



**DUKE**  
UNIVERSITY  
LIBRARIES

**Connecting People + Ideas**

**A Strategic Plan  
for the  
Duke University Libraries  
2006 - 2010**

**Connecting People and Ideas**  
**A Strategic Plan for the Duke University Libraries**  
**2006 - 2010**

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**Goal 1:** Provide flexible, functional, inviting, safe, technology-equipped library space throughout the Perkins Library System

**Goal 2:** Exploit digital technology to provide convenient, seamless access to materials in all formats

**Goal 3:** Coordinate library resources and services to maximize support for interdisciplinary initiatives, teaching, learning and research

**Goal 4:** Develop and maintain policies and programs that support the recruitment, high performance, and retention of a well-qualified, motivated and diverse workforce

Appendix I: Summary of Required Resources

Appendix II: Summary of Responsibilities for Evaluation

## ACKNOWLEDGEMENTS

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The Library's Strategic Planning Committee was charged to be bold, to think big, and to call on the essential creativity of its members, who are drawn from throughout the Perkins Library system and represent diverse perspectives. They were asked to develop goals and initiatives to build on the momentum created by the opening of the Bostock Library and the von der Heyden Pavilion. I commend the members of the Committee for the energy and enthusiasm they invested in the process and the product.

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## INTRODUCTION

“In keeping with the growth of the university as a whole, the Duke library was developed by a series of steps until it reached its present state of perfection with the addition of the new central library on the west campus.”

*The Chronicle*, October 8, 1930

Seventy-five years later, the third addition to that “new central library” opened to similar accolades. The popularity of the new Bostock addition and the von der Heyden Pavilion has clearly demonstrated that the library is an important destination for undergraduates, graduate students, faculty, and staff. This is true despite the fact that one need not set foot inside to “use the library.” The Library plays a unique role in the intellectual life of the university. It offers individual and collaborative learning spaces as well as rich print and digital collections and expert research assistance. The Library staff helps students develop critical thinking skills, and connects faculty to a wide range of scholarly resources, as well as acquainting them with new technologies to foster innovation in their teaching.

In 1930, Duke had 2,832 students and 354 faculty; by 2005 those numbers had grown to 12,159 students and 2,524 faculty. In the intervening years, the great challenge has been for collections, facilities, and staff to keep pace with a steadily growing campus community, an increasingly complex intellectual environment, and more sophisticated users with heightened expectations. As this strategic plan demonstrates, the very concept of “library” is changing fast, and our users expect to have quick, easy, and seamless access to information in many formats, as well as the latest technological tools. This challenges the Library to adapt quickly in order to remain essential to the research process and to the lives of students.

At the same time, the nature of scholarship, particularly at Duke, is becoming much more interdisciplinary, bringing people together across departments, programs and schools in exciting new ways. The Library must revise its traditional organizational structure to be more responsive to new methodologies and fields of study.

The Duke community has high expectations for the Library, in both its physical and its virtual form, as well it should. Our “present state of perfection,” whether in 1930 or 2005, can quickly erode without vigilance, a close working relationship between the Library and Duke’s students and faculty, and persistent attention to new directions in scholarship, teaching, and technology. This strategic plan charts the Library’s directions for the future and inspires the next phase of our collective work at Duke University.

## EXECUTIVE SUMMARY

The Library exists in a rapidly changing environment. Technology and access to information are being transformed at a pace that requires large, dynamic research libraries to be more nimble and flexible than in previous decades. New emphases in research and teaching, and the heightened expectations of the Duke community, require that the Library be proactive in anticipating needs, designing services that respond to real needs, and designing facilities that enable new kinds of interaction.

*Critical Choices*, the Library's strategic plan for 2000-2005, was developed in response to the University's planning efforts. Clearly aligning Library goals with university priorities, the plan was well regarded and has remained relevant over the past five years.

In the current planning effort, the Library's Executive Group sought both to build upon the Library's previous planning efforts and to respond to the University's broader plans and priorities. The Strategic Planning Committee ("the Committee") was charged to be bold and creative, to think big, and to develop goals and initiatives to build on the momentum created by the opening of the Bostock Library and the von der Heyden Pavilion.

The Committee began the planning process by analyzing the current environment for academic libraries. By collecting and analyzing data from internal and external sources, the Committee assessed the Library's effectiveness in addressing issues such as patron expectations for information access, the relevance of collections, the configuration and use of space, and the Library as an ideal workplace. Several themes emerged: Enhancing Duke's Interdisciplinary Focus, Supporting Research and Inquiry-based Learning, Delivering Integrated Library Services through Collaboration, and Promoting Organizational Responsiveness and a Culture of Assessment. Based on this review, key challenges were identified:

- Researcher expectations for seamless access to information
- Organization of collections, services, and facilities for interdisciplinary research
- Resources and services to support undergraduate research
- Coordination of campus-wide library services
- Recruitment, retention, and training of staff

To build upon the Library's success and address key challenges, the Committee developed four major goals, with specific strategies. The four goals are:

- **Goal 1: Provide flexible, functional, inviting, safe, technology-equipped library space throughout the Perkins Library System.**  
Planning for library facilities must reflect the increasing collaboration of faculty and students across departments and disciplines. Just as the Bostock Library successfully links the main quad with new science, engineering, and Divinity facilities, so must other library facilities connect disciplines and campuses.
- **Goal 2: Exploit digital technology to provide convenient, seamless access to scholarship in all formats.**

Like the mortar and stone that house collections, the Library must also build a virtual infrastructure to support the intellectual inquiry of students and faculty and enable optimal access to research resources.

