



UNIVERSITY OF
NOTRE DAME

Hesburgh Libraries Strategic Plan, 2012

Envisioning Library Services

In August 2010, the Hesburgh Libraries began preparing for a strategic plan that would focus the Libraries resources and talents on advancing the University's research, scholarship, and teaching ambitions now and in the digital age.

The Libraries assessed our current situation, researched trends in academic libraries, scholarly research, and communications, and sought input on campus directions.

In the fall of 2011, a Strategic Plan was designed to promote service excellence. The Libraries are committed to deepening collaboration with campus and more deliberately aligning collections, resources, services, and expertise with University goals.

Our five overarching goals are:

- Advance Research and Scholarship
- Enrich Educational Experience & Intellectual Growth
- Heighten the Value & Impact of the Libraries by developing digital programs & services
- Transform library spaces to foster and inspire intellectual engagement
- Create a sustainable culture of continuous improvement & service excellence in support of the University's mission.

Hesburgh Libraries' Mission, Vision, & Values

Mission: The Hesburgh Libraries contribute to the mission of the University by providing distinctive collections, expertise, services, tools, and spaces that enhance learning, teaching, and research for, and in collaboration with the University community.

Vision: The Hesburgh Libraries are integral to achieving Notre Dame's aspirations to be a preeminent research institution that provides an unsurpassed undergraduate education while ensuring that the University's Catholic character informs all its endeavors. Keenly attuned to the distinctive needs of this academic community, the Libraries exercise leadership in identifying and acquiring information resources critical to Notre Dame's larger mission. Employing professional expertise, interpersonal skills and appropriate technology, the Libraries provide uncomplicated and swift access to needed resources regardless of format or location and assistance in their use. To achieve this vision, it fosters an organizational setting that is open, collaborative, empowering, energizing, dynamic, and results focused.

<i>Division Goal</i>	<i>University Goal(s) Supported</i>
<ul style="list-style-type: none"> • Goal 1 Advance Research & Scholarship 	<ul style="list-style-type: none"> • Become a preeminent Research University
<ul style="list-style-type: none"> • Goal 2 Enrich Educational experience and Intellectual Growth 	<ul style="list-style-type: none"> • Offer an Unsurpassed Undergraduate Education • Become a preeminent Research University
<ul style="list-style-type: none"> • Goal 3 Heighten the value and impact of the Libraries through digital programs and services 	<ul style="list-style-type: none"> • Become a preeminent Research University • Offer an Unsurpassed Undergraduate Education
<ul style="list-style-type: none"> • Goal 4 Transform Library Spaces to foster and inspire intellectual engagement 	<ul style="list-style-type: none"> • Become a preeminent Research University • Offer an Unsurpassed Undergraduate Education
<ul style="list-style-type: none"> • Goal 5 Create a sustainable culture of continuous improvement and service excellence 	<ul style="list-style-type: none"> • Ensure that the University's Catholic Character Informs All of Its Endeavors • Communicate strategically to internal and external constituents

Goal 1. Advance Research & Scholarship

Strategy A: Identify, fund, build, describe, maintain, and preserve collections that are aligned with ND's established research programs and emerging academic areas.

The Libraries are committed to advancing research by providing first-rate access to world-class resources within and beyond our collections. To best use financial resources, expert subject librarians will customize collecting programs for academic areas—strategically combining print and digital collection building, preservation planning, and innovative access options.

Such programs will require librarians with deep expertise in both specific academic areas and in library science, close collaboration and communication with deans, department heads, and faculty, and the realignment of library funding and positions. Although all disciplines must be supported, particular attention is needed to address areas of new or exceptional growth or need, such as Classics, East Asian and Islamic Studies, and data-intensive disciplines.

Indicators:

Improve ND 2014 shows a 5% improvement in Notre Dame Faculty satisfaction with both the expertise of the subject librarians and the library's collections and information resources

Strategy B: Use technology to enhance the discovery of scholarly resources in all formats

To facilitate the discovery and use of scholarly resources requires understanding the user's experience, needs, and preferences and capitalizing on changes in cataloging concepts, web technologies, and systems operations.

Building on a series of individual efforts to gather user input on new products, interfaces, and services, we are creating a student/faculty emerging technologies advisory group. This group will help ensure that library technology-related developments address the priority needs of various user groups and will allow us to integrate our services and expertise into systems and tools that people are already using for teaching, research, and learning.

