NORTHWESTERN UNIVERSITY LIBRARIES AND UNIVERSITY PRESS

Strategic Plan 2018 Update

Northwestern University Libraries and the University Press contribute directly to the university's intellectual eminence and impact; support the student experience; enhance Northwestern's global academic presence; and strengthen the enabling support for our academic ambitions.

The Libraries and the Press collaborate locally and globally using expertise, collections, technologies, and facilities to:

Advance learning: Through instructional services, active learning, research consultation, specialty media labs, and a focus on digital citizenship

Sustain research: By working to acquire collections, ensure discovery, access consortial resources, consult on scholarly communication and information management

Disseminate scholarship: Through scholarly publishing, digital archiving, developing open source software, providing web access to unique materials

Foster community: With services and facilities that encourage collaboration, events and exhibits, consortial initiatives and global engagement

We support advocacy for national policies of information management, scholarly communication, and access, and pursue innovation in digital systems, distinctive collections, knowledge creation, preservation, and assessment.

We are achieving our vision by focusing on the following strategic concepts for the current years:

- **Crossroads of Learning**: Transforming the library into a nexus of collaborative teaching, learning, research, and study to increase student success and support new methods of academic research.
- **Digital Citizenship**: Building digital literacy resources and programs together with campus partners, to prepare students to think critically as lifelong consumers, creators, and citizens in the evolving worldwide information environment.
- **1960s History and Culture**: Positioning Northwestern as an international leader in the study of this important and resonant period of history by leveraging, showcasing, and building on NUL's rich collections of archives, primary and secondary resources.
- **Global Technology Leadership**: Providing leadership to international open source repository, digital access, and preservation initiatives to reshape the way information is made available and usable.

Underlying and enabling these specific initiatives are two ongoing, crosscutting principles:

- **21st Century Information Services**: Developing and sustaining the activities and services necessary to meet our user community's changing library and information needs.
- **Developing a Diverse Academic Learning Organization**: Ensuring operational readiness of our staff to foster and contribute meaningfully in a dynamic academic community.

This update report shows how recent accomplishments and future plans in these strategic categories link to the University priorities.

Crossroads of Learning

UNIVERSITY PRIORITIES: These initiatives build research eminence through access to resources and infrastructure; and support the student experience, especially academic services for first generation and low-income students.

Academic Resource Center: The first services for the center were established in winter quarter 2018, and a memorandum of agreement among collaborating units is nearing completion. The inclusive vision of this area will emerge as the project progresses and matures. Immediate opportunities will be conversations and collaborations among the Searle Center, WCAS, the libraries, and other academic support units.

Deering Library Transformation: Design and development documents, as well as a fund-raising video for the project, have been completed. The Libraries have requested campus support for the next set of steps toward construction. Completion of planned collection moves in FY18, though motivated by immediate service enhancement goals, will also help ensure that we are as ready as possible for commencement of Deering renovation.

The New Mudd: The renovated library space in Mudd Hall has opened, restoring a much needed north campus location for teaching, learning, and study. Assessment of how the space is used will begin in January; more experimentation and flexibility will be encouraged as students, librarians, and others discover the space for collaborative, instructional, and related work.

Common Spaces: Refurbishment of the entrance, information commons, and first floor corridor of main library has been completed. This has enabled us to improve traffic flow in and out of the building, to consolidate two service desks into one, and to provide brighter, inviting study and circulation spaces in this very busy, publicly important campus location. We will follow up the project in the next year with additional service refinements and new partnership arrangements, such as the one enabling the move of an IT service point from the Norris center to the main library.

Schaffner Reboot: A strategic (re)imagining of Schaffner Library will be the next major "crossroads" initiative. With Chicago campus programs growing and diversifying, we must ensure that we are providing the most effective, relevant, and vibrant library services, collections, and spaces possible.

Northwestern University Press: Immersive student experience of scholarly communications through greater expansion of the graduate assistantship and internship programs.

Digital Citizenship

UNIVERSITY PRIORITIES: These initiatives enhance the university's intellectual eminence and impact, support the student experience, enhance global academic reputation (through globally important themes of technology and public policy), and strengthen enabling support by building community relationships and lifelong learning in the region and the world.

Getting Started: The libraries are already quite active in support of digital scholarship, and the emphasis of the libraries' Information literacy programs has been shifting toward digital issues as the teaching and learning environment evolves. Sustaining and growing these efforts, while also creating capacity to provide a broader range of digital citizenship programming and leadership is a significant challenge for the organization. Early steps have included increased open access week programming and promotion our open access publishing support program, addition of an automatic DOI creation feature to the ARCH self-deposit system, and participation in a multi-institutional study on student privacy (to be followed up by an IMLS grant project).