- **Goal 3: Coordinate and integrate library resources and services to maximize support for interdisciplinary initiatives, teaching and research.**  
Duke's interdisciplinary focus encourages scholars to develop new methodologies and fields of research. Across the humanities and social sciences, faculty are actively engaged in the study and use of new technologies, and the Library is supporting scholarly collaboration not only across scientific disciplines, but also increasingly among the sciences, social sciences, humanities, and professional schools. Traditional collections, including international and special collections, must be maintained and expanded all fields in which the university is committed to distinction. Rising costs of collections will require a campus-wide strategy for addressing library support for new programs.
- **Goal 4: Develop and maintain policies and programs that support the recruitment, high performance, and retention of a well-qualified, motivated and diverse workforce.**

The Library must take a proactive posture in planning to ensure that we attract and retain a well-qualified, high-performing and motivated workforce to meet the needs and challenges the digital age and new academic programs of the University will present.

Many of the strategies outlined in this plan will require new resources or reallocation. The Library will continue to look both internally and externally to develop innovative collaborative opportunities and funding sources to accomplish these goals. Major new investments will be required to ensure seamless access to the growing array of digital resources, and to develop library space that is commensurate with academic program aspirations.

The Duke University Libraries have played a critical role in supporting learning and the creation and dissemination of new scholarship. Through this plan, the Library seeks to become an even more active catalyst for intellectual growth. The alignment of the Library's goals with those of the University will ensure the attainment of a shared vision for academic excellence.

## PLANNING PROCESS

*Critical Choices*, the Library's strategic plan for the period 2000-2005, was developed in response to the University's previous planning efforts. Four main themes were addressed in *Critical Choices*: the library as a gateway to information and scholarship; the library as a facilitator of teaching, learning, and research; the library as an inviting space for intellectual interaction, individual and group study and information exchange; and the library as the ideal work environment. These themes have served as an excellent blueprint for the Library's activities as demonstrated by the notable expansion of services, programs and patron satisfaction during this period.

In appointing the new Committee, the Library's Executive Group sought both to build upon the Library's previous planning efforts and to respond to the University's broader plans and priorities. The Committee was charged to:

- Design a planning process for the Library that takes full advantage of the knowledge and insights of the entire Library staff as well as the experiences and needs of Duke faculty, students, and administrators;
- Review the school and university planning documents as they became available;
- Review *Critical Choices* and determine progress made toward the goals identified there, as well as gaps and exclusions;
- Determine and assess the internal and external environmental factors that affect all research libraries at present, and especially Duke's, identifying strengths, challenges and opportunities;
- Identify areas in which the relationship of the Perkins system to other campus libraries is especially important to planning, and where synergies may be found, to help orient the development of a campus-wide plan for library services;
- Develop a plan that establishes goals for the Library for the next five years, describes strategies, and identifies resources needed to accomplish these goals;
- Recommend procedures for evaluating the Library's progress toward its goals.

The Committee began the planning process by analyzing both the internal and external environment for academic libraries. Using input from staff in open meetings and in consultation with the Library's Executive Group, the Committee began to outline the plan. Additional data was reviewed, such as the 2005 *LibQual+* survey, the Library's *Critical Choices*, the external reviews of the Digital Library @ Duke and the Center for Instructional Technology, and numerous departmental and campus reports. The Committee sought out additional information and feedback from the Academic Council, Arts and Sciences Council, and the Library Advisory Board. The Library was also well represented on numerous campus-wide planning committees, including those focusing on instructional technology, the arts, the undergraduate experience, and academic and research support in order to gain a broader understanding of and perspective on University plans, priorities and directions.

## ENVIRONMENTAL ASSESSMENT

### **Patron Expectations for Information Access**

To Duke faculty and students, the Library's greatest strengths are its people and services. The spring 2005 *LibQUAL+* survey of Duke library users, developed by the Association of Research Libraries and administered at most of the 120+ ARL member libraries, clearly indicated their satisfaction with staff assistance and public services. However, the survey revealed a desire for more reliable remote access to electronic resources. Library users want to see more easily what is available, and get to it more quickly. This need for a more unified interface to electronic services and collections was echoed by library staff. Duke students indicated a strong desire for 24 hour access to the Library.

The 2005 report *Digital Library @ Duke: Lessons Learned and Recommendations for the Future* (conducted by an external team of consultants) concluded that the Library must reposition itself to provide services that are complementary to other contemporary information tools used by faculty and students (e.g., Google). The Library's digital presence should not be a program or an initiative separate from traditional library services but rather an extension of core services and collections woven into the Library's evolution as opportunities, needs, and technological advances emerge. Technical infrastructure in support of digital information should be driven by overall library service aspirations and should become a means to an end rather than the goal itself.

A scan of 2005 Duke departmental reports prepared by the University's strategic planning subgroups revealed that a growing number of faculty are combining the investigation of new technologies with an emphasis on how these technologies are affecting society. One implication is that faculty will need an enhanced technological infrastructure to support broadcast and digital media. Another trend is that the sciences and humanities are increasingly combined in research extending well beyond the history and sociology of science. The departmental reports also mention alternative approaches to scholarship, featuring collaboration between departments and with other universities and focusing on new media, interdisciplinarity, and transnational culture.

Nationally, the *2003 Environmental Scan: a report to the OCLC membership* found that even though most students still prefer classroom instruction to online classes, 75% of college students surveyed report using the internet to communicate with classmates on projects. Most of these students prefer electronic library resources to print. In contrast, faculty members indicate that they prefer to read research findings in print, but they frequently download content from online resources because the internet is a convenient medium for locating and retrieving information quickly. The *2002 Outsell/DLF Study of the Academic Information Environment* indicates that the three primary locations where researchers conduct scholarly activity are: the library, their residences, and their offices. Graduate students spend nearly 33% of this time in the library, and faculty spend 85% of this time in their offices.

A 2005 study by the University of California concluded that library bibliographic systems have not kept pace with other consumer technology: "Our users expect simplicity and immediate reward and Amazon, Google, and iTunes are the standards against which we are judged. Our current systems pale beside them."

