisional committees were created to promote the completion of objectives outlined throughout the strategic plan.

Initiatives 2008, 2009

- **The Library will pilot ARL's Organizational Climate and Diversity Assessment survey in 2008.**
- **Quarterly all-library meetings and divisional meetings will continue and new communication methods will be explored.**

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

Accomplishments through 2007. Quarterly meetings with FMO officers and the Library's Building Committee were established. The ongoing dialogue has resulted in numerous on-site improvements, including the repair of the Main Library's roof, reflooring of the loading dock, carpeting of hallways omitted from a prior project, and improved response time on emergency issues. A scope of work document for large-scale space planning for all Library space was completed. Regular meetings with current projects managed by FMO, such as the Main Library's Life-Safety Project, have been conducted.

Initiatives 2008, 2009

- **Work at a detailed level with FMO to assure the completion of the Main Library Life Safety Project and others as they arise**
- **Secure consultant and complete a large-scale space planning project covering Evanston and Chicago campus libraries**

E.6 Focus on fundraising and external relations

Accomplishments through 2007. The Board of Governors actively began work on expanding the Annual Fund, and continued their work with the Theatre Initiative and expanding membership. The Library's Director of Development designed a three-year strategic plan to address ways to enhance support in the Planned Gifts, Major and Principal Gifts and Corporate Gifts programs. The Public Relations Director has begun planning a new communications campaign for alumni and Deering Society members. The University established a new endowed fund in honor of retiring University Librarian David Bishop.

Initiatives 2008, 2009

- **Refine and implement the new Development strategic plan**
- **Explore new forms of outreach with alumni and the Deering Society**
- **Participate in additional campus/community activities such as Communiversiety.**

IV. PLANNING PROCESS

Work began on this new strategic plan following the Library's successful Program Review of 2005-6, and the arrival of a new University Librarian (UL) in the fall of 2006. A rough outline of a process and a timeline was drafted by the UL and the senior administrative group and presented to the library's Management Council, Assembly of Librarians, and the full staff for comment. Over the following year, staff of the library engaged in a series of planning meetings to examine both concrete goals and tasks, and broad issues facing research libraries and the university community.

