

**IMPLEMENTATION PLAN FOR THE  
2003-2005 UNIVERSITY LIBRARIES' STRATEGIC PLAN  
September 3, 2003**

**Area A. Facilitator of Learning and Teaching**

Direction A.1. Assume a leadership role in developing the Libraries' services to support traditional and innovative ways of teaching and learning.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Encourage and increase participation in library instruction by personnel both within and outside of the Reference Department		Reference Dept.	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	
Maintain and further the ongoing relationship with the OIT and other technologically advanced groups to keep in step with new technologies that affect ND students, faculty and staff.		DCNS	

Initiative A. In collaboration with the Kaneb Center, the Office of Information Technologies, and other campus units, develop programs that incorporate new learning technologies and online information resources into classroom instruction through the use of creative teaching methodologies.			
Operating Strategies	Time frame	Lead	Comments
Enhancing teaching: Library and Kaneb Center to develop ways to encourage collaboration between T&R and Library faculty in teaching		LEC	
Explore the application of computer technology to improve the Libraries' ability to provide digital library services and collections.		DAIAD	
To understand, as they happen, the personnel shifts taking place in the Development Department at this writing, so as to be able to work optimally within their framework.		Advancement	

Initiative B. Lead campus efforts to promote the understanding of copyright issues, particularly those that deal with fair use in the digital environment.			
Operating Strategies	Time frame	Lead	Comments
Contribute to investigation of copyright management in the University Libraries.	Start Fall 2003; Completion June 2004	Access Services (Reserve Book Room, Department Head)	

Initiative C. Facilitate faculty and students use and creation of digital information in collaboration with campus partners.			
Operating Strategies	Time frame	Lead	Comments
Explore the application of computer technology to improve the Libraries' ability to provide digital library services and collections.		DAIAD	

Initiative D. Integrate adaptive technology and other related services throughout the Libraries to facilitate the use of the Libraries' resources by individuals with disabilities.			
Operating Strategies	Time frame	Lead	Comments
Integrate adaptive technology and other related services throughout the Libraries to facilitate the use of the Libraries' resources by individuals with disabilities.		Elections Committee	
Assist in the selection and deployment of adaptive technologies within the Libraries.		DCNS	

Initiative E. Provide enhanced data services to promote the understanding of statistical methodologies.			
Operating Strategies	Time frame	Lead	Comments
Provide enhanced data services to promote the understanding of statistical methodologies.		DCNS	
Provide access to statistical software and packages via file sharing or Citrix Metaframe deployment.		DCNS	

Direction A.2. Assume a leadership role in promoting and teaching research and information seeking skills as a basis for lifelong learning.

No initiative given.. Combined Statement for Directions 2, 3, 4, and 5.			
Operating Strategies	Time frame	Lead	Comments
Incorporate the BIC more into the classroom. Continue to expand BIC resources, services and related subject based electronic resources into the classroom. Some examples include: <ul style="list-style-type: none"> <li>• reserve materials in BIC as well as electronic resources</li> <li>• incorporate web sites useful to a particular course as well as the library provided (\$) alternative</li> <li>• maintain class related non-UL web sites for use by courses</li> <li>• Pcensus</li> </ul>	Beginning January 2003	BIC	
Encourage and increase participation in library instruction by personnel both within and outside of the Reference Department		Reference Dept.	
Provide informational sessions for librarians and teaching faculty on use of electronic resources, for example SFX, SerialsSolutions, Endnote.		ERSA	
Provide development, maintenance and support of IT infrastructure for instructional service.		DCNS	

Initiative A. Articulate an information fluency plan.			
Operating Strategies	Time frame	Lead	Comments

Initiative B. Expand training in research and information seeking skills.			
Operating Strategies	Time frame	Lead	Comments
Teach more! Continue the practice of offering instruction in the Engineering Learning Center. Determine needs of users and redesign instruction or develop new sessions to meet new needs.		Engineering Library	

Initiative C. Increase partnerships with teaching faculty to incorporate a library research component into their courses.			
Operating Strategies	Time frame	Lead	Comments
Enhancing teaching: Incorporate library research component into courses		LEC	
Create and teach CHEM 201 (Spring 04) – Chemical Information Literacy	Spring 04	Chemistry-Physics Library	
Work more closely with faculty in the Department of Biological Sciences to help incorporate a research component into their courses.		Life Sciences Library	

Initiative D. Increase opportunities for librarians to develop or improve teaching skills.			
Operating Strategies	Time frame	Lead	Comments

Initiative E. Provide campus leadership in the assessment of information fluency skills.			
Operating Strategies	Time frame	Lead	Comments

Direction A.3. Transform services to meet changing user needs and expectations.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Continue to expand and streamline Engineering document delivery.		Engineering Library	
Offer library-supplied laptops in place of additional library workstations to enable increased access to digital collections and services.		Engineering Library	
Provide timely user support to patrons and library staff for access to electronic and serial resources		ERSA	
Maintain current and supportive information and tools on department homepages created for both library staff and department internal use.		ERSA	
Work with students to define their needs and prepare their slide presentations each semester.		Art Slide Library	
Support Libraries faculty and staff by providing technological information and support that will help them move forward with their plans for updating technology requirements that are necessary to meet their own departmental goals.		DCNS	

Initiative A. Employ a variety of assessment methods to learn about our various user groups and their distinct needs, and redesign or develop new services to meet those needs.			
Operating Strategies	Time frame	Lead	Comments
Examine the ramifications on space, public workstation numbers, and printing capabilities that heavier reliance on e-journals will have on branch library service and equipment.		Engineering Library	
Continue to evaluate the collections.		Engineering Library	
Identify and meet information needs of users; this year undergraduates and faculty we do not see.		Engineering Library	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
Manage data for eJournal Locator, verifying links and holdings. Enhance service using SFX data and new interface.		ERSA	

Initiative B. Collaborate with key departments and units outside the Libraries in order to be well informed about the latest developments in the curriculum and in technology and to respond to the changing needs of students and faculty.			
Operating Strategies	Time frame	Lead	Comments
Continue maintaining the Libraries' Web presence.		DAIAD	
Coordinate final transition to new proxy server		ERSA	

Initiative C. Develop library services for alumni.			
Operating Strategies	Time frame	Lead	Comments

Initiative D. Develop library services for participants in international programs.			
Operating Strategies	Time frame	Lead	Comments
Provide digital access to music - RJ	1-2 years	Collection Dev. Dept.	Also B1H
Find new ways to serve engineering faculty and students who use library resources from outside the library, including on and off campus, and out of the country.		Engineering Library	
Maintain, enhance and install software on the Metaframe server, and investigate other technologies to enhance remote access to Library users.		DCNS	

New Initiative. Plan and implement the purge of Aleph archival patron records.			
Operating Strategies	Time frame	Lead	Comments
Assist in planning and implementing the purge of Aleph archival patron records.	Start Fall 2003; Completion June 2004	Circ. Working Group	

Direction A.4. Create integrated, clear and seamless access to the Libraries' services, collections, and other information resources.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Create and maintain effective, timely bibliographic access to serial and electronic resources, reflecting both print and electronic versions of these resources, special access information and gateway metadata as needed.		ERSA	
Coordinate final transition to new proxy server		ERSA	

Initiative A. Seek ways to make the Libraries' catalog more accessible, functional, and easy to use.			
Operating Strategies	Time frame	Lead	Comments
Load bibliographic records for microfilm records .	5 years	Collection Dev. Dept.	Also A4F, B7E
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
Perform accurate bib corrections, holdings, and authority work		DADM	
Reconcile holdings, bib records, and Internet access for discarded Energy microfiche		DADM	
Continue to investigate strategies for adding records with 856 links and holdings for aggregator journal content in Aleph. Work with Systems Department to manage this project.		ERSA	
To recognize that significant gifts without endowments uniformly rather than situationally require the same kind of continuous stewardship connectivity between fund manager and donor as endowments, and develop a mechanism to establish a workable process to make this happen.		Advancement	
Assist various departments in the design and implementation of database access via programming and server configurations.		DCNS	

Initiative B. Apply user-interfaced research to redesign the Libraries' web site to include a customizable "My Library" information gateway.			
Operating Strategies	Time frame	Lead	Comments
Develop library presence on campus portal: Create subject-based (library) portals		LEC	
Proceed with the re-design of our branch Web page to better represent our collections and services, a project postponed due to the delay in installing Windows XP and DreamWeaver MX.		Architecture Library	
Participate in MyLibrary for Chemistry and Physics when MyLibrary emerges from the "testing" phase. This may not happen this year.		Chemistry-Physics Library	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	

Initiative C. Assist faculty in incorporating links to the Libraries' resources and preparing customized resource web pages for their courses.			
Operating Strategies	Time frame	Lead	Comments
Continue participation in the My Library project and promote its use among biology students and faculty.		Life Sciences Library	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	