All sources reviewed emphasized the role of technology in research and learning, the desire for seamless access to information by researchers in every academic arena, and a focus on interdisciplinary programs, institutes, and centers as the new shape of the university.

### **The Relevance of Collections**

In 2005 an audit of collections assessed the current policies and procedures affecting budget development and utilization for the collections of the Perkins Library System. While the audit indicated that the print and special collections are adequate to support academic departments and programs, it concluded that new academic programs and initiatives will require additional collections support or reallocation of resources. The audit also found that inordinate inflation in the cost of information continues to be the largest obstacle in developing not just adequate but excellent collections. It also constrains flexibility in responding to new opportunities.

Like all research libraries, Duke's is spending more than ever before on collections and access to electronic resources while realizing a decrease in buying power. This has resulted in a steady five-year decline in the number of journal titles to which the Library subscribes. New journals are launched often, and choices must be made between directing resources toward emerging areas of interest and new programs or toward fields in which the Library has traditionally strong collections.

### **Configuration and Use of Space**

The success of the Bostock Library addition has affected the Library in many pleasant but unexpected ways. Since its opening, 40% more users (an average of 3,100/day) have entered Bostock than had come to Perkins in a comparable period. Students and faculty alike have responded enthusiastically not just to the aesthetics of the new building but also to increased access to computers, study space, and meeting rooms. Students and faculty are pressing for more flexible spaces equipped with technology to support collaborative teaching and learning. The completion of the Perkins Project will present opportunities for configuring and reconfiguring library spaces to accommodate changes in faculty and staff needs. It will also address critical space needs for special collections and archived materials.

On East Campus, the renovation of the Music Media Center addressed the need to create new learning spaces. However, the Music Library lacks room for collection growth, digitization of materials has been slow, and the spaces have not been updated to be consistent with those of other library facilities. At Lilly, inflexible spaces and outdated mechanicals have presented challenges for expanding services and introducing new technology. Lilly cannot yet provide modern, well-equipped space for individual and group study or to meet the expanding focus on instruction in research skills and information literacy.

The Library Service Center will be expanded during the coming year. This will increase the capacity for off-site storage and provide additional shelf space for growth of the physical on-site collections. Discussions are underway with UNC and NCSU for leased space at the LSC, presenting opportunities to share collections and enhance the current successful interlibrary loan and document delivery services. Planning is underway for a single-copy print archive of journal backfiles, shared within TRLN.

### **The Library as an Ideal Workplace**

The Library's investment in staff, technology and work areas has contributed to our ability to attract and retain a talented and diverse workforce. Through reallocation of operating resources, the Library addressed the accumulated compression impact on non-exempt salaries. While continuous monitoring will be needed to ensure that rates remain competitive, current pay rates meet or exceed the target rates. However, local and national salary surveys indicate that Duke's salaries appear to be lagging behind for exempt staff, particularly librarians.

The Library faces the prospect of losing a significant percentage of its most experienced staff to retirement during the next five years. At the middle management level, at least 22% could retire based on traditional retirement age or Rule of 75 calculations. Similar figures are found at all levels of the staffing structure.

Considerable work has been done to create career pathways for library staff. In conjunction with the implementation of a performance management system, resources have been committed to staff development to ensure that staff are able to develop the skills needed for promotional opportunities and/or to improve their performance in their present positions. Efforts to execute a career pathway initiative have been stymied by delays in the University's implementation of its new compensation program.

## KEY CHALLENGES

Technology has reshaped access to information at a pace that requires large, complex research libraries to be more nimble and flexible. The changing nature of research and the expectations of library users make it critical that we anticipate needs and devise innovative services. The growth and transformation of campus facilities also present unique opportunities for the Library. As we plan for the next five years, the Library faces several key challenges.

### **Researcher expectations for seamless access to information**

Google, amazon.com, and other one-stop search engines have reshaped how library users anticipate finding and receiving information. Over the next five years the Library needs to enhance services to meet user expectations. We must develop better search engines that move beyond the traditional online library catalog, offer content delivery using push technologies such as RSS feeds, and support new research tools for access and information storage (such as iPods, to use one obvious example).

### **Organization of collections, services, and facilities for interdisciplinary research**

The traditional organization of library collections, services, and facilities around individual departments or schools is not as effective in an interdisciplinary research and learning environment. The Library has the opportunity to become truly interdisciplinary by integrating the science and engineering collections and services into those of the Perkins/Bostock complex, and to develop, in collaboration with the libraries of the professional schools, a shared vision and mission for all campus libraries. Satellite library resource centers should complement Perkins/Bostock in various campus locations. In addition, a library presence focused on visual culture will be essential for the new Central Campus. More deliberate campus-wide planning will benefit the wider Duke community of scholars and students.

### **Resources and services to support undergraduate research**

Increasingly, undergraduates undertake challenging original research assignments, requiring rapid access to primary sources and data. They rely on distinctive subject and special collections, and innovative library instruction and individualized support. Sustained funding in support of instruction and outreach services that focus on undergraduate research will be vital for the continued provision of these services.

### **Coordination of campus-wide library services**

In an increasingly interdisciplinary environment, the campus libraries need a coordinated voice and vision. They should seek consistency in service models and efficiencies offered by better integrated infrastructures and technical services. There are also opportunities to coordinate more closely their collection development efforts, both print and digital, to ensure that all faculty and students have access to a full array of scholarly resources. The development of a broader enterprise budget that includes technology support and staffing, electronic resources, interdisciplinary collections, and other elements would be an important step in clarifying a campus-wide approach.

**Recruitment, retention, and training of staff**

The Library must take aggressive measures to ensure that it has the total rewards and professional development programs in place to motivate and retain its high performing staff. Additional training and staff development efforts will also be needed so that staff are properly trained on the latest technology and service delivery methods.