Large research libraries are currently at an intersection where existing library catalog/discovery system technology is being replaced by more highly integrated 'webscale systems' which are better designed to support the dynamic digital environment. We will soon release our implementation of 'webscale' discovery interface for access to combined catalog holdings, journal/article content, and citation database content. We will however postpone the expensive and labor intensive transition to redesigned back-end library management systems until clear winners emerge from the present competitive environment of early adoption; top contenders include open source grant-funded developments and also commercial enterprise products. Energetic investment in local user interface and functional improvements are needed to bring intuitive and powerful access to our users in the meantime.

One specific initiative designed to enhance access to selected materials in Special Collections will enable ingest of Encoded Archival Descriptors (EADs) for these materials into the online catalog discovery system (CatalogPlus).

Indicators: Number of non-Marc records ingested in CatalogPlus, increasing the visibility of unique library collections.

Goal 2: Enrich Educational Experience & Intellectual Growth

Strategy A: Support discovery by providing easy and expert access to resources and services, informed by user input

Studies of today's users indicate that they want easy, fast, and reliable delivery of information resources, regardless of format or the physical or electronic location. They want to be able to search for and access information 24/7 and to be able function independently and quickly.

The Library will streamline and improve at least one service operation each year. The immediate emphasis will focus on speeding Acquisitions and Interlibrary Loan processes to shorten the time between request and receipt of materials. Having recently expanded its support for the Departments of Music and Film, Television, and Theater, the Libraries will implement streaming for media and music services for the University.

Indicators: Increase in the number of classes using streaming media services; increase in the number of titles accessed through this service; reduction in the amount of time it takes to place an order; measures on user satisfaction survey

Strategy B: Foster student research through targeted services and collections

The Library is committed to easing user access to information resources. The ultimate goal, however, is to spark student curiosity and to expand and enrich the student research experience.

In recent years, the Library has expanded its efforts to advance student research through individual research consultations, credit courses and course integrated instruction, provocative exhibits, and special programs (such as, the Thesis Boot Camp).

In the future, our focus on student research will intensify. We will expand our efforts to understand the users' experience. We will present our resources, special collections, and services in ways that connect with user needs. We will expand our campus collaboration with partners, such as the Center for Creative Computing, the Graduate Student Office, and the Honors Program, creating customized multi-faceted, research services.

Indicators: Increased knowledge and usage of special collections resources among faculty, undergraduates and graduate students as demonstrated by number of downloads, number of hits on the website, number of visitors to Special Collections, survey results, etc.

Goal 3. Heighten the value and impact of the Libraries through digital programs and services

Strategy A: Digitize to expand access to unique library collections.

The Libraries own many exceptional special collections which are accessible to on-site users for limited periods of time. Digitization enhances access and reduces physical handling of fragile materials. Digital collections allow both Notre Dame researchers and scholars worldwide to recognize and use some of our most unique collections in Catholicism, theology, medieval

studies, Byzantine studies, Irish studies, and numismatics. Digitized collections can be presented through digital ‘portal’ access such as the Inquisition Collection or used to expand the horizons of scholarship in new ways. Digitized unique collections provide a foundation for local ‘digital humanities’ scholarship, supporting use of sophisticated text mining and visualization tools.

The Hesburgh Libraries is poised to expand our digital presence in the scholarly community. A digitization program level should be targeted, and implemented by librarians knowledgeable about the technologies and metadata as well as the Notre Dame unique collections. Basic expertise exists, but staff capacity and programmatic goals are needed to advance this goal.

Indicators: Number of collections digitized; use of collections as determined by webpage statistics.

Strategy B: Collaborate to create and support digital repository tools to manage and provide access for university and library digital assets.

Beyond Special Collections digitization opportunities, media, text and data digital content created by programs across campus requires services and technology to provide for its management, description, discovery, and access over an extended period of time. The Hesburgh Libraries is a critical partner in the University initiative to develop a set of broad, comprehensive digital strategies. Over the last three years, the Libraries have been building expertise in digital asset techniques and processes as well as sophisticated IT infrastructure. Creation of a 4-FTE programming team with high-level programming skills has enabled us to collaboratively plan and build a community-based, open source digital repository to manage the life cycle of digital content in many forms, both in the Libraries and scholarly information throughout campus. Features include access restrictions as appropriate, international registered DOI use, and structured metadata assistance. This has led to close development partnerships with Stanford, the University of Virginia, Northwestern, and the University of Hull in the shared development of a software architecture that is applicable to the management of any kind of digital content. Internal partners include DigitalND, CRC and OIT. Examples of digital ‘portal’ access include the Inquisition Collection and the Seaside Portal.