Initiative D. Seek maximum integration of the Libraries' catalog and the web site.			
Operating Strategies	Time frame	Lead	Comments
Enhance access to library resources and services: Metalib		LEC	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
To recognize that significant gifts without endowments uniformly rather than situationally require the same kind of continuous stewardship connectivity between fund manager and donor as endowments, and develop a mechanism to establish a workable process to make this happen.		Advancement	

Initiative E. Enhance ways to move easily between bibliographic citations and full-text.			
Operating Strategies	Time frame	Lead	Comments
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
Work with Serials Cataloging to further coordinate procedures in managing print/electronic serial records.		ERSA	

Initiative F. Ensure that all the Libraries' resources are accurately represented in the catalog and are reliably available.			
Operating Strategies	Time frame	Lead	Comments
Participate in the testing and implementation of the new Aleph Course Reserves module.		Architecture Library	
Load bibliographic records for microfilm records.	5 years	Collection Dev. Dept.	Also A4A, N7E
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Develop strategies to address the output of the Pinyin conversion project and access to Chinese-language and other non-Roman materials on an ongoing basis.		Cataloging Dept.	
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Investigate and document whether or not carrel checks and floor pickups of library material are necessary and, if the answer is "yes", identify what is needed to continue the checks and pick-ups when printed receipts, not stamped due dates, are used by the self-check machine and at the circulation desk.	Start Fall, 2003; Completion March, 2004	Access Services (Stacks Maintenance)	
Plan, test, and implement Aleph Online Course reserves and its OPAC access.	Start July 2003; Completion June 2004	Access Services (Reserve Book Room, Systems)	
Assist in planning, testing, and implementing Aleph Online Course Reserves.	Start July 2003; Completion June 2004	Circ. Working Group	
Serve as an action/advisory body to discuss, study, decide/recommend, plan, and implement as appropriate on circulation and general public service issues in the University Libraries.	Continues year to year	Circ. Working Group	
Use link checker program to determine broken url's and then fix		DADM	
Conduct informal needs survey of Life, Chem/Phys, and Engineering to identify and barcode titles of their transferred materials		DADM	
Process cancellations/ cessations of serial titles that are part of the serials reduction project		DADM	
Insure that all print material in the Government Documents collection is represented in the catalog		DADM	
Collaborate with DAIAD and Systems in planning procedures for Aleph 'bad URL' reports.		ERSA	
Continue to investigate strategies for adding records with 856 links and holdings for aggregator journal content in Aleph. Work with Systems Department to manage this project.		ERSA	
Work with Serials Cataloging to further coordinate procedures in managing print/electronic serial records.		ERSA	
Maintain secure environment for DCNS servers to minimize opportunities for attacks resulting in downtime.		DCNS	

Direction A.5. Deliver information resources and services that enhance the quality of teaching and learning and make students and faculty more productive.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
<p>Research Databases moved to Libraries. Move acquisition, receipt, and processing of the College funded/purchased databases from the College to the Univ. Libraries.; Including:</p> <ul style="list-style-type: none"> <li>• shift ordering and processing to BIC/Univ. Libraries</li> <li>• standardize fund transfer from the College to the UL for payment</li> <li>• increase predictability of costs</li> <li>• standardize the requests for data into an annual process where possible -- perhaps attached to the annual December report from faculty to their dept. chairs.</li> </ul>	<p>Beginning January 2003</p>	<p>BIC</p>	
<p>Enhance the Life Sciences Library's web presence by adding to our web page new features such as:</p> <ul style="list-style-type: none"> <li>*A list of biology dissertations</li> <li>*A list of recent faculty publications</li> <li>*A list of journals received daily</li> <li>*A list of journals currently at the bindery</li> </ul>		<p>Life Sciences Library</p>	
<p>To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.</p>		<p>Advancement</p>	

Initiative A. Publicize and promote to students and faculty the Libraries' services that support teaching and learning.			
Operating Strategies	Time frame	Lead	Comments
Market resources to user groups - LF	1-2 years	Collection Dev. Dept.	Also A5B, B4A
Support the digitization of Catholic serials - CA	1-2 years	Collection Dev. Dept.	Also B1D, B1H, B3B
Develop strategies to address the output of the Pinyin conversion project and access to Chinese-language and other non-Roman materials on an ongoing basis.		Cataloging Dept.	
Market reference services		Reference Dept.	
Promote and heighten awareness of services and resources, especially the use of electronic reserves, via personal contact, flyers, advertisements, etc.		Life Sciences Library	
Continue participation in the My Library project and promote its use among biology students and faculty.		Life Sciences Library	
Create <i>What's New?</i> Web page for electronic resources and serials public awareness if possible		ERSA	
Increase awareness of the Art Slide Library, its collection and services by adding it to the "All ND Libraries" webpage and the Library Hours webpage and by informing library staff of the slide library's role as a branch of the University Libraries.		Art Slide Library	
To promote the development of a local (59X) field to be included in bibliographic records for materials ordered on endowment earnings or expendable gift funds which would include standardized information for the purposes of donor recognition and for record retrieval by keyword search, based on donor related data in the online public catalog.		Advancement	
To recognize that significant gifts without endowments uniformly rather than situationally require the same kind of continuous stewardship connectivity between fund manager and donor as endowments, and develop a mechanism to establish a workable process to make this happen.		Advancement	
To continue our collective efforts to harness the endowment information process, and to make it a workable tool for all stakeholders.		Advancement	
To promote the sharing by all in PR initiatives on behalf of the Libraries. We must do this by keeping our eyes open for opportunities for effective PR, recognize them when they come along, and do something about the most important ones.		Advancement	
To complete work on the library brochure currently in progress and of a nature so as to be able to be utilized as an information base for the next library campaign.		Advancement	
To continue to produce a quality product dealing with issues in library and information science translated into the local context, to be published both in paper and on the Web.		<i>Access</i>	
To investigate alternate publication design possibilities aimed at updating the look of <i>Access</i> without detracting from its substance.		<i>Access</i>	

Initiative B. Enhance users' awareness of reference librarians and subject or topic specialists.			
Operating Strategies	Time frame	Lead	Comments
Market resources to user groups - LF	1-2 years	Collection Dev. Dept.	Also A5A, B4A
Look into possible ways of highlighting professional development and research activities of library faculty to the University community. Such possible ideas could be in the form of semiannual newsletter, or perhaps a new section within Access		Professional Dev. Comm.	
Market reference services		Reference Dept.	

Initiative C. Provide more efficient user-initiated electronic services that allow users to self-checkout, renew books, request interlibrary loan items, etc.			
Operating Strategies	Time frame	Lead	Comments
Enhance access to library resources and services: Aleph self check-out		LEC	
Assist in completion of in-house self-checkout capabilities for patrons.	Start July, 2003; Completion Dec. 2003	Access Services (Circulation, Systems)	
Automate all email notices to patrons.	Start July, 2003; Completion Dec. 2003	Access Services (Circulation, Systems)	
Commence investigation of options for the expansion of e-reserves service.	Start Fall, 2003	Access Services	
Investigate the role of the BIC toward the GIOVANINI COMMONS, the new teaching facility within the College.		BIC	
Revise the distribution of business funds for Library resources to better meet the needs of the Mendoza College of Business.		BIC	
CLIO 3.5 will allow us to post PDF's to the web		Resource Delivery	
Improve ClioWeb		Resource Delivery	
Continue maintaining the Libraries' Web presence.		DAIAD	
Investigate the possibility of decentralizing e-reserve processing, i.e., rather than all e-reserve activity centered in Hesburgh Library, create satellite e-reserve centers to handle branch, BIC, etc. needs.	Start Fall 2003; Completion June 2004	Circ. Working Group	
Continue to enhance SFX/FindText service, including upgrade to SFX2 software		ERSA	
Manage data for eJournal Locator, verifying links and holdings. Enhance service using SFX data and new interface.		ERSA	
Enhance Endnote Instructional Website for Version 6; develop and test Endnote filter for Aleph.		ERSA	
Continue to provide server support for applications that use ILL applications such as ClioWeb. Provide programming logic for customized ILL forms.		DCNS	
Assist with the selection, setup, and configuration of self-checkout station.		DCNS	

Initiative D. Support teaching and learning through an efficient, integrated document delivery and interlibrary loan system.			
Operating Strategies	Time frame	Lead	Comments
With CLIO 3.5, more seamless merging of DocDelivery and ILL		Resource Delivery	
With CLIO 3.5, generate automatic overdues via email		Resource Delivery	
Investigating a copier/scanner that will scan an article from a book and send it directly to an Ariel terminal. This copier/scanner will also serve to improve the DocDelivery process. Instead of sending paper copies to, for example, our Arts and Letters faculty, we will send electronic copies to their computer desktops		Resource Delivery	
Improve our web presence		Resource Delivery	
Expand the range of sustainable document delivery options to best meet the research and teaching needs of faculty and students.		Life Sciences Library	

**Area B. Center for Research and Scholarship**

No direction or initiative given.			
Operating Strategies	Timeframe	Lead	Comments
Special Collections: Endowment based - work with Development on specific plans; Explore option of spendable gifts over say 10 years		LEC	
Relationship between Archives and the Library: Extend use of shared technological infrastructure		LEC	

Direction B.1. Evaluate, develop, and align the Libraries' collections with current University programs and priorities, through collaboration and renewed outreach with academic units.