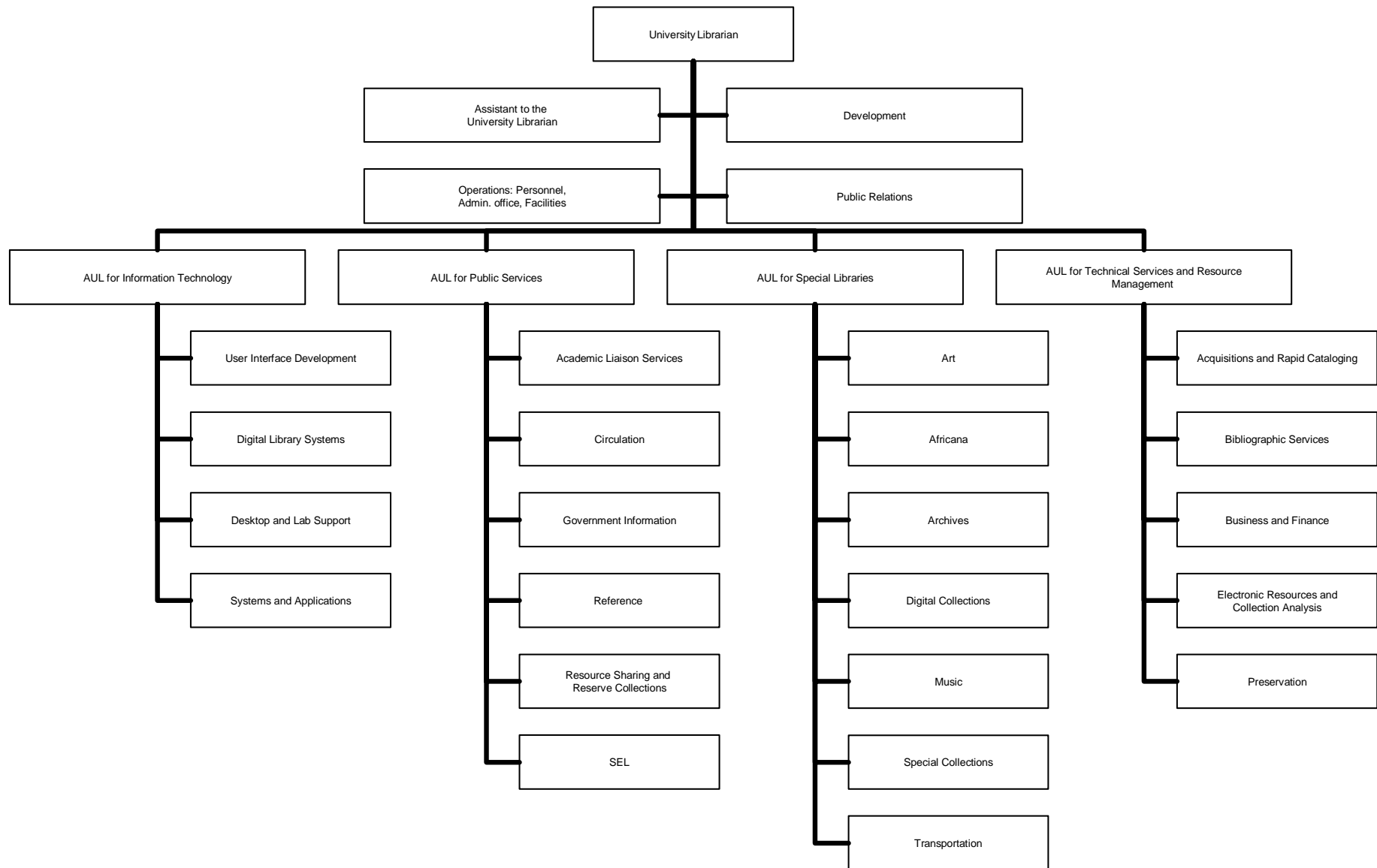
To ensure multiple opportunities and channels for discussion, there were 1) meetings of formal organizational units such as departments, divisions, and the library as a whole; 2) discussions and feedback through consultative forums including NULSA, the Assembly and the Management Council; 3) open, cross-divisional presentations and brown bags on particular topics; and 4) individual interaction and comment via the Library's internal web collaboration site and other mechanisms. All staff members thus had several avenues by which to participate depending on their own preferences, and ways to engage in topics beyond just their present work assignments. Drafts of the plan were posted at various intervals for comment. Background documents circulated included the University's *Highest Order of Excellence*, strategic plans from NU schools and NUIT, from selected other research libraries, and from major library and educational consortia.

Speakers from the library, the campus, and the external professional community made presentations to which all staff were invited. Topics included the nature of strategic planning itself; digital preservation; scholarly communication; faculty interdisciplinarity in different academic fields; assessment; and staff training needs. Staff also reported on professional meetings and conferences attended over the year with particular attention to describing new services, organizational structures and technologies that were being implemented at peer institutions. Focused meetings were held with staff from Galter Health Sciences Library and the Pritzker Legal Research Center.

As the goals and strategies emerged, meetings were held within each division to engage staff in articulating challenges and new objectives related to each area, and these documents were posted in their entirety for additional input and critique. The divisional documents were merged and synthesized to generate the detail that constitutes the final plan. As versions of the plan were edited, they were also shared with the University Library Committee and the Library's Board of Governors.

In the course of this work, and in looking at the pattern of vacancies and the desirability of certain new positions, it became evident that some reorganization needed to take place to bring about the services and priorities envisioned in the plan. Drafts of new departmental structures were prepared over the summer by the administrative team and shared for comment with library groups. With subsequent refinements, the new organizational structure (see attached chart) was in place effective October 1, 2007.