## STRATEGIC GOALS AND RESOURCES REQUIRED

### **Goal 1: Provide flexible, functional, inviting, safe, technology-equipped library space throughout the Perkins Library System**

Planning for library facilities must respond to increasing collaboration among faculty and students across departments and disciplines. Just as the Bostock Library successfully links the main quad with new science, engineering, and Divinity facilities, so must other libraries connect disciplines and campuses.

**Strategy 1.1:** Complete the Perkins Project, including renovations to the 1968, 1948, 1928 and Old Law buildings to bring them to the level of Bostock.

**Resources required:** Phase Two of the Perkins Project is estimated at \$30M. University funding and library fundraising efforts will be needed to secure funding for the completion of the project.

**Strategy 1.2:** Integrate the science and engineering libraries into Perkins/Bostock to create an interdisciplinary library that meets the needs of students and faculty throughout campus.

**Resources required:** Beginning in August 2006, the Chemistry library will move into Perkins. It is expected that the Biology and Environmental Sciences collections and staff will relocate in approximately August 2007. While plans call for the eventual move to Perkins of the engineering, math, and physics collections at Vesic, the timeline has not been finalized.

The estimated cost for each move will vary depending upon the acquisition of digital backfiles of the journals that support each department and discipline; projected moving expenses, including licensing the backfiles so many more print journals can be moved to the LSC, are estimated at \$550,000 per branch library. For Chemistry, there will be Library of Congress reclassification-related costs as the Library will need to expedite that processing; there will also be costs for the physical movement of the collections. However, it is expected that the LC project budget will absorb the reclassification costs and the expenses to move the collection will largely be offset by cost savings resulting from the reassignment of staff within the Perkins System.

**Strategy 1.3:** Plan and construct a visual culture library facility on Central Campus, to support academic programs and provide access to multimedia resources.

**Resources required:** University funding will be required for the planning, design and construction of the Central Campus library, which may be part of another facility; additional funding will be needed for the physical movement of the collections and the shifting of materials within the Music and/or Lilly Libraries.

**Strategy 1.4:** Establish library satellite space on Science Drive.

**Resources required:** With the consolidation of science and engineering collections in the Perkins/Bostock buildings, library support on Science Drive will be needed for students and faculty, possibly in the new French Sciences building or the renovated Gross Chem building. Services will be user-focused, mobile, and flexible. The spaces need not be large, but should provide reading-room settings and technology and offer library staff services on a regular schedule. There will be design, technology, furnishings and possibly staff expenses associated with the satellite locations. Planning is expected to commence as soon as decisions are made by the University regarding the disposition of facilities on Science Drive.

**Strategy 1.5:** Establish Lilly as a gateway library for first-year students.

**Resources required:** With the shifting of collections to Central Campus, Lilly will have the opportunity to renovate and redesign spaces to serve as a one-stop destination for first-year students. The reference collections and services of the Lilly Library, including instruction, FOCUS, and Writing 20 support, introduce freshmen to the basics of scholarly research.

The existing HVAC system cannot adequately cool the facility. The projected cost to upgrade mechanicals and replace the existing system is \$370,000. Additional funding for design, renovation and redecoration will also be required to create flexible individual and group study spaces.

**Strategy 1.6:** Improve space and evaluate the collections and services for the Music Library and the Music Media Center.

**Resources required:** A complete assessment will be required to project space needs; the March 2006 external review of the Music Library will serve as the basis for this assessment, and will include meetings with faculty as well as a review of collection policies and service points. The digitization of scores will be considered for funding by the Library's Digital Collections Council; the completion of this project and the physical transfer of some materials to the LSC will help alleviate some of the space pressure, but longer term consideration needs to be given to the Music Library, within the context of the needs of the Music Department.

**Strategy 1.7:** Provide flexible, innovative spaces featuring multimedia tools and staff to facilitate individual and group research and presentations.

**Resources required:** Funding for the design, construction, basic audio-visual equipment and furnishing for Bostock/Perkins is included in the Perkins Project budget. SIP funds will be requested for additional multimedia equipment for all group study spaces and labs, and for the construction of a video conferencing facility in Perkins/Bostock. The Library will explore cooperative funding with OIT for staff support for these spaces; it is expected that staff support will cost an average of \$45,000 per year (salary and benefits).

**Strategy 1.8:** Strengthen measures to ensure the safety and security of users, staff and materials.

**Resources required:** Enhanced closed-circuit television cameras are already planned for the Perkins Project and have been included in the Phase Two capital budget. Security training for student workers will become part of their new hire orientation; no-cost, ongoing training will be provided by Campus Police. Contracts will be negotiated with Campus Police to provide full-time, third shift security coverage for Perkins/Bostock and Lilly; estimates have already been requested and will be covered by the Library's operating budget.

## **Goal 2: Exploit digital technology to provide convenient, seamless access to scholarship in all formats**

Like the mortar and stone that house collections, the Library must also construct a virtual infrastructure to support the intellectual inquiry of students and faculty. This will allow optimal access to research resources with all of the conveniences that modern technology now affords.

**Strategy 2.1:** Present access to online library resources through a simplified web interface to address user dissatisfaction with the existing interface.

**Resources required:** \$80,000 in SIP funds will be needed to purchase a development server and to create a one-year term web designer position to design and test new access interfaces. The Library's operating budget will absorb usability testing and other direct, related expenses for the term position.

**Strategy 2.2:** Support for metadata creation and maintenance projects.

**Resources required:** The Library's FY08 operating budget will likely include a new Metadata Librarian position, essential for creating access points for digital collections, as well as for maintaining current projects. The new position, estimated at \$68,000 for salary and benefits, will enable expansion of digital collections, a clear priority for users. The Library's operating budget will absorb additional direct operating costs for this position.