Initiative A. Collaborate with the various University constituents, i.e., the Libraries, faculty, and administration in developing collections and resources.			
Operating Strategies	Time frame	Lead	Comments
Develop use-based collection plans in specific subject areas: For low-usage journals move to a "get on demand" service for reprints		LEC	
Develop use-based collection plans in specific subject areas: Library to develop and publicize rationale and procedures for making journal choices		LEC	
Continue to expand and streamline Engineering document delivery.		Engineering Library	
Continue to evaluate the collections.		Engineering Library	
Support the National Schools of Art and Design accreditation bid by the BFA in design program through developing the collection of industrial and graphic design slides in collaboration with the faculty and by submitting any required information to the NASAD self-study (spring 2004).  The Art Slide Library will explore the option of purchasing some slide sets where it is necessary to build the collection and/or more cost effective.		Art Slide Library	

Initiative B. Align resources and allocations to reflect both new research and scholarly priorities and support University identified centers of excellence.			
Operating Strategies	Timeframe	Lead	Comments
Review the collection development policy for mathematics to ensure that the various fields of mathematics are being supported appropriately in accordance with the Mathematics Department's mission.		Mathematics Library	
Manage collections effectively.		Reference Dept.	
Manage the collection budget to best meet the research and teaching needs of faculty and students in the Department of Biological Sciences.		Life Sciences Library	
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	

Initiative C. Support interdisciplinary collections and programs.			
Operating Strategies	Timeframe	Lead	Comments
Support the Center for Applied Mathematics and the Center for Biocomplexity .		Mathematics Library	

Initiative D. Develop collections that distinguish Notre Dame as a Catholic university.			
Operating Strategies	Time frame	Lead	Comments
Support the digitization of Catholic serials - CA	1-2 years	Collection Dev. Dept.	Also A5A, B1H, B3B
Expand the range of sustainable document delivery options to best meet the research and teaching needs of faculty and students.		Life Sciences Library	

Initiative E. Continue to develop selected collections to an internationally distinguished level.			
Operating Strategies	Time frame	Lead	Comments
Develop library priorities for premier/distinguished collection areas		LEC	

Initiative F. Establish assessment processes to evaluate collections.			
Operating Strategies	Time frame	Lead	Comments
In addition to ensuring the usability of high-use materials, focus special efforts to ensure the preservation of special and premier collections.		Preservation	
Evaluate the strength of the mathematics collection, especially how it supports the goals of the Mathematics Department.		Mathematics Library	
Manage collections effectively		Reference Dept.	
Manage the collection budget to best meet the research and teaching needs of faculty and students in the Department of Biological Sciences.		Life Sciences Library	
Collect, maintain and publish to Web vendor provided usage statistics for electronic databases and journals. Add information allowing analysis of these data (current costs, subscription status, publisher organization). Investigate database management of statistical information.		ERSA	
To work with the appropriate staff in Serials Record to establish a procedure to convert the existing "P" funds to "S" funds while at the same time retaining the ability to provide the collection managers with separate lists of both their serial subscriptions and their monographic series.		Acquisitions	

Initiative G. Create endowed positions for library faculty in areas of University priorities, especially in support of interdisciplinary programs.			
Operating Strategies	Time frame	Lead	Comments
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	

Initiative H. Expand access to image and sound collections by creating a digital resources collection.			
Operating Strategies	Time frame	Lead	Comments
Provide digital access to music - RJ	1-2 years	Collection Dev. Dept.	Also A3D
Support the digitization of Catholic serials - CA	1-2 years	Collection Dev. Dept.	Also A5A, B1D, B3B
Develop preservation imaging program.		Preservation	

Initiative I. Provide enhanced data services.			
Operating Strategies	Time frame	Lead	Comments

Direction B.2. Identify strategic partnerships that support collection development.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Increase communication with the faculty. The faculty have expressed the desire and need for "targeted" communications about the BIC, University Libraries , electronic resources, and data in general Communications take time and resources. It is the last thing the seems to get accomplished rather than the first. Some desired topics include: <ul style="list-style-type: none"> <li>• tech tip-like communication; about products and services</li> <li>• what is new for them in THEIR area</li> <li>• general background info, BIC vs Hesburgh Library; approval plan criteria; cost or services</li> </ul>	Beginning January 2003	BIC	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	

Initiative A. Develop partnerships with the Graduate School and other University units to identify and support major purchases.			
Operating Strategies	Time frame	Lead	Comments
Address problem of inflation in cost of information resources: Ad hoc annual assistance until external situation stabilizes		LEC	
Address problem of inflation in cost of information resources: Provost Office to talk to deans and faculty to emphasize that divergence in library inflation and tuition increases is a long-term structural problem		LEC	
To understand, as they happen, the personnel shifts taking place in the Development Department at this writing, so as to be able to work optimally within their framework.		Advancement	

Initiative B. Develop partnerships with appropriate library consortia and individual libraries to facilitate cooperative collection development and resource sharing.			
Operating Strategies	Time frame	Lead	Comments
Improve our ILL supply of foreign journal articles by investigating such possible sources as the German Resources Project.		Resource Delivery	
Continue to expand and streamline Engineering document delivery.		Engineering Library	

Initiative C. Develop partnerships with other libraries with research collections that could support new programs which have inadequate local collections and minimal library expertise.			
Operating Strategies	Time frame	Lead	Comments
Investigate a reciprocal arrangement with such libraries as the University of Michigan, which have strong East Asian collections, to improve the research situation of students and faculty in the East Asian Language and Literature Department.		Resource Delivery	

Initiative D. Develop partnerships with donors to secure long-term sources of financial support for selected collections.			
Operating Strategies	Time frame	Lead	Comments
With the assistance of the Libraries' Development Office and the library committee, finish the case statement for potential donors.		Mathematics Library	
To promote the development of a local (59X) field to be included in bibliographic records for materials ordered on endowment earnings or expendable gift funds which would include standardized information for the purposes of donor recognition and for record retrieval by keyword search, based on donor related data in the online public catalog.		Advancement	
To recognize that significant gifts without endowments uniformly rather than situationally require the same kind of continuous stewardship connectivity between fund manager and donor as endowments, and develop a mechanism to establish a workable process to make this happen.		Advancement	
To promote the sharing by all in PR initiatives on behalf of the Libraries. We must do this by keeping our eyes open for opportunities for effective PR, recognize them when they come along, and do something about the most important ones.		Advancement	
To complete work on the library brochure currently in progress and of a nature so as to be able to be utilized as an information base for the next library campaign.		Advancement	

Direction B.3. Expand a focused preservation program to ensure the long-term usefulness of the Libraries' resources.

Initiative A. Expand internal and outsourced preservation initiatives.			
Operating Strategies	Time frame	Lead	Comments
Explore use of endowment planning to support collection development (1 year) - AK	1 year	Collection Dev. Dept.	Also B4B, B5B, D1G
Develop preservation imaging program.		Preservation	
In addition to ensuring the usability of high-use materials, focus special efforts to ensure the preservation of special and premier collections.		Preservation	

Initiative B. Establish a digital imaging program for both preservation and access.			
Operating Strategies	Time frame	Lead	Comments
Develop preservation imaging program.		Preservation	

Initiative C. Continue preservation efforts for the various Catholic collections.			
Operating Strategies	Time frame	Lead	Comments
In addition to ensuring the usability of high-use materials, focus special efforts to ensure the preservation of special and premier collections.		Preservation	

Initiative D. Establish a digital library depository program for the creation of scholarly materials, in collaboration with other campus units.			
Operating Strategies	Time frame	Lead	Comments
Support the digitization of Catholic serials - CA	1-2 years	Collection Dev. Dept.	Also A5A, B1D, B1H
Develop and apply digital preservation expertise.		Preservation	

Direction B.4. Inform the University's academic units and faculty about the Libraries' ability to provide resources to meet their information needs and determine from them which programs are considered to be areas of strength and excellence.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
To research and product a “menu” of products and services offered by “peer” business schools for presentation to the faculty.		BIC	
To promote the sharing by all in PR initiatives on behalf of the Libraries. We must do this by keeping our eyes open for opportunities for effective PR, recognize them when they come along, and do something about the most important ones.		Advancement	