Goals: As announced in last year's update, we have set ambitious goals for the next few years. We want to develop a non-credit learning experience in digital citizenship for a competitively chosen group of students between freshman and sophomore year. Another goal, to establish a post-MLS graduate residency program, will help us plan, carry out, assess, and build on that course. In collaboration with the NU Press, we hope to publish an open educational resource on digital citizenship that will document best practice and include information about assessment. We want to offer a workshop on information evaluation with online pre- and post-assessment modules for PhD students; this will be part of the preparation for getting dissertation proposals approved. We also hope to organize a domain dinner with a digital citizenship theme.

1960s History and Culture

UNIVERSITY PRIORITIES: These initiatives enhance the university's intellectual eminence and impact, and its global academic reputation, through interdisciplinary scholarship using unique research resources that address history and culture in a pivotal time period across multiple countries.

Objectives Attained: We have continued to develop our relationship with the Block Museum, following the extremely successful Charlotte Moorman exhibit collaboration with major contributions to this year's "William Blake and the Age of Aquarius." Another goal for FY17 was achieved when we negotiated the acquisition of the Robert Greenfield Archive, containing hundreds of recordings of Greenfield's interviews with many luminaries of "the long sixties." This important addition to our 1960s treasure-trove will be processed and promoted in the years to come, helping us attract other collections.

Other Recent Highlights: The libraries was awarded a grant from the National Endowment for the Humanities to digitize and describe our Berkeley Folk Music Festival collection, and that 3-year project is well underway. Associate University Librarian D.J. Hoek was a featured speaker at this year's homecoming festivities, talking about the libraries' stewardship of a group of Beatles manuscripts.

To-Do List: We plan to establish an annual competitive grant to support travel to NUL by scholars whose research requires on-site use of our primary collections for research on 1960s topics. We also are in the early stages of planning for a conference on 1960s history and documentation. Our ambitions are to engage scholars, curators, and librarians in discussion and debate about the legacy of the 1960s and to showcase the way NUL's collections can inform and inspire new research and understanding of this era.

Global Technology Leadership

UNIVERSITY PRIORITIES: These initiatives enhance the university's intellectual eminence and impact, continue to build research eminence, enhance global presence and strengthen the enabling support for Northwestern's ambitions. University Libraries has enjoyed a global reputation since the 1980s for international technology leadership, and is now charting new directions with distinctive tools and collaborations.

Recent Initiatives: A two-year, multi-institution grant project to implement the Avalon media system as a fully sustained open source project was successfully completed. This work, funded by the Institute for Museum and Library Services, included two major Avalon releases. We also brought a separate ILMS grant to explore digital repositories and dark archive preservation service to a successful conclusion. This work included a survey and interviews of cultural heritage institutions. A digital preservation specialist librarian was added to our staff. She, along with a digital archivist we are recruiting for in FY18, will strengthen born-digital archiving and preservation work, digital forensics, and management of obsolete formats and technologies.

On the Horizon: Work will continue on a campus-wide digital preservation strategy based in the library, which will implement systematic digital preservation workflows that incorporate curation and preservation actions. We hope to follow up on our "beyond the repository" IMLS planning grant by securing additional funding for a project to implement repository-level digital preservation best practices. We will continue to explore grant funding for a program to deliver international "train the trainer" programs to encourage and support the use, development, and adoption of Samvera open source repository software. Here at home, we will expand expert digital scholarship support services for faculty and students, especially with regard to metadata design at all stages of the research lifecycle, to help ensure effective long-term usability of NU's intellectual output.

NU Press: To be competitive and innovative in academic digital publishing, NUP will pursue greater exploration and collaborations in both editorial content and business operations. This includes expanding POD (print on demand) solutions to focus on sustainability and electronic platforms as discoverable and nimble ways to manage and balance inventory and user demands.

21st Century Information Services

UNIVERSITY PRIORITIES: These initiatives enhance the university's intellectual eminence and impact, continue to build research eminence, support the student experience, and strengthen enabling support for a crucial, central set of research resources.

Student Experience: Northwestern University Libraries made great improvements in the past year to improve the student experience in learning and research. The libraries worked with Associated Student Government and the economics department on separate pilots to make copies of very expensive textbooks available to students through the libraries' reserve service. Integration between Canvas and the library reference guide system means that Canvas-supported faculty and students are only a few clicks away from relevant research guides and reference librarians.