**Strategy 2.3:** Provide seamless, portable and user-driven access to library content.

**Resources required:** A plan, including resource requirements, will be needed to address the gap between current services and user expectations; funding requests will be submitted as part of the FY08 budget cycle.

There are a number of tools currently available and/or nearing the beta testing stage that would dramatically improve the quality of user-driven access. One such information integration and navigation tool, Endeca, recently adopted by North Carolina State University Library, allows users not only to find what they are looking for, but also to discover other unanticipated, related resources. Such a tool appeals to users because of its simplicity and its similarity to search engines they find on the Internet. The estimated cost for the purchase and installation is \$300,000. The University's integrated library

system, ExLibris, is looking to beta test its information integration and navigation tool at Duke; no cost estimates are yet available, but the Library would like to be a beta site.

**Strategy 2.4:** Develop a digital collections plan, utilizing the Digital Production Center.

**Resources required:** The Digital Collections Council, in concert with other committees, will develop a digital collections plan for the Library that recognizes and showcases the unique collections at Duke. Collaboration with the professional school libraries will actively sought and will strengthen this plan. Participation in national cooperative digital projects is a priority for the Library. The Digital Production Center's staffing model and equipment inventory will be reviewed to enable it to serve as the primary developer of local digital content.

**Strategy 2.5:** Invest in extensive e-journal backfiles to provide convenient access to more scholarship in digital form.

**Resources required:** Users seek more information in digital form, especially complete runs of journals. The Library's e-journal collections do not yet include the complete digital backfiles for the thousands of journals to which the Library subscribes. Each set requires a one-time initial payment and a relatively modest ongoing access fee that would be absorbed into the Library's collections budget. With an estimated commitment of \$3.7M over five years, the digital backfiles for a major portion of journals for chemistry, biology, engineering, physics and math could become accessible to Duke users, as well as backfiles in the humanities, social sciences, and international and interdisciplinary subject areas. Such an acquisition would require a two-year, .75 FTE library associate to request, claim and catalog the materials; estimated annual cost is \$36,000 for salary and benefits. For the remaining three years, the Library's operating budget would absorb the diminishing staff time required for the technical services support of these files. This investment will also enable the Library to move a significant volume of print journal backfiles offsite.

**Strategy 2.6:** Further integrate library resources with course management systems and other teaching and learning tools

**Resources required:** Librarians and staff from the Center for Instructional Technology (CIT) will collaborate to integrate library resources more broadly into Blackboard, the University's course management system. Funding will be needed from OIT to convert an academic technology consultant on a term appointment to a permanent position; the estimated annual cost for the position is \$70,000, including salary, benefits and direct expenses.

**Strategy 2.7:** Collaborate with the Office of Information Technology and other campus units in supporting the Duke Digital Initiative and the development and use of multimedia materials.

**Resources required:** Library staff will actively forge collaborations with faculty and other technology units on campus (e.g., OIT, A&SIST) to ensure that new types of digital

media (audio/video) and new delivery methods (streaming media, RSS, “push” technologies) are available to the Duke community to meet research, teaching, and learning needs. Funding will be needed from OIT to convert an academic technology consultant on a term appointment to a permanent position; the estimated annual cost for the position is \$70,000, including salary, benefits and direct expenses. Funding will also be needed for a full-time Program Evaluator to assess the growing number of campus-wide technology initiatives. This individual will coordinate evaluation activities of CIT programs and services, supervise and lead collaborative efforts among CIT, OIT and other university evaluation units in assessing university instructional technology initiatives, and consult with departments in planning assessment strategies for their programs; the estimated annual cost for the position is \$75,000, including salary, benefits and direct expenses.

**Strategy 2.8:** Facilitate the planning and implementation of a shared campus approach to the management of digital assets

**Resources required:** In cooperation with campus information technology groups, the Library will lead the effort to develop university-wide institutional repositories for managing, storing, and preserving digital assets of all types. A \$42,000 grant from the Andrew W. Mellon Foundation awarded to Duke’s libraries in collaboration with Dartmouth will be used to engage in planning this initiative. Tracy Futhey has proposed a placeholder figure of \$2M for initial video capture and for creating the repository. This initiative will require new Library staffing support, although the particular configuration will develop as the planning progresses.

### **Goal 3: Coordinate and integrate library resources and services to maximize support for interdisciplinary initiatives, teaching and research**

Duke's interdisciplinary focus offers the opportunity to develop new methodologies and fields of research. Across the humanities and social sciences, faculty are actively engaged in the study and use of new technologies, and the Library is responding to collaboration not only across scientific disciplines, but also increasingly among the sciences, social sciences, humanities, and professional schools. Traditional collections, including international collections and special collections, must be maintained and expanded in all fields in which the university is committed to distinction. Rising costs of collections will require a campus-wide strategy for addressing library support for new programs.

**Strategy 3.1:** Strengthen print collections in support of existing academic programs, research and teaching, and maintain flexibility in collection development to respond quickly to address new initiatives as they emerge.

**Resources required:** The Library is known for deep collections in certain fields. Adequate funding will be needed to build and/or enhance collections in all fields in which the university is committed to competitive excellence. The completion of the Library’s collections budget audit will lead to a reallocation of resources from traditional collecting

areas to new areas. Fundraising efforts will identify external funding sources for new programs, and cooperative strategies will be pursued with academic departments to ensure that faculty appointments in new areas and plans for new academic programs include start-up funds to support library needs. The Library also plans to build a reserve fund for new initiatives.