Initiative A. Improve collection development efforts through better communication with researchers and scholars through ongoing development of liaison relationships.			
Operating Strategies	Time frame	Lead	Comments
Market resources to user groups - LF	1-2 years	Collection Dev. Dept.	Also A5A, A5B, B5B
Based on the evaluation of the mathematics collection, work with the Mathematics Department's library committee to set priorities and identify potential funding sources.		Mathematics Library	
Continue to work with the Mathematics Department's Library Committee on collection development and communication issues.		Mathematics Library	
To continue our collective efforts to harness the endowment information process, and to make it a workable tool for all stakeholders.		Advancement	
To work with the appropriate staff in Serials Record to establish a procedure to convert the existing "P" funds to "S" funds while at the same time retaining the ability to provide the collection managers with separate lists of both their serial subscriptions and their monographic series.		Acquisitions	

Initiative B. Clearly define and communicate the extent of resources needed to maintain our pre-eminent collections.			
Operating Strategies	Time frame	Lead	Comments
Explore use of endowment planning to support collection development (1 year) - AK	1 year	Collection Dev. Dept.	Also B3A, B5B, D1G
Market resources to user groups - LF	1-2 years		Also A5A, A5B, B5A
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	

Initiative C. Clearly define and communicate the extent of resources needed to maintain our second-tier collections.			
Operating Strategies	Time frame	Lead	Comments
Work with various departments within the Libraries and with the Mathematics Department and the College of Science to address the effects of serials inflation. This will involve a study of the library's journals and continued evaluation of the effectiveness of the Big 5 publisher packages .		Mathematics Library	

Direction B.5. Promote the Libraries and their resources to increase visibility in the larger academic community.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Enhance the Life Sciences Library's web presence by adding to our web page new features such as: *A list of biology dissertations *A list of recent faculty publications *A list of journals received daily *A list of journals currently at the bindery		Life Sciences Library	
To recognize that significant gifts without endowments uniformly rather than situationally require the same kind of continuous stewardship connectivity between fund manager and donor as endowments, and develop a mechanism to establish a workable process to make this happen.		Advancement	
To promote the sharing by all in PR initiatives on behalf of the Libraries. We must do this by keeping our eyes open for opportunities for effective PR, recognize them when they come along, and do something about the most important ones.		Advancement	
To understand, as they happen, the personnel shifts taking place in the Development Department at this writing, so as to be able to work optimally within their framework.		Advancement	

Initiative A. Catalog unique materials in a timely fashion.			
Operating Strategies	Time frame	Lead	Comments
Continue to coordinate the cataloguing of the remaining rare books from the Burgee-O'Shaughnessy Gift of the Hitchcock Collection and the accessioning of an additional 300 volumes of non-Hitchcock titles from the same gift.		Architecture Library	
Continue to complete the cataloging for books in our backlog that have only partial or temporary records .		Special Collections	Also B7E
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Develop strategies to address the output of the Pinyin conversion project and access to Chinese-language and other non-Roman materials on an ongoing basis.		Cataloging Dept.	
Renew our commitment as a NACO institution and examine the costs and benefits of participation in other cooperative efforts.		Cataloging Dept.	
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Perform copy and original cataloging of SuDocs and EU materials in all formats		DADM	
Eliminate Marcive serials cataloging backlog	(June 2004)		
Identify government titles in microfiche format that lack bibliographic records from Marcive and provide them		DADM	
Resume processing of uncataloged maps		DADM	
Develop the slide library catalog by setting cataloging targets of 100 pre-database slides and 750 new slide entries each month.		Art Slide Library	

Initiative B. Enhance the web presence of research and scholarly collections.			
Operating Strategies	Time frame	Lead	Comments
Investigate options for providing access to uncatalogued visual materials such as the Rooney Gift of architectural photographs and the School's lantern slide collection.		Architecture Library	
Explore use of endowment planning to support collection development (1 year) - AK	1 year	Collection Dev. Dept.	Also B3A, B4B, DIG
Make the digitized collected works of Clavius available to scholars via the Web.		Mathematics Library	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
To continue our collective efforts to harness the endowment information process, and to make it a workable tool for all stakeholders.		Advancement	
To continue to produce a quality product dealing with issues in library and information science translated into the local context, to be published both in paper and on the Web.		<i>Access</i>	

Initiative C. Encourage active participation in professional programs and associations that are affiliated with specialized collections.			
Operating Strategies	Time frame	Lead	Comments

Direction B.6. Lead campus-wide efforts to promote understanding of scholarly communication issues.

Initiative A. Promote partnerships with on-campus publishers to collaborate with digital initiatives.			
Operating Strategies	Time frame	Lead	Comments

Initiative B. Develop a series of programs relating to scholarly communication.			
Operating Strategies	Time frame	Lead	Comments
Given the variance of change in academic libraries, provide for the financial support of bringing in a distinguished speaker who can highlight creativity in library operations		Professional Dev. Comm.	

Initiative C. Launch an educational effort on campus to provide guidance on fair use and other issues such as database licensing, user privacy, electronic reserves and copyright aspects of interlibrary loan and document delivery services.			
Operating Strategies	Time frame	Lead	Comments

Direction B.7. Create integrated, clear and seamless access to the Libraries' services, collections, and other information resources for researchers.

No initiative given..			
Operating Strategies	Time frame	Lead	Comments
Work with Pat Loghry to identify and contact database and e-journal vendors about Notre Dame IP range changes; work with OIT on retention of dynamic IP address assignments.		ERSA	
Participate in library committees such as SOER and SWG, which focus on access planning and OPAC display concerns for print serials and electronic resources.		ERSA	
Play role in Metalib implementation.		ERSA	

Initiative A. Seek ways to make the Libraries' catalog more accessible, functional, and easy to use.			
Operating Strategies	Time frame	Lead	Comments
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
Work with Systems and Serials Acquisitions to establish best coding solutions to identify electronic resources costs (ongoing, purchase, and access) through Aleph reports.		ERSA	
<p>1. Primarily Screen Design Projects needing minimal LSD support at this time.</p> <p>a. Conduct a market research study of user expectations of OPACs in general.</p> <p>b. Conduct a market research of the Notre Dame/MALC community's expectations of the ALEPH WEB OPAC in particular.</p> <p>c. Redesign for the coming frameless version of ALEPH 500 (14.5 or 14.6 or 15.X or later) noting that 1) redesign and frameless are NOT necessarily linked and that 2) new versions and redesign are NOT necessarily linked.</p> <p>NB: With the completion of the GUI redesign project, EL's chief design person, Ezra Swartz, will be turning his attention to the WEB OPAC. Previously EL had given it little attention, assuming that institutions would adapt it for their own needs. They have now come to realize that the "out of the box" product needs major improvement in navigation, display, etc. and in ease of migration to new versions.</p> <p>d. Seek closer collaboration with DAIAD since Catalog and web site redesign are intimately related.</p> <p>e. Review ALEPH 14.2 DISCUSS-L for other pending issues.</p>		Screen Design Comm.	
<p>2. Primarily Screen Design Production Related Projects requiring low to moderate LSD support for final implementation.</p> <p>a. Revise Help adding additional codes, contextual links, pop up definitions, and examples.</p> <p>b. Review and clean up all screens for consistency and clarity of language, spelling, etc.</p> <p>c. Review and refine the Full Bibliographic display (including links) as needed.</p> <p>d. Make further refinements in the Basic Search Screen including the Navigation Bar, Tabs, Search and Browse drop down boxes and examples – eliminating the need for Advanced Browse and Numeric screens.</p>		Screen Design Comm	

3. Projects requiring significant LSD support for future consideration.		Screen Design Comm	
<p>a. Participate in planning for and implementation of future re-indexing including 1) the implementation of the long awaited "call number with title display" in browse headings and 2) add call number double posting (i.e. create new indexes) to reduce or eliminate the need for patrons to be precise with punctuation and spacing.</p> <p>b. Examine the possibility of virtual bases for music, electronic resources, etc., e.g. Harvard.</p>			

Initiative B. Apply user-interfaced research to redesign the Libraries' web site to include a customizable "My Library" information gateway.

Operating Strategies	Time frame	Lead	Comments
Act as a Beta-site for the database-driven Web site concept (i.e., MyLibrary) to provide "uncomplicated and swift access" (University Libraries Vision Statement).		Mathematics Library	
Work with the MyLibrary group so that issues concerning electronic resources, such as consistency of presentation of resources are addressed by the MyLibrary group.		SOER	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	

Initiative C. Seek maximum integration of the Libraries' catalog and the web site.

Operating Strategies	Time frame	Lead	Comments
Implement information architecture principles into the Libraries' Web presence.		DAIAD	

Initiative D. Enhance ways to move easily between bibliographic citations and full-text.

