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TO: John Affleck-Graves  
FROM: Jennifer Younger  
RE: University Libraries Implementation Plan  
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The proposed major goals and action items for the University Libraries are attached. Although only in a preliminary version, the plan captures the ambitions and energy in the library. The seven major goals were distilled from a more comprehensive library working compilation of strategic planning directions, initiatives and action items/operating strategies. Our major goals reflect those of the University.

As this is a preliminary version only, I anticipate work and changes in several areas.

- Review and set appropriate level of specificity in action items, which in the library often encompass the work of multiple library units and/or delineate activities taking place across all of the time frames.
- Review the goal of “Building library collections/meeting information needs” for how to differentiate and describe goals relating to the dual challenges of meeting information needs and building distinguished research collections.
- Determine where and how to state the library’s role in creating knowledge and information resources as well in supporting new modes of scholarly communication.
- Review and set assessment targets for LibQUAL+, benchmarking of library collections and library instruction effectiveness

I look forward to discussing these goals with you.

<b>UNIVERSITY LIBRARIES MAJOR GOALS AND ACTION ITEMS</b>					
As of September 24, 2003					
Major Goal	Action Items	Time-Frame			Univ. Partners
		1-2	2-5	5-10	
1) Provide enhanced and secure access to the Libraries resources and services	a) Provide more user-initiated services that allow users to self-checkout, renew books, request interlibrary loan items, etc.	Short			UCL
	b) Develop the Libraries' presence on the campus portal	Short			OIT
	c) Continue to develop a user-centered library web-site which is fully integrated with the campus portal		Medium		OIT
	d) Enhance the Libraries' Web site as technology changes in order to continue exploiting the Internet as the major channel for providing Library services			Long	OIT
	e) Articulate a plan to develop the infrastructure (Digitool software, digital lab) for the creation and management of digital collections	Short			OIT
	f) Articulate and implement a plan for preserving and archiving digital materials		Medium		OIT
	g) Create digital content using rare, unique or special library collections for accessibility on the Web		Medium	Long	
	h) Develop and implement marketing plan for library services and collections to users		Medium		
	i) Offer new or enhanced services that can be offered in a cost-effective manner, e.g., chat reference		Medium		
	j) Evaluate and improve the electronic delivery of services and resources, including the library catalog.		Medium		
2) Facilitate the University's teaching efforts	k) Improve service to on-site users by combining first-floor public services in Hesburgh Library		Medium		
	a) Increase partnerships and collaborate with teaching faculty to incorporate a library research component into their academic courses	Short			Kaneb Center
	b) Work with the faculty to incorporate library instructional services into courses using instructional management courseware, open source online learning tools, etc.		Medium		Kaneb Center
	c) Incorporate information literacy competencies into upper-level courses in the major			Long	
	d) Expand class presentations on the use of Special Collections materials from a current level of 25 per semester to 50 per semester	Short			
	e) Gather information to refine/redefine library instruction learning objectives		Medium		Kaneb Center
	f) Evaluate and expand library instruction objectives, including exploiting evolving software and hardware			Long	
	g) Educate librarians in the pedagogy of teaching and introduce a peer teaching program	Short			
3) Provide library collections and information services to meet curricular, research and archival needs	h) Develop one-on-one training programs and small group training programs to facilitate better use of electronic resources		Medium		
	a) Develop the Libraries' priorities for distinguished research collections and focus special efforts to ensure their preservation	Short			Deans and teaching faculty
	b) Focus preservation efforts on distinguished research collections, special collections, and heavily circulated materials		Medium		
	c) Articulate a funding plan for an effective preservation program for both use-based collections and distinguished research collections			Long	
	d) Develop the Libraries' priorities for use-based collections and focus the preservation program on ensuring their long-term usefulness	Short			Deans and teaching faculty
	e) Develop a plan for inflationary adjustments for library collections in all disciplines		Medium		
f) Work with strategic partners to support collection development and information delivery services	Short			Deans, Grad. School, Advancement, NERL	