**Strategy 3.2:** Develop strategies to coordinate and integrate library resources and services.

**Resources required:** In an increasingly interdisciplinary environment, all campus libraries share responsibility for supporting Duke's information needs, and have the opportunity to pool knowledge, resources and perspectives to respond to new initiatives, create efficiencies, and ensure a consistently positive library experience for users. The Library is committed to working with campus libraries to create a vision and mission for the libraries as a whole, and to identifying elements that will advance that shared mission. Examples are the development of a consistent web interface for all libraries, the creation of shared positions to promote interdisciplinary research support across campus, the review and revision of budget structures for electronic resources, and the initiation of a collaborative process to create digital collections. This will require the commitment of time and energy on the part of librarians across campus.

**Strategy 3.3:** Promote education, awareness and discussion of scholarly communication issues.

**Resources required:** The Library will need to take an activist role in scholarly communication issues by promoting alternatives to current publishing models and advocating the extension of fair-use principles in the digital environment. OIT has committed funding for the three-year term appointment of a Scholarly Communications Officer to serve as a campus-wide resource. Funding for the position and related programming and direct expenses will be required beginning in FY2010 in the amount of \$115,000 per year for salary and benefits.

**Strategy 3.4:** Support inquiry-based learning through an expanded instruction program.

**Resources required:** Dean Robert Thompson has committed funding for a .50 FTE instruction and outreach librarian through FY08; the Library is funding the other .50 FTE. Funding for the full position and related programming and direct expenses will be required in the amount of \$60,000 per year. Library restricted funds of \$18,000 will also be used to increase the hours for two instruction interns from .37 FTE to .50 FTE. The interns provide an array of instruction programs and outreach activities on both the west and east campuses.

**Strategy 3.5:** Develop and implement a plan to market library collections and services.

**Resources required:** The Library must evaluate and enhance marketing and public relations strategies used to promote its resources, programs, facilities and services. The goal is to create a more acute awareness within the Duke community of Library services and collections, and how the Library can facilitate the work of students and faculty. The

Library should invest more time and planning in communicating about both our traditional and non-traditional functions, and clearly present these services as Library products. This “branding” should be consistently evident in Library publications, literature, services, physical spaces, and all Library web pages.

The Library is exploring options for the most cost-effective means to create a marketing plan. Hiring an external consultant is an option, but the Library is investigating working with students in the Fuqua School to provide them with practical consulting experience. Once the plan has been developed, the Library’s operating budget is expected to absorb the implementation costs.

**Strategy 3.6:** Develop and implement fundraising activities to augment collections, facilities, staffing, programs and technology.

**Resources required:** The Director of Development will work with library staff, the Library Advisory Board, central development and others to develop and implement an array of fundraising strategies to secure external funding for library needs. The Friends of the Library group, under the guidance of the new Assistant Director of Development, will assume a more active role to identify and secure external funds.

**Strategy 3.7:** Identify, adopt and apply effective measures to assess Library programs, services and resource utilization.

**Resources required:** The Library needs to utilize information gathered in its daily operations as well as soliciting input on its services. Use of tools such as *LibQual+* must become a regular part of evaluating the Library landscape. The cost for participation in our third *LibQual+* survey will be included in the Library’s annual operating budget in FY08 or later. Funds for staff training will also be included in the operating budget. As requested in **Strategy 2.7**, funding will also be needed for a full-time Program Evaluator; the estimated annual cost for the position is \$75,000, including salary, benefits and direct expenses.

**Strategy 3.8:** Preserve print, digital, and media collections, and collaborate in efforts to preserve archives of electronic journals.

**Resources required:** SIP funds were previously used to create a preservation and conservation program in the Library. Funding for a full-time conservator is needed to meet the growing demand for such work; the estimated annual cost for the position is \$53,000. Capital funds will also be required to provide a cold storage solution for film and other materials, as the Library plans to host the Full Frame Documentary Film Festival archives. The Library is working with the architects in the Facilities Management Department (FMD) to explore alternatives and costs for maintaining a cold storage container at the LSC.

**Strategy 3.9:** Reorganize library staff to serve interdisciplinary centers.

**Resources required:** The Library must match skills to needs in support of scholars' research and teaching agendas. Strategies include recruiting, training, and cross-training staff to develop skills and knowledge, including subject knowledge in areas that support interdisciplinary centers.. The cross-training will include mentoring and brief assignments of staff to other departments or functions.

#### **Goal 4: Develop and maintain policies and programs that support the recruitment, high performance, and retention of a well-qualified, highly motivated and diverse workforce.**

We must take a proactive posture in addressing workforce planning to ensure that we are able to attract and retain a well-qualified, high-performing and motivated workforce to meet the needs and challenges the new digital age and academic programs of the University will present.

**Strategy 4.1:** Create and implement a comprehensive program that recognizes and rewards exceptional individual and group performance, collaboration, creative problem-solving, continuous learning and a demonstrated commitment to diversity.

**Resources required:** The Library will appoint a task force to research and recommend best practices for recognizing and rewarding individual and group contributions. Existing financial resources budgeted for current programs will be reallocated and augmented from restricted and external funds to ensure full funding for these programs.

**Strategy 4.2:** Develop career pathways and job transfer strategies that facilitate the career growth of high-performing staff and provide staff with the tools and educational opportunities required to develop new skills.

**Resources required:** The Library's Career Pathways Task Force will submit their recommendations once the University's new compensation plan has been adopted. It is expected that funds from the Library's operating budget will be needed for two consultant visits to Duke and continuing education/training for staff. Additional costs are likely to include University tuition benefits for degrees pursued both at Duke and at other institutions and ongoing support from the Professional Development Office in Duke HR.

**Strategy 4.3:** Develop and implement an effective workforce plan to create the optimal workforce for the Library's future and to identify appropriate workload staffing levels necessary for running current operations.