Operating Strategies	Time frame	Lead	Comments
Make it easier for patrons to find "known" items or articles through participation in "MyLibrary" project. Improve the Engineering Library homepage in this regard.		Engineering Library	
Implement information architecture principles into the Libraries' Web presence.		DAIAD	
Continue to enhance SFX/FindText service, including upgrade to SFX2 software		ERSA	

Initiative E. Ensure that all the Libraries' resources are accurately represented in the catalog and are reliably available.			
Operating Strategies	Time frame	Lead	Comments
Load bibliographic records for microfilm records.	5 years	Collection Dev. Dept.	
Continue to complete the cataloging for books in our backlog that have only partial or temporary records			
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Develop strategies to address the output of the Pinyin conversion project and access to Chinese-language and other non-Roman materials on an ongoing basis.		Cataloging Dept.	
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Continue to work with CADM to hyperlink important monographic series from the library's Web page.		Mathematics Library	
Act as an information conduit and provide assistance/support to the Library Systems department wherever and whenever appropriate, but especially in the areas relating to circulation, reserves, bill and fine, etc.	Continues year to year	Circ. Working Group	
Perform accurate bib corrections, holdings and authority work		DADM	
Insure that all print material in the Government Documents collection is represented in the catalog		DADM	
Collaborate with Cataloging Dept. to develop procedures that address the output of OCLC's Pinyin processing of our bibliographic database		DADM	
Collaborate with Cataloging Dept. to explore the feasibility of using Library of Congress Authorities as our primary resource for authority records needed in the Libraries' local authority file		DADM	
Continue shelflist verification project		DADM	
Create a dialogue with Serials Cataloging Dept. that expands knowledge of respective operations/ expertise and that explores collaborative opportunities		DADM	
To promote the development of a local (59X) field to be included in bibliographic records for materials ordered on endowment earnings or expendable gift funds which would include standardized information for the purposes of donor recognition and for record retrieval by keyword search, based on donor related data in the online public catalog.		Advancement	

Direction B.8. Transform and develop services to make researchers more productive.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Manage the resource budgets to best meet the research direction of the departments of Chemistry and Physics.		Chemistry-Physics Library	
Identify and meet information needs of users; this year undergraduates and faculty we do not see.		Engineering Library	
Find new ways to serve engineering faculty and students who use library resources from outside the library, including on and off campus, and out of the country.		Engineering Library	
Enhance access to electronic and print resources		ERSA	
Enhance Endnote Instructional Website for Version 6; develop and test Endnote filter for Aleph.		ERSA	
Develop knowledge of programming tools such as PERL or PHP to provide seamless database access when needed.		ERSA	

Initiative A. Employ a variety of assessment methods to learn about our various user groups and their distinct needs, and redesign or develop new services to meet those needs.			
Operating Strategies	Time frame	Lead	Comments
To investigate alternate publication design possibilities aimed at updating the look of <i>Access</i> without detracting from its substance.		<i>Access</i>	

Initiative B. Expand campus document delivery services.			
Operating Strategies	Time frame	Lead	Comments
Put up a page that indicates policies/procedures and that advertises the service. This new page could then be integrated along with ILL under Resource Delivery.		Resource Delivery	
Expand the range of sustainable document delivery options to best meet the research and teaching needs of faculty and students.		Life Sciences Library	

Initiative C. Enhance "just-in-time" acquisitions.			
Operating Strategies	Time frame	Lead	Comments
Continue improving in our main areas of concern. For example, we have increased the fill rate for our borrowers, but by a modest 1%; perhaps, we can make further strides.		Resource Delivery	
Continue to improve turnaround time for both books and articles; pare those figures further.		Resource Delivery	
Expand the range of sustainable document delivery options to best meet the research and teaching needs of faculty and students.		Life Sciences Library	

Initiative D. Develop and expand current awareness services.			
Operating Strategies	Time frame	Lead	Comments
Examine new tools such as the new book list generator to see if they meet patron needs or if our current new acquisitions list is more effective.		Architecture Library	
Continue maintaining the Libraries' Web presence.		DAIAD	

**Area C. Intellectual Commons**

No direction or initiative given			
Operating Strategies	Time frame	Lead	Comments
Library Renovation Project: First Floor: Push for \$6 million donor funding; Expand first floor for student social/learning space; Consolidate/combine first floor service points		LEC	
Space: Development of Library plan for space needs: Possibility of freeing space as "virtual" library grows; Consolidate space in some branch libraries; Integration of Library, computer and learning space in library; Explore similarities of space needs with other campus units		LEC	
Relationship between Archives and the Library: Extend use of shared technological infrastructure		LEC	

Direction C.1. Make the Libraries more comfortable and appealing.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Offer library-supplied laptops in place of additional library workstations to enable increased access to digital collections and services.		Engineering Library	
The most vital goal for this year is to cope with the inadequate temporary space allocated to the Art Slide Library and to plan for the move to a larger facility in 2004-5, in cooperation with the College of Arts and Letters and Academic Space Management. More specifically we will: a) submit another request for an appropriate facility to the College of Arts and Letters in September 2003; b) adjust slide library hours from 8-5 to 9-6 Monday to Friday to reduce congestion and allow the curator to meet the heavier user demand in the afternoons. The curator will work with regular faculty users to try and anticipate and coordinate their access times so as to minimize the number of people crowding into the library at any given time.		Art Slide Library	
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	

Initiative A. Renovate the Libraries' interiors to improve the looks and comfort of both Hesburgh and the branch libraries through carpeting, lighting, paint and plants, and by providing an ergonomically-sound mix of furniture.			
Operating Strategies	Time frame	Lead	Comments
Investigate options for the use of the spaces freed by transfers to the Lower Level.		Renovation Task Force	C1, C2, & C3 w no initiatives given
Consider a redesign of the Chemistry-Physics and Life Sciences libraries' spaces.		Renovation Task Force	

Initiative A. Renovate the Libraries' interiors to improve the looks and comfort of both Hesburgh and the branch libraries through carpeting, lighting, paint and plants, and by providing an ergonomically-sound mix of furniture.			
Operating Strategies	Time frame	Lead	Comments
Open the Hesburgh Library Lower Level to the public.	Begin August 2003; Completion Fall 2003	Renovation Task Force	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	

Initiative B. Improve HVAC to help make people more comfortable and also to preserve the collections.			
Operating Strategies	Time frame	Lead	Comments
Improve environmental storage conditions for the preservation of our collections.		Preservation	
Pursue replacement of the HVAC systems within Hesburgh Library.		Renovation Task Force	

Initiative C. Incorporate a café into Hesburgh Library to facilitate social and intellectual discourse.			
Operating Strategies	Time frame	Lead	Comments

Direction C.2. Arrange collections and service points logically to facilitate their use.

Initiative A. Arrange collections based on projected use, for example, quick access to frequently consulted materials, specialized environments for unique materials, and remote access for selected materials.			
Operating Strategies	Time frame	Lead	Comments
Prepare for renovation by integrating the book collections and reorganizing them by size. This includes changing the book location in the ALEPH record and linking each book to a barcode. Also, new book location flags with barcodes are being created.		Special Collections	
Transfer microform collections to the Lower Level	Start August 2003; Completion October 2003	Access Services (Current Periodicals/Microtext)	
Transfer selected tower call numbers to the Lower Level.	Start August 2003; Completion June 2004	Access Services (Stacks Maintenance)	
Commence project to rearrange microforms by collections.	Start Fall 2003	Access Services	
Plan the shift of the Hesburgh Library collection in 2004-2005		Renovation Task Force	
To facilitate the move of materials into the Hesburgh lower level through the support of Building Services.		Financial & Administrative Services	
Developing a written policy for items to be included in and excluded from the Gateway. Although Area C. of the strategic plan pertains mostly to the physical building.		SOER	
Move Government Documents collection to moveable shelving in the Lower Level		DADM	
Transfer, withdraw, create holdings and perform call number and bib corrections for specified materials involved in renovation-related activities		DADM	

Initiative B. Locate service points so that they are highly visible and logically arranged.			
Operating Strategies	Time frame	Lead	Comments
Developing a written policy for items to be included in and excluded from the Gateway. Although Area C. of the strategic plan pertains mostly to the physical building		SOER	

Initiative C. Install a system of signs and maps to facilitate the use of collections and services by using principles of way-finding.			
Operating Strategies	Time frame	Lead	Comments
Continue to provide signs and other finding-aids, including electronic ones, which facilitate browsing the collection.		Mathematics Library	

Direction C.3. Provide an appropriate variety of spaces for the Libraries' users.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Look into reconfiguring the library space		Chemistry-Physics Library	
Redesign existing space to have collaborative study areas, more computer workstations, patron reading areas, etc. scanning equipment, etc		Life Sciences Library	
The most vital goal for this year is to cope with the inadequate temporary space allocated to the Art Slide Library and to plan for the move to a larger facility in 2004-5, in cooperation with the College of Arts and Letters and Academic Space Management. More specifically we will: a) submit another request for an appropriate facility to the College of Arts and Letters in September 2003; b) adjust slide library hours from 8-5 to 9-6 Monday to Friday to reduce congestion and allow the curator to meet the heavier user demand in the afternoons. The curator will work with regular faculty users to try and anticipate and coordinate their access times so as to minimize the number of people crowding into the library at any given time.		Art Slide Library	

Initiative A. Zone some areas for quiet study for individual users.			
Operating Strategies	Time frame	Lead	Comments

Initiative B. Zone some areas for collaborative activities.			
Operating Strategies	Time frame	Lead	Comments
Improve environmental storage conditions for the preservation of our collections.		Preservation	

Initiative C. Zone some areas for food and drink.			
Operating Strategies	Time frame	Lead	Comments
Improve environmental storage conditions for the preservation of our collections.		Preservation	

Initiative D. Separate collection storage areas from service and social ones.			
Operating Strategies	Time frame	Lead	Comments
Improve environmental storage conditions for the preservation of our collections.		Preservation	

Initiative E. Design flexible classroom spaces to facilitate instructional activities in consultation with the Kaneb Center.			
Operating Strategies	Time frame	Lead	Comments

Initiative F. Address deficiencies in the quantity and quality of private study carrels.			
Operating Strategies	Time frame	Lead	Comments

Initiative G. Establish a publicly accessible computing area with both Library and technical assistance immediately adjacent.			
Operating Strategies	Time frame	Lead	Comments
Provide setup and administration (Organizational Unit) support for specialized public access computers, based on User Services' recommendations and needs.		DCNS	

Direction C.4. Develop staff work spaces that are efficient and logically arranged.