Appendix A: Library Organization Chart



Appendix B: Glossary of Acronyms and Abbreviations

2East. A space housing the subject specialist librarians, staff from AT, and the Marjorie I. Mitchell Digital Media Services located on the second floor of the Main Library.

ALA: The American Library Association. ALA's mission is “to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.” The membership of more than 66,075 comprises librarians, library trustees, publishers, and other interested people from every state and many nations. The association serves public, state, school, and academic libraries, plus libraries for people working in government, commerce and industry, the arts, and the armed services or in hospitals, prisons, and other institutions.

Aluka: Aluka is a not-for-profit international collaboration of educational and cultural institutions whose mission is to build a high-quality scholarly resource of materials from and about Africa.

AT: Academic Technologies. A division of Northwestern University Information Technology (NUIT) that supports faculty members' instructional and research needs and supplies educational technologies and multimedia resources to the Northwestern community .

ARL: Association of Research Libraries. A not-for-profit membership organization established in 1934 comprising the 123 leading research libraries in North America. ARL's mission is to shape and influence forces affecting the future of research libraries in the process of scholarly communication. NUL is a founding member of ARL.

AUL: Assistant university librarian

BIBCO: The Monographic Bibliographic Record Program. As a full member of BIBCO, NUL contributes bibliographic records for monographs in all formats to the national databases and participate in the development of standards. BIBCO is a component of the international Program for Cooperative Cataloging (PCC.)

BMRC: Black Metropolis Research Consortium, an association of libraries, universities, and other institutions holding materials that document African American and African diasporic culture and history, with a specific focus on materials relating to Chicago. The BMRC is based at the University of Chicago, and Northwestern is a formal member.

CARLI: Consortium of Academic Research Libraries in Illinois. NUL is a governing member of CARLI, which has 140 member libraries; CARLI offers a range of shared electronic systems and database licensing, training and related services.

CCC: Chicago Collections Consortium. An informal group formed in 2006 including public and academic libraries, museums, historical societies and other cultural organizations that own curated collections related to the history of Chicago or people associated with Chicago.

CIC: Committee on Institutional Cooperation. The academic consortium of twelve major teaching and research universities in the Midwest. Its programs and activities extend to all aspects of university activity except intercollegiate athletics.

CONSER: Cooperative Online Serials Program. A component of PCC, CONSER's goals are: 1) to produce and maintain a widely-available database of authoritative records for serials in all media, and 2) to contribute to serials cataloging and technical services by working to set standards, creating authoritative documentation and training materials, and addressing major issues related to serials through study, international discussion, and innovative projects. NUL is a full member of CONSER.

CNI: The Coalition for Networked Information. CNI is an organization dedicated to supporting the transformative promise of networked information technology for the advancement of scholarly communication and the enrichment of intellectual productivity. Some 200 institutions representing higher education, publishing, network and telecommunications, information technology, and libraries and library organizations make up CNI's membership. Northwestern University is an institutional member of CNI.

CRL: Center for Research Libraries. A consortium of North American universities, colleges, and independent research libraries that acquires and preserves traditional and digital resources for research and teaching and makes them available to member institutions through interlibrary loan and electronic delivery.

EAD: Encoded archival description. EAD is a standard used in archives and manuscripts libraries throughout the world to encode data describing corporate records and personal papers. The individual descriptions are called finding aids, guides, handlists, or catalogs.

ER: Electronic Resources. The Library's database system, developed in-house, that provides access to the electronic collections held by the Library.

FMO: Facilities Management Operations. FMO is one of four divisions of Northwestern University's Facilities Management. The term is also used to refer to all of Facilities Management.

GNARP: The German-North American Resources Partnership. GNARP was among the three original pilot projects of the AAU/ARL Global Resources Program. As of May 2001, over 60 North American and German libraries are participating in the project.

HOE: The *Highest Order of Excellence*, Northwestern University's strategic plan.

ICPSR: The Inter-University Consortium for Political and Social Research. An organization that maintains and provides access to a vast digital archive of social science data for research and instruction, and offers training in quantitative methods to facilitate effective data use.