Indicators: Increase in the number of successful campus collaborations.

Goal 4: Transform library spaces to foster and inspire individual reflection, intellectual engagement, and academic interaction.

Strategy A: Develop a master program plan for Hesburgh Library that will guide renovation planning and fundraising.

The Hesburgh Library reflects the ambitious and forward looking dreams of Father Hesburgh. Now it is time to prepare it for a new era of service. This library can serve as a hub for research, learning, and teaching. Newly constructed or renovated academic libraries offer multiple environments to support student group projects, the use of media and information technologies, quiet research enclaves, and displays and special collections highlighted to stimulate intellectual engagement.

Digital technologies and research space are very commonly located in research libraries, taking advantage of vast unique collections as well as service oriented subject specialists and the technology rich environment. Highly developed digital and scholarly research ‘commons’ include specialized equipment, spaces, and assistance in libraries such as Northwestern, Emory, Duke, Johns Hopkins, and the University of Virginia.

In collaboration with the campus, the Library plans to identify and understand faculty, student, and library staff needs for collections, services, and space and to develop a Master Plan to guide realigning our space to meet these needs and serve as the basis for fundraising.

Indicators: Gate count; use of specialized services and assistance; user satisfaction

Strategy B: Create spaces that promote intellectual growth & discovery.

Transform the Current Periodicals Room to create a highly visible and flexible space that will foster and inspire intellectual activity in a variety of ways and serve to demonstrate the potential for renovation of the building while becoming a magnet for faculty and students in the near term.

Strategy C: Collaborate with appropriate Colleges and Schools to determine library service needs and the best use of the space occupied by branch libraries

Indicators: Percentage of decision makers interviewed about their academic plans by December 2012

Goal 5: Create a more sustainable culture of continuous improvement and service excellence.

Strategy A: Steward and develop financial, personnel, and space resources in alignment with academic and research priorities.

Develop, implement, and communicate a more thoughtful budget that aligns our resources with the strategic goals of both the Libraries and the University and with the Libraries' new organizational structure.

Indicators: Reduce acquisitions carryover by 10%

Strategy B: Create a more flexible, responsive, and well-managed organization with a strong ethic of service excellence.

Although the Library has actively modified its organizational structure, repurposed positions, raised expectations, and supported training, development and performance management, it has not fully capitalized on these activities. Events often stand as isolated moments of achievement. An organization of nearly 200 employees and infinite opportunities needs strong leadership to stretch our vision, propagate a coherent and compelling story, and to focus our efforts on high priority targets. We need skilled managers to ensure that we make sound decisions, reach targeted goals, and assess our success in addressing campus needs.

The Libraries have established the key imperative of developing a culture of service excellence. This commitment is being incorporated in our major organizational programs: recruitment, employee orientation, goal setting, and performance assessment. The Library will revitalize its organization by developing, implementing, and communicating a plan for reorganization that aligns all of our resources and priorities with the strategic goals of both the Libraries and the University and employs our talents and resources to achieve service excellence.

Indicators: Ratings in patron service satisfaction survey; Improvement in the area of empowerment on ND Voice survey

Strategy C: Communicate regularly and strategically with both internal and external constituents.

The Library will revamp its external and internal communications. On campus, we will increasingly focus on understanding faculty and student preferences and on more vividly portraying resources and services that can enrich their work. We will recruit a communications professional to guide us in crafting messages whose timing, content, and format maximize impact.

Within the Libraries, we will strengthen two-way communication. The Notre Dame Voice Survey clearly indicated that we also have internal communication issues. Some 2011-2012 initiatives (the introduction of This Week in the Libraries, a mandatory session on communicating with respect, and lunches and unit visits with the University Librarian have begun addressing this concern. A communications audit will help us assess our progress and develop some internal communication guidelines.

Indicators: Improved score on ND Voice; Increase in the quantity and quality of library-campus collaborations