Initiative A. Design a logical work-flow arrangement.			
Operating Strategies	Time frame	Lead	Comments
Shift the collection		Chemistry-Physics Library	
Develop a shared electronic workspace to facilitate workflow and reorganization of the department's physical arrangement to support these changes.		Financial & Administrative Services	
Design a logical work-flow arrangement.		Elections Committee	
Design a logical workflow that continues to utilize student assistants as a means of reserving staff time for higher level work		DADM	
Design a logical workflow for effective documents' collection maintenance		DADM	
To undertake a through review of existing procedures and workflow. The purpose for this examination is to determine if our mission statement and our procedures are compatible.		Acquisitions	
Design a logical work-flow arrangement.		Acquisitions	

Initiative B. Provide adequate space for equipment and activities.			
Operating Strategies	Time frame	Lead	Comments

Initiative C. Develop appealing work spaces to aid in recruitment, morale, and retention of personnel.			
Operating Strategies	Time frame	Lead	Comments
Insure that department's staff computers are upgraded with the new operating system, XP, new hardware and software as necessary		DADM	

Initiative D. Provide an appropriate mix of group and private office spaces.			
Operating Strategies	Time frame	Lead	Comments

Initiative E. Provide an adequate number of meeting rooms.			
Operating Strategies	Time frame	Lead	Comments

Direction C.5. Develop a comprehensive infrastructure for proven leading-edge technological needs.

No initiative given			
Operating Strategies	Time frame	Lead	Comments
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	

Initiative A. Expand wireless capacities throughout the buildings in collaboration with the Office of Information Technology.			
Operating Strategies	Time frame	Lead	Comments
Offer library-supplied laptops in place of additional library workstations to enable increased access to digital collections and services.		Engineering Library	

Initiative B. Develop a high-end laboratory for digital conversion of the Libraries' materials.			
Operating Strategies	Timeframe	Lead	Comments
Develop preservation imaging program.		Preservation	

Initiative C. Bring current technological infrastructure of the Libraries up-to-date.			
Operating Strategies	Timeframe	Lead	Comments
Develop infrastructure for creation and management of digital collections: Implement Digitool (digital asset management tool)		LEC	
Develop infrastructure for creation and management of digital collections: Acquire digital camera		LEC	
Develop infrastructure for creation and management of digital collections: Implement data-base driven website		LEC	
Develop preservation imaging program.		Preservation	
Develop and apply digital preservation expertise.		Preservation	
Bring current technological infrastructure of the Libraries up-to-date.		Elections Committee	
Examine the ramifications on space, public workstation numbers, and printing capabilities that heavier reliance on e-journals will have on branch library service and equipment.		Engineering Library	
To investigate alternate publication design possibilities aimed at updating the look of <i>Access</i> without detracting from its substance.		<i>Access</i>	
To research and implement EDI for submitting purchase orders to selected vendors such as Blackwell Book Services and Emery/Pratt.		Acquisitions	
Bring current technological infrastructure of the Libraries up-to-date.		Acquisitions	

Initiative D. Bring network infrastructure to maximum possible bandwidth and to allow for further expansion.			
Operating Strategies	Timeframe	Lead	Comments

Direction C.6. Address the collection space needs of the Libraries.

No initiative given.			
Operating Strategies	Timeframe	Lead	Comments
Plan the shift of the Hesburgh Library collection in 2004-2005.		Renovation Task Force	Also C.2.A
Transfer 5000+ volumes to Hesburgh Library Lower Level .		Life Sciences Library	
The most vital goal for this year is to cope with the inadequate temporary space allocated to the Art Slide Library and to plan for the move to a larger facility in 2004-5, in cooperation with the College of Arts and Letters and Academic Space Management. More specifically we will: a) submit another request for an appropriate facility to the College of Arts and Letters in September 2003; b) adjust slide library hours from 8-5 to 9-6 Monday to Friday to reduce congestion and allow the curator to meet the heavier user demand in the afternoons. The curator will work with regular faculty users to try and anticipate and coordinate their access times so as to minimize the number of people crowding into the library at any given time.		Art Slide Library	
To work on the automatic embedding of a clearly defined (e.g., a percentage) library component in every expendable gift or endowment funded University programmatic initiative requiring a library presence, including such entities as chairs, programs, centers, and services.		Advancement	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	

Initiative A. Install movable shelving where appropriate.			
Operating Strategies	Time frame	Lead	Comments
Complete Hesburgh Library lower level renovation project: Move collections into Hesburgh lower level		LEC	
Open the Hesburgh Library Lower Level to the public	Start August 2003; Completion Fall 2003		

Initiative B. Explore cooperative off-site storage for selected materials.			
Operating Strategies	Time frame	Lead	Comments
Complete Hesburgh Library lower level renovation project: Develop plan for immediate use of first floor space as it becomes available		LEC	

## Area D. Creative and Knowledgeable Organization

Direction D.1. Recruit, train, develop, and effectively utilize the Libraries' employees in a flexible manner that acknowledges the evolving nature of our work and the changing demands of our users.

No initiative given..			
Operating Strategies	Time frame	Lead	Comments
Work with Serials Acquisitions to coordinate improved acquisition workflow between units.		ERSA	
Followup on issues presented in <i>Appointment, Retention and Promotion, Annual Performance Review and Related Issues</i> in conjunction with ELF, PDC, Library Administration and the Library Faculty.		CAP	
Identify relevant documents and sponsor a review meeting for all supervisors of library faculty with responsibilities for conducting annual reviews on the criteria and interview guide in conjunction with the library administration.		CAP	
Submit revisions - based on the recommendations and notable practices contained in the October 30, 2000 <i>CAP Procedures Memorandum</i> to the Provosts Advisory Committee (PAC) - for vote by the library faculty. See CAP's Annual Report 2001/02 for more information. In 01/02, CAP adopted two revisions to its internal procedures (providing feedback to candidates on the state of their dossier and sending letters to candidates' references by CAP rather than the candidates discussion by the library faculty), which did not require changes in the <i>Manual</i> .		CAP	
Review earlier requirement that CAP members have a minimum of one year on the library faculty at Notre Dame, and if yes, submit for vote to modify <i>Library Faculty Manual</i> .		CAP	
Meet with Carol Mooney, associate provost, on "prepared reappointment and/or promotion dossiers." The purpose would be to give CAP an opportunity to anticipate what CAP discussions would be like, what kinds of dossiers are most useful and what would be useful advice to the library faculty on preparing for the reappointment and/or promotion review. Ideally, CAP would prepare a special dossier for this purpose, but in the interests of time, perhaps it would be useful to start with the prepared files created by Dr. Mooney.		CAP	
Review of Promotion and Tenure Procedures (April 3, 2003) distributed to Provosts Advisory Council (PAC), the campus-wide promotion and tenure review committee, for relevance to the library.		CAP	
Coordinate followup for the second CAP document, "Appointment, Retention and Promotion, Annual Performance Review and Related Issues," with PDC, CAP, Library Administration and the Library Faculty		ELF	
Coordinate clarification of the charges of ELF, PDC and the Library Training and Development Committee		ELF	
Identify, schedule and facilitate focused discussions to be held during Faculty meetings.		ELF	

With the Elections committee explore electronic balloting.		ELF	
Help develop and support programs that will keep Library faculty and staff up to date on technological advances that affect their jobs and skills, giving them the tools and knowledge they need to perform their duties expertly and confidently.		DCNS	
Communicate the extent of available resources provided by DCNS that support efforts in advancing access to information, and maintain a visible entrance to DCNS resources.		DCNS	

