

UNIVERSITY LIBRARY STRATEGIC PLAN and ORGANIZATION

2015 TRANSITIONAL GOALS

The Library goals are the University's goals; that is, the resources and services of the Library are directed towards helping Northwestern achieve its academic mission, and in particular right now, directed towards the goals outlined in the four pillars of the *WE WILL* academic plan: *Discover creative solutions; Integrate Learning and Experience; Connect our community; and Engage with the world*. As presented in the Library's strategic plans since 2008, we advance University goals through concrete objectives framed by five "themes" of library work: *Distinctive collections; Customized services; Innovative technologies; Transformed space; and Organizational readiness*. In past plans, these objectives were developed by and accomplished through our organizational departments; for 2015 we anticipate a comprehensive redesign of those departments.

Over the course of 2014, University Library engaged in an in-depth reexamination of its administrative structure. This process was led by external consultants and built on work undertaken in 2013 that addressed workplace climate and team-building. These organizational initiatives emerged from an analysis of the competencies needed to accomplish our strategic goals, and the subsequent identification of training priorities, mechanisms and target groups. Concerted efforts to reshape the structure, culture and competencies of the organization are needed in order to meet the information services required for contemporary university research and teaching.

The drivers for the change process are identified as:

- Demands for new services (digital repository, user engagement, data management, digital humanities, assessment, teaching & learning, scholarly communication)
- No expansion of staff, and key vacancies lead to questions about service priorities
- Enterprise systems migration – new workflow opportunities
- Major collection shifts (physically and bibliographically) leading to new service options
- Culture change initiative within the Library
- The WE WILL Campaign, and new initiatives emerging from that.

This work has already resulted in some documented outcomes; see a revised mission statement and a high-level organizational model, at the end of this document. We have designed a model that will at the same time emphasize centers of excellence for strategically important services, and groups of service councils to manage daily operations through peer relationships. We are nevertheless still in the midst of the most complex phase of structure change, a rearrangement of work units that is penetrating to a more detailed level than in the past and that is intended to align our work more effectively with Northwestern's strategic goals. We are not quite ready to launch

the new organization; however, we cannot simply extend the goals outlined in the 2012-2014 plan. Much of that plan has been accomplished, or is not framed in a way that will match our future organizational configuration. For this reason we are delaying by one year the design of a full new strategic plan, until we have implemented the new structure and are able to envision how the redesigned work groups will advance university goals. We will reconceptualize library strategic priorities in the summer and fall of 2015 to be presented a year from now.

During the discussion of the change drivers outlined above, the Library leadership team agreed on a series of service areas that need to be strengthened, consolidated, or given higher visibility. These became known as the “commitments to strengthen,” a list that has then helped determine the structure of new work units and the reallocation of positions. These translate into service goals that will effectively serve as a transitional strategic plan, though this does not imply that no other work is receiving priority.

COMMITMENTS TO STRENGTHEN

1. Expand Scholarly Digital Services
 - Scholarly communication
 - specialized expertise
 - manage licenses
 - More customized services for faculty
 - streaming and scanning
 - publishing and media creation services
 - using existing digital content that we have
 - Actualize the campus digital repository
 - Develop campus relationships
 - Enhance digital library collections
 - Support faculty responding to granting requirements
2. Focus on the learning environment
 - self-directed and personalized learning support
 - information literacy
 - research skills
 - research consultation
 - more collaboration space
 - improve user experience
3. Strengthen unique and distinctive collections
 - High priority on gaining the right kinds of space
 - Promote use of the collections
 - Increase quantity and expertise of staffing
 - Enhance our position on a national and international stage - need partnerships
 - Development to address insufficient funds for major collections

4. Library Web Presence
 - major vehicle for public relations / public engagement
 - needs to be engaging, up-to-date and robust
5. Unify Resource Acquisition
 - Interlibrary loan
 - Acquisitions
 - Oak Grove Library Center
6. Collection Management
 - Unified view of unprocessed & processed collections
 - Ownership vs access; analyze NUL's borrowing and lending patterns
 - Seek to ensure bibliographic control of all areas
 - Weed some collections?
 - Collection development should integrate physical & digital
 - Consortial activity/ use new data on institutional overlap
7. Assessment - demonstrating effectiveness and value to the NU community
 - Coordinated across diverse units
 - Internal & external
 - Integrated into all aspects of work
 - Robust
 - Data-driven
 - Seek efficiencies
 - ROI - demonstrate value
8. Stronger organizational development support
 - Expand and actively use the training grid
 - Use human resources management strategically
 - Encourage strategic leadership development
9. Business Practices/Operations
 - business analysis skills are key to creating services
 - planning strategy
 - project management.

In addition to pursuing the directions outlined in Northwestern's **WE WILL** plan, University Library will seek to engage actively with the consortial, academic and professional strategies outlined in the new planning documents of the CIC (<http://www.cic.net/strategic-directions>), the Association of Research Libraries ("Strategic Thinking and Design," work in progress), the Center for Research Libraries (<http://www.crl.edu/focus/article/10702>), and in recent research reports from organizations such as Ithaka (an arm of the Andrew W. Mellon Foundation, see latest at <http://www.sr.ithaka.org/research-publications>), the Pew Research Center (<http://www.pewresearch.org/topics/libraries/pages/2/>) and the member-driven OCLC library services corporation (e.g. <http://oclc.org/en-US/reports/tipping-point.html>).