	g) Develop partnerships with library consortia, specific libraries, and other organizations to facilitate cooperative collection development and resource sharing, e.g. CRL, ALI, LARRP	Short	Medium	Long	
	h) Explore the range of sustainable commercial document delivery options to best meet the research and teaching needs of faculty and students	Short			Deans
	i) Improve collection development efforts through better communication with scholars and researchers		Medium		
	j) Share knowledge of new publishing models with the University community (e.g., open access, SPARC)	Short	Medium		Graduate School, A&L, Sciences
	k) Initiate a highly selective transfer of "medium rare" materials from the stacks to Special Collections		Medium		
4) Renovate the Libraries	a) Reconfigure library services and collections in the Chemistry/Physics Library	Short			Facilities
	b) Develop an information services plan for the Jordan Hall of Science.	Short			
	c) Evaluate staff and faculty space needs in anticipation of the first floor renovation of the Hesburgh Library		Medium		
	d) Reconfigure and re-arrange services throughout the Libraries to be more user focused		Medium		
	e) Develop a long range plan for the University Libraries space, taking into account collections, staff and user needs		Medium		
	f) Upgrade current instruction facilities including instructor workstations, projectors, student workstations, lighting and walls		Medium		
	g) Articulate and implement a plan to bring the current technological infrastructure of the Libraries up-to-date and position the Libraries as a "fast-follower"	Short	Medium	Long	OIT
	h) Share the technological infrastructure for digital materials among the Libraries, Archives, and other campus entities	Short			OIT
5) Increase the effectiveness of the	a) Enhance internal library communication	Short			HR
	b) Improve the Libraries' internal communication across divisions		Medium		
	c) Complete the time study	Short			
	d) Help library employees operate within new financial parameters, e.g. setting clear priorities	Short			
	e) Define core competencies for each position		Medium		
	f) Re-structure, re-train and, where appropriate, revise salaries and compensation of existing staff to better meet the changing needs of the Libraries		Medium		
	g) Create, update, and maintain the Libraries written policies and procedures		Medium		
	h) Articulate and implement a plan to make staff work flow more efficient in light of new priorities, new technologies, and reorganized spaces		Medium		
	i) Provide more detailed and useful reports for managing acquisitions funds	Short			
	j) Recruit and hire a new Librarian-in-Residence by Fall 2004	Short			Kresge Law Libr.
Assess the Libraries	Maintain Top-50 overall ARL ranking	Short			Provost's Office
	Change focus to ranking within Top-20 Private Universities (USNWR)	Short			Provost's Office
	Identify collection assessment and benchmarking tools and program	Short			Deans and teaching faculty
	Establish collection programs		Medium		
	Participate in SAILS (Standardized Assessment of Information Literacy Skills), an instrument based on ACRL's Information Literacy Competency Standards		Medium		
	Develop an internal assessment tool to measure the effectiveness of library instruction		Medium		Lab. for Social Research, Kaneb Center
	Formally assess services provided to the Libraries by outside vendors including library systems, serial vendors, book vendors, and others		Medium		
	Re-assess and re-evaluate Ex Libris' Aleph library management system vis-à-vis Notre Dame's needs and in comparison with the top five competitors		Medium		

	Participate in LibQual+		Medium		
Secure financial resources for the Libraries'	Address the problem of inflation in the cost of information resources: obtain ad hoc assistance until the external situation stabilizes	Short			Provost's Office, Grad. School
	Address the problem of inflation in the cost of information resources: Provost's office to talk to deans and faculty to emphasize that divergence in library inflation and tuition increases is a long-term structural problem	Short			Provost's Office, Deans, Grad. School
	Maintain book and serial commitments within budget	Short			Deans
	Secure funding to keep pace with top-20 private universities		Medium		
	Endow a library component for each of the University's newly endowed chairs - \$250-500 thousand		Medium		
	Fund a library component for new faculty research programs - \$25 thousand		Medium		
	Evaluate funding needs in specific subject areas, particularly those identified as University priorities.		Medium		
	Further endow distinguished research collections - \$15 million		Medium		
	Increase the endowment base for Special Collections			Long	Develop. Office
	Further endow use-based library collections and access to information resources - \$40 million		Medium		
	Endow nine library faculty positions - \$15 million			Long	
	Fund a Digital Visual Resources Collection - \$1 million			Long	
	Fund enhanced data services - \$5 million			Long	
	Plan to expand the digital library repository - \$3-5 million		Medium		OIT
	Complete the Hesburgh Library 1st floor renovation, expanding the social/ learning space for students and relocating staff on the 2nd floor - \$6 million		Medium		
	Plan and renovate the remaining portions of the Hesburgh Library - \$40 million			Long	
	Identify and fund branch libraries' and information centers renovation needs - \$2.2 million			Long	
	Identify, develop and fund off-site storage costs - \$40 thousand to base budget			Long	
	Endow the Librarian-in-Residence program		Medium		Kresge Law Libr.
	Endow the Summer Diversity Program - \$250 thousand			Long	
	Support visiting librarians conducting research at the Notre Dame Libraries - \$25 thousand annually			Long	
	Identify and fund services to Notre Dame alumni - \$500 thousand			Long	