**Resources required:** 1) Use existing resources, from both the Library and Duke HR, to create a workforce plan by analyzing the composition of the current staff, forecasting anticipated needs and competencies, assessing the gap between our current and anticipated needs, and developing strategies for bridging the gap; 2) use an estimated \$15,000 from Library restricted funds, to hire a consultant to facilitate the design and implementation of a succession planning system to address skill development in leadership, management, and critical staff positions; 3) use existing operating funds for training and staff development to ensure that staff develop the skills necessary to assume

new roles; 4) emphasize management/supervisory training given the projected loss of middle managers to retirement during the time period of this plan.

**Strategy 4.4:** Develop a compensation strategy that emphasizes competitive pay, internal equity, administrative flexibility, and the linkage of pay and performance in order to attract and retain a well-qualified and high-performing staff.

**Resources required:** Working with Duke HR's Rewards and Recognition Department, the Library will assess and adjust salary ranges for non-librarians and salary minimums for librarians. A complete compensation audit will be conducted using existing Library HR staff in collaboration with Duke HR and the Office of Institutional Equity. It is expected that compression, internal equity and/or market-based adjustments will be warranted for a number of staff. SIP funds will be requested to ensure funding for one-time adjustments in base compensation to deserving staff and an associated increase to the Library's base allocation.

**Strategy 4.5:** Develop a recruitment plan that embraces diversity, responds to the "graying" of the library profession, and reflects the evolving roles of librarians and staff.

**Resources required:** 1) Sustainable funding for the Diversity Fellows Program. The Program was initially funded for three years from the Faculty Diversity Initiative and has thus far achieved its goals to attract and train librarians from underrepresented minority groups. The Library has benefited from the projects completed by the fellows, the full-time work they perform in their second year, and from their perspectives and collective experiences. Funding is requested to continue this program at its current level at an annual cost of \$100,000. 2) A comprehensive recruitment plan that is based on staff input, research of best practices in recruiting a diverse workforce and a solid workforce plan; existing operational resources will be utilized to develop and execute the plan.

## APPENDIX I

### SUMMARY OF RESOURCES REQUIRED

STRATEGY	DESCRIPTION	FUNDING REQUIRED
<b>GOAL 1: Provide flexible, functional, inviting, safe, technology-equipped library space throughout the Perkins Library System</b>		
<b>Strategy 1.1:</b>	Complete the Perkins Project	\$30M for Phase Two; estimate to be developed for project completion
<b>Strategy 1.2:</b>	Integrate the science and engineering libraries into Perkins/Bostock	\$550,000 per branch depending upon electronic backfiles
<b>Strategy 1.3:</b>	Plan and construct a visual culture library on Central Campus	Funds for the planning, design and construction of the Library; no estimates available
<b>Strategy 1.4:</b>	Establish library satellite space on Science Drive	Funds for design, technology, furnishings and possibly some new staff
<b>Strategy 1.5:</b>	Establish Lilly as a gateway library for first-year students	\$370,000 to replace existing HVAC; funds for renovation and furniture replacement
<b>Strategy 1.6:</b>	Improve space and service model for the Music Library	No new funding required
<b>Strategy 1.7:</b>	Provide flexible, innovative spaces featuring multimedia tools and staff	Funds for additional multimedia equipment for all group study spaces, multimedia labs and to construct a video conferencing facility in Perkins/Bostock
<b>Strategy 1.8:</b>	Strengthen library security measures	No new funding required
<b>GOAL 2: Exploit digital technology to provide convenient, seamless access to scholarship in all formats</b>		
<b>Strategy 2.1:</b>	Present access to online library resources through a simple web interface	\$80,000 to purchase a new web server and to fund a one year web designer term appointment
<b>Strategy 2.2:</b>	Support for metadata creation and maintenance projects	\$68,000 for a Metadata Librarian; to be funded by the Library
<b>Strategy 2.3:</b>	Provide seamless, portable and user-driven access to library content	To be determined; possible tool runs approximately \$300,000
<b>Strategy 2.4:</b>	Develop a digital collections plan	No new funding required
<b>Strategy 2.5:</b>	Invest in extensive e-journal backfiles	\$3.7M over five years plus \$36K for two years for staff support
<b>Strategy 2.6:</b>	Further integrate library resources with course management systems	\$70,000 per year to fund Academic Technology Consultant
<b>Strategy 2.7:</b>	Collaborate with OIT and other campus units in supporting the Duke Digital	\$145,000 per year for an Academic Technology Consultant and Program

<b>STRATEGY</b>	<b>DESCRIPTION</b>	<b>FUNDING REQUIRED</b>
	Initiative	Evaluator
<b>Strategy 2.8:</b>	Facilitate the planning and implementation of a shared campus approach for institutional repositories for digital assets	A placeholder figure of \$2M has been suggested by Tracy Futhey pending the development of a campus-wide plan
<b>GOAL 3: Coordinate and integrate library resources and services to maximize support for interdisciplinary initiatives, teaching and research</b>		
<b>Strategy 3.1:</b>	Strengthen print collections and maintain flexibility to meet needs of emerging initiatives	Annual requested inflator
<b>Strategy 3.2:</b>	Develop strategies to coordinate and integrate library resources and services	The required resources will be determined once a strategy has been developed
<b>Strategy 3.3:</b>	Promote education, awareness and discussion of scholarly communication issues	\$115,000 for the Scholarly Communication Officer
<b>Strategy 3.4:</b>	Support inquiry-based learning through an expanded instruction program	\$78,000 for instruction and outreach librarian and expanded intern hours
<b>Strategy 3.5:</b>	Develop and implement a plan to market library services	No University funding expected
<b>Strategy 3.6:</b>	Develop and implement fundraising activities	No University funding expected
<b>Strategy 3.7:</b>	Identify, adopt and apply effective measures to assess library programs, services and resource utilization	Per Strategy 2.7, \$75,000 per year for program evaluator
<b>Strategy 3.8:</b>	Preserve print, digital, media collections	\$53,000 per year for full-time conservator
<b>Strategy 3.9:</b>	Reorganize library staff to serve interdisciplinary centers	No University funding expected
<b>GOAL 4: Develop and maintain policies and programs that support the recruitment, high performance, and retention of a well-qualified, motivated and diverse workforce.</b>		
<b>Strategy 4.1:</b>	Create strategies and programs that recognize and reward exceptional individual and group performance	No University funding expected
<b>Strategy 4.2:</b>	Develop career pathways and job transfer strategies	No University funding expected
<b>Strategy 4.3:</b>	Identify and create succession/development plans	No University funding expected
<b>Strategy 4.4:</b>	Develop a compensation strategy	Funding will be requested to adjust salaries for selected staff
<b>Strategy 4.5:</b>	Identify sustainable funding for the Diversity Fellows Program	\$100,000 for two Fellows annually