Initiative A. Create position descriptions that encourage and support changing environments and new responsibilities.			
<b>Operating Strategies</b>	<b>Time frame</b>	<b>Lead</b>	<b>Comments</b>
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Development of administrative office procedures and workflow to best utilize available staff resources to meet service needs in the areas of administrative support, Human Resources admin support, and budget maintenance.		Financial & Administrative Services	
Develop a five year program to guide supervisors & staff in re-defining their roles in terms of their responsibilities rather than as lists of set tasks.	Summer 04	Organizational Development & HR	
Conduct Time Study to determine how we currently allocate our time so that managers can assess this allocation in comparison with current priorities	June 03 to May 04	Organizational Development (LEC & Working Group)	

Initiative B. Enrich current career path opportunities.			
Operating Strategies	Time frame	Lead	Comments
Discuss widening the focus of the Byrne Fund by revising the wording so that the fund can be used for broader parameters which might include learning contributions for a library faculty member. Such learning contributions may provide for travel or other forms of financial assistance.		Professional Dev. Comm.	Also D1E
Work with HR to examine and modify compensation & classification system to support career paths.	5 year plan	Organizational Development & HR	
Provide ad hoc mentoring for Library DCCs. Initiative C. Attract diverse library faculty to Notre Dame, in collaboration with the Kresge Law Library, and provide them opportunities to gain academic library experience.		DCNS	

Initiative C. Attract diverse library faculty to Notre Dame, in collaboration with the Kresge Law Library, and provide them opportunities to gain academic library experience.			
Operating Strategies	Time frame	Lead	Comments
Development of administrative office procedures and workflow to best utilize available staff resources to meet service needs in the areas of administrative support, Human Resources admin support, and budget maintenance.		Financial & Administrative Services	
With the help of the Supplies Task Force, develop a better understanding of the Libraries' supply needs and an improved methodology for monitoring the central supply budget.		Financial & Administrative Services	
Automation of the administrative office functions to the extent possible. We will develop an Administrative Services website, providing information relating to our core services, links to forms, and the capability for electronic submission of these forms.		Financial & Administrative Services	
Decrease turn around time for processing supplies orders from 5 to 2 days.		Financial & Administrative Services	

Initiative D. Enhance current library training and development programs.			
Operating Strategies	Time frame	Lead	Comments
Whenever possible, work with CAP to help communicate the promotion and appointment process.		Professional Dev. Comm.	
Review and revise as necessary components of the training and development agenda after assessing how the agenda relates to the Libraries' mission, vision, values and/ or culture.		Training & Development	
Continually update, develop and improve skills of librarians and staff in the Department		Reference Dept.	
Seek staff training for XP, SFX, CorpTime, OCLC, Eudora, Aleph, Metalib, Digitool		DADM	
Develop orientation materials for new supervisors and new committee chairs	Spring 2004	Organizational Development & Committee	
Make certain that newly hired librarians are made aware of the fact that the culture of the University Libraries is such that grants are encouraged and risk taking rewarded – no matter the outcome.		GIG	
Pinpoint areas for staff technology training via DCNS Support Center activities and the problem-reporting system.		DCNS	
Develop program on ergonomics with LTDC. (Done in April 2003)Initiative E. Initiate additional opportunities to learn skills and competencies.		DCNS	
Ongoing publication of DCNS e-mail newsletter and Web site.		DCNS	
Training program for DCCs on WinXP.Initiative F. Establish standards of excellence that include "best practices" and "core competencies."		DCNS	
Help determine "core competencies" in computer skills and software.		DCNS	
Encourage Library management to support/enable bringing all staff members up to at least the minimum level in computer skills and software knowledge.		DCNS	

Initiative E. Initiate additional opportunities to learn skills and competencies.			
Operating Strategies	Time frame	Lead	Comments
Foster growth, discussion, and camaraderie by hosting lunches or other communication avenues that allow for the sharing of professional development activities amongst library faculty.		Professional Dev. Comm.	
Discuss widening the focus of the Byrne Fund by revising the wording so that the fund can be used for broader parameters which might include learning contributions for a library faculty member. Such learning contributions may provide for travel or other forms of financial assistance.		Professional Dev. Comm.	Also D1B
Work with library managers to identify skill needs and establish tracks through which core competencies can be developed.		Training & Development Comm.	
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Renew our commitment as a NACO institution and examine the costs and benefits of participation in other cooperative efforts.		Cataloging Dept.	
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Continually update, develop and improve skills of librarians and staff in the Department		Reference Dept.	
Encourage and promote continuing education opportunities through OIT classes, internal training programs, and external workshops for library or technology skills enhancement. Provide opportunities to attend library conferences when appropriate and possible.		ERSA	
Continue to promote to the library faculty University wide grant writing training sessions as we learn of them.		GIG	

Initiative F. Establish standards of excellence that include "best practices" and "core competencies."			
Operating Strategies	Time frame	Lead	Comments
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Development of administrative office procedures and workflow to best utilize available staff resources to meet service needs in the areas of administrative support, Human Resources admin support, and budget maintenance.		Financial & Administrative Services	
Renew our commitment as a NACO institution and examine the costs and benefits of participation in other cooperative efforts.		Cataloging Dept.	
With the help of the Supplies Task Force, develop a better understanding of the Libraries' supply needs and an improved methodology for monitoring the central supply budget.		Financial & Administrative Services	
Automation of the administrative office functions to the extent possible. We will develop an Administrative Services website, providing information relating to our core services, links to forms, and the capability for electronic submission of these forms.		Financial & Administrative Services	
Decrease turn around time for processing supplies orders from 5 to 2 days.		Financial & Administrative Services	

Initiative G. Provide financial resources for continuing learning and professional development.			
Operating Strategies	Time frame	Lead	Comments
Explore use of endowment planning to support collection development (1 year) - AK	1 year	Collection Dev. Dept.	Also B3A, B4B, B5B
Use training funds to organize substantial developmental programs that enhance library expertise – needed to support excellent teaching and research	Ongoing	Organizational Development	
Continue to publicize grantseeking opportunities as we become aware of them.		GIG	

Initiative H. New Initiative			
Operating Strategies	Time frame	Lead	Comments
Restructure staff duties and library services in light of the 25% cut in library specialist hours and the additional approximately 40% cut in student hours.		Architecture Library	

Initiative I. Foster an environment that encourages excellent performance			
Make the Mathematics Library a place that is even more efficient, focused, priority-driven, well-organized, etc. while preserving an environment for the library staff and students workers which is fun, exciting, relaxed, friendly, etc. We want to be a place where people want to work, and we want to be good at the work we do.		Mathematics Library	

Direction D.2. Foster an organic culture that enables the Libraries to adapt to the evolving University identity and to be relevant in the future.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Continue to analysis and react to data from the focus groups.		BIC	Also lists Direction 4
Coordinate followup for the second CAP document, "Appointment, Retention and Promotion, Annual Performance Review and Related Issues," with PDC, CAP, Library Administration and the Library Faculty		ELF	
Coordinate clarification of the charges of ELF, PDC and the Library Training and Development Committee		ELF	
Identify, schedule and facilitate focused discussions to be held during Faculty meetings		ELF	
With the Elections committee explore electronic balloting.		ELF	

Initiative A. Develop a reward system that recognizes individual or group accomplishments and activities based on risk taking, innovation, and flexibility.			
Operating Strategies	Time frame	Lead	Comments
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Do environmental study on staff recognition/rewards programs and revamp current program	Spring 2004	Organizational Development	
Make certain that newly hired librarians are made aware of the fact that the culture of the University Libraries is such that grants are encouraged and risk taking rewarded – no matter the outcome.		GIG	

Initiative B. Attract diverse library faculty to Notre Dame, in collaboration with the Kresge Law Library, and provide them with opportunities to gain academic library experience by endowing the Librarian-in-Residence program.			
Operating Strategies	Time frame	Lead	Comments
Facilitate resident's success during second year		Diversity Committee	
Committee will act in support of diversity as an integral part of the University Libraries' strategic plan by creating programming and initiatives when opportunities arise		Diversity Committee	
Recruit and hire a recent library school graduate who can contribute to diversity in the profession and at Notre Dame for the Librarian-In-Residence Program for the term 2004/2006		Diversity Committee	

Initiative C. Provide, in collaboration with the Kresge Law Library, opportunities for four diverse high school students to experience academic libraries as summer student assistants by endowing the summer program.			
Operating Strategies	Time frame	Lead	Comments
Identify summer work opportunities for high school students involved in the Summer Program 2003 and 2004		DADM	
Provide work opportunities for summer program students.		DCNS	

Initiative D. Provide, in collaboration with the Kresge Law Library, opportunities for diverse high school students to experience academic libraries as summer student assistants.			
Operating Strategies	Time frame	Lead	Comments
Conduct exit interviews with Summer Program 2003 students		Diversity Committee	
Recruit, hire, establish work rotations, and create programming for 4 diverse student assistants for the Summer Program 2004		Diversity Committee	