Excellence in Research: New positions are allowing the libraries to continue to provide the support and expertise needed at Northwestern. Two new librarians, one specializing in business & data and the other in math and engineering, will allow the libraries to improve support for these growing fields. Responding to student needs, Northwestern now has an archivist for the black experience. At the NU Press, list development will continue to expand focus on intersectional scholarship of critical ethnic studies, indigenous studies, and women's studies.

Collaboration: Northwestern University Libraries continues to develop and build new collaborations on campus. The libraries worked with the politics & policy student group to launch an open access journal, *Politica Northwestern.* Ten collections of materials produced by research groups for the Buffet Institute and Research Abroad were recently added to the libraries' new digital publishing platform. The Libraries and Press together are advancing digital publishing platforms, translations and international dissemination, and open access humanities scholarship. The libraries also developed and completed an extensive assessment of the provost's fellowship for digital learning program.

Enabling Support: The Libraries and the Press pursue a variety of organizational development initiatives to strengthen team-building, recruit and retain diverse staffs, improve alignment with university priorities, and foster leadership talent through training and developmental opportunities. We have developed an active and multi-focal program of fundraising, outreach, and external engagement to support the building of staff capacity, resources, technologies and facilities that will advance the university's goals. The Press has exceeded publishing goals for the last several years. The libraries have exceeded, in general, fundraising goals set during the initial phases of the **We Will** campaign.

Developing a Diverse Academic Learning Organization

UNIVERSITY PRIORITIES: This initiative embodies the university's stated commitment to diversity and inclusion; and by emphasizing such diversity, professional growth and campus engagement, we advance priorities to continue to build research eminence and to strengthen enabling support.

On campus: To improve our understanding of the library organization and to inform our plans for meeting the needs of students and faculty, the libraries recently conducted an extensive engagement and social network survey. The information gathered will be the foundation of a project for the office of change management's peer learning group program. The Libraries are working with a well-known national consultant to embed concepts related to "leaning organizations" throughout our organization, cutting across both vertical and horizontal lines, encouraging innovation, flexibility and growth. The Libraries and Press will continue their campus engagement with the Diversity Council and ChangeMakers.

And beyond: In an effort to build a more diverse profession, Northwestern University Libraries created a competitively successful joint proposal with the University of Illinois at Chicago Library to host the Association of Research Libraries' national "Initiative to Recruit a Diverse Workforce." This program will host 22 recent professional school graduates and allow them an opportunity to engage with library staff and explore emerging trends in research libraries.

LIBRARY and NU PRESS IMPACT 2017

SERVICES TO STUDENTS AND FACULTY

5,551,273 full text articles accessed

1,250,094 web visits from around the world

103,735 books circulated

10,054 requests were filled (both physical and electronic) from the Oak Grove Center

29,643 items lent to other libraries; 31,970 items borrowed from other libraries

45,484 items pulled for patron pickup

9,504 reference questions answered

391 classes and presentations reaching 14,518 students

105 Digital Scholarship Research consultations and 34 group presentations

Student engagement events:

- Explore Your Library Day, 300 participants
- Wildcat Welcome: 1,940 interactions, 58 tours for 560 undergrads, 14 tours for 163 grad students
- Research Resource Forum, 393 graduate students

RESEARCH IMPACT

14 books and articles published by librarian faculty

72 books published by the University Press

10 book awards for the Press

124 professional association committees with NUL members

49 Northwestern committees with library members

67 external presentations by librarian faculty

10 published acknowledgments thanking the Libraries

2 NU service awards for librarians

PRINT MATERIALS

74,503 printed books added

94,167 ebooks added

1,669 microforms added

56 maps added

11,819 film and videos added (includes streaming video titles)

1,347 conservation treatments

1,537 volumes deacidified

31,017 titles cataloged

328,516 print items transferred to Oak Grove (using 18,597 trays occupying 1,715 shelves)

DIGITAL MATERIALS

224,608 electronic journals

37TB of digital content added

479 titles digitized in-house (165,904 pages of digitized text)

229 hours of audio/video digitized

5496 images digitized

SPECIAL COLLECTIONS: SELECTED MAJOR ACQUISITIONS

Robert Greenfield Archive, longtime writer for *Rolling Stone* magazine and author of books on Bill Graham, Timothy Leary, and the Rolling Stones, among others.

Philip Corner Archive, a prominent experimental composer

Eva Jefferson Paterson papers, alumna, attorney and civil rights activist

Daphne Maxwell Reid papers, alumna and actress

Kate Shindle papers, alumna and actress and Miss America 1998

John Ralph Willis collection, materials of prominent scholar in West African History and Islamic Law

James W. Fernandez papers, alum and professor of Anthropology and African History