## APPENDIX II

### SUMMARY OF RESPONSIBILITIES FOR EVALUATION

While all Library staff will contribute to achieving the goals described in this plan, it is essential that a particular individual or group within the library be responsible for planning, promoting and monitoring progress toward each goal. Responsibilities are assigned as follows.

<b>GOAL 1: Provide flexible, functional, inviting, safe, technology-equipped library space throughout the Perkins Library System</b>		
<b>Strategy 1.1:</b>	Complete the Perkins Project	Deborah Jakubs, University Librarian
<b>Strategy 1.2:</b>	Integrate the science and engineering libraries into Perkins/Bostock	Tom Wall, Associate University Librarian/Director of Public Services
<b>Strategy 1.3:</b>	Plan and construct a visual culture library on Central Campus	Deborah Jakubs
<b>Strategy 1.4:</b>	Establish library satellite space on Science Drive	Tom Wall
<b>Strategy 1.5:</b>	Establish Lilly as a gateway library for first-year students	Kelley Lawton, Head – Lilly Library
<b>Strategy 1.6:</b>	Improve space and service model for the Music Library	Kirstin Dougan, Interim Head – Music Library
<b>Strategy 1.7:</b>	Provide flexible, innovative spaces featuring multimedia tools and staff	Lynne O’Brien, Director of Academic Technology and Instructional Services and Edward Gomes, Head – Information Systems Support
<b>Strategy 1.8:</b>	Strengthen library security measures	Ashley Jackson, Head – Building Services
<b>GOAL 2: Exploit digital technology to provide convenient, seamless access to scholarship in all formats</b>		
<b>Strategy 2.1:</b>	Present access to online library resources through a simple web interface	Lynne O’Brien and to be named Head – Digital Projects
<b>Strategy 2.2:</b>	Support for metadata creation and maintenance projects	Edward Gomes
<b>Strategy 2.3:</b>	Provide seamless, portable and user-driven access to library content	Lynne O’Brien, Gateway Committee
<b>Strategy 2.4:</b>	Develop a digital collections plan	Virginia Gilbert, Head – Collection Development and Tina Kirkham – Manager -- Digital Production Center

<b>Strategy 2.5:</b>	Invest in extensive e-journal backfiles	Nancy Gibbs, Head - Acquisitions
<b>Strategy 2.6:</b>	Further integrate library resources with course management systems	Lynne O'Brien and Amy Campbell, Assistant Director of the Center for Instructional Technology/Head – Faculty Services
<b>Strategy 2.7:</b>	Collaborate with OIT and other campus units in supporting the Duke Digital Initiative	Lynne O'Brien and Yvonne Belanger, Program Evaluator
<b>Strategy 2.8:</b>	Facilitate the planning and implementation of a shared campus approach for institutional repositories for digital assets	Winston Atkins, Preservation Officer and Tim Pyatt, University Archivist
<b>GOAL 3: Coordinate and integrate library resources and services to maximize support for interdisciplinary initiatives, teaching and research</b>		
<b>Strategy 3.1:</b>	Strengthen print collections and maintain flexibility to meet needs of emerging initiatives	Virginia Gilbert, Robert Byrd, and Ann Elsner, Director of Administrative Services
<b>Strategy 3.2:</b>	Develop strategies to coordinate and integrate library resources and services	Deborah Jakubs
<b>Strategy 3.3:</b>	Promote education, awareness and discussion of scholarly communication issues	Kevin Smith, Scholarly Communications Officer
<b>Strategy 3.4:</b>	Support inquiry-based learning through an expanded instruction program	Emily Werrell, Head – Instruction and Outreach
<b>Strategy 3.5:</b>	Develop and implement a plan to market library services	Thomas Hadzor, Director of Library Development and Ilene Nelson, Director of Library Communications
<b>Strategy 3.6:</b>	Develop and implement fundraising activities	Thomas Hadzor
<b>Strategy 3.7:</b>	Identify, adopt and apply effective measures to assess library programs, services and resource utilization	Emily Werrell and Yvonne Belanger
<b>Strategy 3.8:</b>	Preserve print, digital, media collections	Winston Atkins
<b>Strategy 3.9:</b>	Reorganize library staff to serve interdisciplinary centers	Tom Wall

**GOAL 4: Develop and maintain policies and programs that support the recruitment, high performance, and retention of a well-qualified, motivated and diverse workforce.**

<b>Strategy 4.1:</b>	Create strategies and programs that recognize and reward exceptional individual and group performance	Manager – Library Human Resources
<b>Strategy 4.2:</b>	Develop career pathways and job transfer strategies	Manager – Library Human Resources
<b>Strategy 4.3:</b>	Identify and create succession/development plans	Library Executive Group
<b>Strategy 4.4:</b>	Develop a compensation strategy	Ann Elsner
<b>Strategy 4.5:</b>	Identify sustainable funding for the Diversity Fellows Program	Ann Elsner