Direction D.3. Optimize organizational structure to support the Libraries' programs and initiatives.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Update the BIC mission and goals to facilitate long range planning and the development of the BIC; This will include appropriate staffing size of the BIC to support the College of Business aspirations.		BIC	
Coordinate followup for the second CAP document, "Appointment, Retention and Promotion, Annual Performance Review and Related Issues," with PDC, CAP, Library Administration and the Library Faculty		ELF	
Coordinate clarification of the charges of ELF, PDC and the Library Training and Development Committee		ELF	
Identify, schedule and facilitate focused discussions to be held during Faculty meetings		ELF	
With the Elections committee explore electronic balloting.		ELF	

Initiative A. Link individual goals to department, Library, and University mission and directions.			
Operating Strategies	Time frame	Lead	Comments
Link performance goals to the overall directions of the Libraries' Strategic Plan.		Mathematics Library	
Work with the Library Director and LEC to develop a budget process and time line for the '04/'05 budget that will allow increased feedback from Library faculty and staff and incorporation of departmental goals and objectives. Create documentation and means for budget maintenance.		Financial & Administrative Services	
If grantseeking initiatives do, indeed, continue within the Libraries, to know when we are no longer needed and to dissolve GIG, perhaps in another two or so years.		GIG	
Develop an FAQ about serials acquisitions for collection managers as a reference and educational tool.		Serials Acquisitions	
Participate in the creation of a suite of online forms for acquisitions activities, to be used by collection managers.		Serials Acquisitions	

Initiative B. Publicize the Libraries' mission and goals to users and the Libraries' staff.			
Operating Strategies	Time frame	Lead	Comments
Teach more! Continue the practice of offering instruction in the Engineering Learning Center. Determine needs of users and redesign instruction or develop new sessions to meet new needs.		Engineering Library	
To continue to produce a quality product dealing with issues in library and information science translated into the local context, to be published both in paper and on the Web.		<i>Access</i>	

Initiative C. Expand the use of cross-functional teamwork.			
Operating Strategies	Time frame	Lead	Comments
Make the transition to web-based cataloging services and resources.		Cataloging Dept.	
Develop strategies to address the output of the Pinyin conversion project and access to Chinese-language and other non-Roman materials on an ongoing basis.		Cataloging Dept.	
Collaborate with other units to maximize efficiency and effectiveness in providing bibliographic access to all library resources.		Cataloging Dept.	
Develop preservation imaging program.		Preservation	
Develop and apply digital preservation expertise.		Preservation	
In addition to ensuring the usability of high-use materials, focus special efforts to ensure the preservation of special and premier collections.		Preservation	
To work with the appropriate staff in Serials Record to establish a procedure to convert the existing "P" funds to "S" funds while at the same time retaining the ability to provide the collection managers with separate lists of both their serial subscriptions and their monographic series.		Acquisitions	
Begin process improvement for the Electronic Resources acquisition workflow with the Electronic Resources and Serials Cataloging (ERSA) department to insure accountability for fiscal tasks, seamless access to electronic products for users, and transparency of process for staff and collection managers.		Serials Acquisitions	

Initiative D. Partner with Human Resources and a library consultant to design position descriptions to include measurable expectations, clear responsibilities, and fair assessments.			
Operating Strategies	Time frame	Lead	Comments
Work with HR to develop training session on developing and using performance measures and learning goals	2 year project	Organizational Development	

Initiative E. Obtain additional human resources expertise and support.			
Operating Strategies	Time frame	Lead	Comments
Document Library HR needs and develop position to meet those needs.	April 2004	Organizational Development	

Direction D.4. Develop a user-centered culture that guides the Libraries and informs all their policies, procedures, and decisions.

No initiative given.			
Operating Strategies	Time frame	Lead	Comments
Encourage and increase participation in library instruction by personnel both within and outside of the Reference Department.		Reference Dept.	
Use the ARL time-study as a tool to gain insight into the distribution of work in the Engineering Library and to plan change.		Engineering Library	

Initiative A. Integrate accountability and performance measures into the unit and planning process.			
Operating Strategies	Time frame	Lead	Comments
Maintain book and serial commitments within budget: Identify data to create a selector-based library materials accounting report		LEC	
Review quarterly data from copy vendor, in preparation for contract negotiations in '04/'05.		Financial & Administrative Services	

Initiative B. Demonstrate effectiveness of programs, services, and collections through regular assessment, benchmarking, and the identification of "best practices."			
Operating Strategies	Time frame	Lead	Comments
ARL ranking: Change focus to ranking within Top-20 Private Universities (USNWR)		LEC	
ARL ranking: Maintain Top-50 overall ARL ranking		LEC	
Complete time study: Provide information to assist in reconfiguring services and collections		LEC	
Work with the School of Architecture on the National Architectural Accreditation Board review by writing the library portion of the School's self-study, due September 2003, and by preparing for the accreditation team site visit in spring 2004. After the site visit, we will draft a response to the library portion of the evaluation report. The self-study is an opportunity to compare our staffing, services, collections and facilities to those of other architecture libraries in similar schools.		Architecture Library	
If grantseeking initiatives do, indeed, continue within the Libraries, to know when we are no longer needed and to dissolve GIG, perhaps in another two or so years.		GIG	
Restructure records for Monographic Series in the Aleph system to allow greater flexibility in the budget while maintaining categories for reporting purposes.		Serials Acquisitions	
Test of Electronic Data Interchange (EDI) capabilities for exchanging information between our Aleph system and Harrassowitz serials vendor to improve pay and claiming efficiency.		Serials Acquisitions	
Review exchange relationships, by which we purchase and exchange UND-based publications for other serial titles.		Serials Acquisitions	
Review major vendor performance to improve efficiency in obtaining needed resources.		Serials Acquisitions	

Initiative C. Establish performance standards			
Operating Strategies	Time frame	Lead	Comments
Maintain an effective level of patron services across all areas of Access Services in an environment of reduced staffing and budget constraints.	Start July 2003; Completion June 2004	Access Services	

Initiative D. Create better information tools for Library Stakeholders			
Operating Strategies	Time frame	Lead	Comments
Work with Library Advancement to harness endowment information for a workable tool for all stakeholders.		Financial & Administrative Services	
To continue our collective efforts to harness the endowment information process, and to make it a workable tool for all stakeholders.		Advancement	

Direction D.5 Establish mechanisms to enhance internal library communication-- promoting: thoughtful discussion and assessment of directions and options; regular reporting on internal initiatives and the campus/national context; and documenting and publicizing the Library's vision, decisions, and directions.

Initiative A. Expand and revitalize formal channels for internal library communication.			
Operating Strategies	Time frame	Lead	Comments
Organize annual LAM/Supervisor meeting to outline library directions & priorities.	Spring 2004	Organizational Development	
Hold two Divisional DH/supervisor meetings each year to discuss directions & priorities and related issues.	Fall 2003 & Spring 2004	Organizational Development & ADs	
Initiate on-going series of employee interviews to identify morale and service attitudes/issues.	Summer 03	Organizational Development/LEC	

Initiative B. Clarify and strengthen the Library's decision-making and delegation processes.			
Operating Strategies	Time frame	Lead	Comments
Work with consultant to assess delegation & decision making processes first at the LEC level and then at LAM.	Fall 2003	Organizational Development & DOL	
Identify ways to use Internal Home Page to document policies and decisions.	Spring 2004	Organizational Development & LEC	

## PROBLEM AREAS:

From Special Collections. Lou said he can link to areas, goals, initiatives but didn't want to do so until he knew that was what we wanted. He linked Goal 1 as an example, so it is incorporated:

Goal 2: A similar project is underway for our manuscript collections. Reorganizing them by content and size and then providing a shelf number to each item.

Goal 3: Actually implement the reorganization of the collection when the lower lever is ready for use.

Collection Development and Education:

Goal 4: We shall continue to develop the collections through new acquisitions, transfers of pre-1830 books from the tower and possibly the development of a medium-rare collection. This is done in cooperation with selectors and faculty in the various areas. Our primary areas of acquisitions are in Dante and Early Italian literature, Latin American, Irish studies, Theology, Medieval studies, American History and various endowed areas.

Goal 5: Enhance our web sites with additional digital projects, exhibits and collection content. Interpreting and analyzing our collections and offering numerous items on the web. Currently we are digitizing our Civil War letters and diaries for web presentation and mounting exhibits of our Dominican materials and some Latin American items. These projects will be more quickly completed once we have a digital camera available as some items cannot be scanned on a flatbed scanner. Also, we shall offer our website expertise and equipment to other units in the department and to selectors who wish to work with special collections materials.

Goal 6: Continue to organize our collections. Work continues on organizing our manuscript and philatelic collections, with other areas added as we are able, based on time and expertise.

Goal 7: Support several initiatives with the Devers Dante Program including a program of annual lectures in the department and the development of the OVI and Ambrosiana drawings databases, along with several smaller databases. We also assist with other programs as the program budget permits, frequently hosting exhibitions and receptions.

Goal 8: Mount two exhibitions each year with the assistance of Preservation and contributing librarians. Usually exhibits are mounted in conjunction with a conference or other major event.

Goal 9: Continue classroom presentations using materials in the department. In this area our goal is to make presentations to 45 classes each semester.