IFLA: The International Federation of Library Associations and Institutions. IFLA is the leading international body representing the interests of library and information services and their users. IFLA is an independent, international, non-governmental, not-for-profit organization. IFLA represents over 1700 association and institutional members from 150 countries.

IMLS: The Institute of Museum and Library Services. IMLS is the primary source of federal support for the nation's 122,000 libraries and 17,500 museums. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development.

IT: The University Library's Information Technology division.

JSTOR: JSTOR is a not-for-profit organization with a dual mission to create and maintain a trusted archive of important scholarly journals, and to provide access to these journals as widely as possible. JSTOR offers researchers the ability to retrieve high resolution, scanned images of journal issues and pages as they were originally designed, printed, and illustrated. The journals archived in JSTOR span many disciplines.

LibQUAL: LibQUAL is an assessment package developed by ARL that libraries use to solicit, track, understand, and act upon users' opinions of service quality. LibQUAL's goals are to help libraries better understand user perceptions of library service quality; collect and interpret library user feedback systematically over time; provide libraries with comparable assessment information from peer institutions; identify best practices in library service; and enhance library staff members' analytical skills for interpreting and acting on data.

MLNC: Missouri Library Network Corporation. A consortium whose mission is to organize and deliver to its member libraries and other contracting entities OCLC-based information services, related electronic services and content, and training in the management and use of information.

MTKN: Midwestern Transportation Knowledge Network. A consortium of 14 transportation libraries that are working together provide their users with better access to specialized transportation information

Metalib: A system developed by the company Ex Libris that searches multiple databases simultaneously and combines citation results. NUL's metalib system is named Einstein.

NACO: Name Authority Cooperative Program. A component of the Program for Cooperative Cataloging. NUL is a full participating member of NACO and contributes new and updated records for official versions of names, uniform titles, and series to the national authority file.

NUIT: Northwestern University Information Technology.

NUL: Northwestern University Library. This includes the Main, Deering, Science and Schaffner Libraries, and special units like the Herskovits Library of Africana, the Transportation Library, and University Archives, but not the Galter (medical) or Pritzker (law) libraries.

NULSA: Northwestern University Library Staff Association.

OCLC: OCLC Online Computer Library Center is a nonprofit, membership, computer library service and research organization. More than 50,540 libraries in 84 countries and territories around the world use OCLC services to locate, acquire, catalog, lend and preserve library materials. OCLC and its member libraries cooperatively produce and maintain WorldCat -the OCLC Online Union Catalog. NUL procures an extensive array of OCLC services.

OPAC: Online public access catalog. The public interface to a library automated cataloging system. The University Library's opac is called NUCat. The full “integrated library system” also includes additional modules related to circulation, cataloging, acquisitions and other operations.

PCC: Program for Cooperative Cataloging. The PCC is an international cooperative effort aimed at expanding access to library collections by providing useful, timely, and cost-effective cataloging that meets mutually-accepted standards of libraries around the world. The Program is coordinated jointly by the Library of Congress and PCC participants around the world. There are four components of the PCC: BIBCO, CONSER, NACO, and SACO.

SFX: A link-server developed by the company Ex Libris that enables direct linking to full-text from any publisher's sources to which libraries subscribe through a seamless, simple interface.

SPARC: The Scholarly Publishing and Academic Resources Coalition is an international alliance of academic and research libraries working to correct imbalances in the scholarly publishing system. Developed by the Association of Research Libraries, SPARC's focus is to stimulate the emergence of new scholarly communication models that expand the dissemination of scholarly research and reduce financial pressures on libraries. NUL is a full member of SPARC.

Voyager. The Library's integrated management system, designed by the company Endeavor, is composed of the public display (opac), circulation, acquisitions, cataloging and other information management modules that make up the technical functions and display of a library catalog.

VMC: Visual Media Collection, the former “slide library” in Weinberg College, now part of the Library's Digital Collections Department and being expanded as the Digital Image Library.

WCAS: Northwestern University Weinberg College of Arts and Sciences.