

Sharpening Our Vision

The Duke University Libraries' Strategic Plan for 2010 -2012

Executive Summary

The Libraries recently assessed our current strategic plan, researched the environment in which we are operating, reviewed our strengths and the challenges within that environment and developed key priorities for the next two to three years. The following vision statement captures the Libraries' ambitions.

Vision Statement

The Duke University Libraries will strengthen their role as an essential partner in research, teaching and scholarly communication. The Libraries will be known for providing access to world-class resources within and beyond their collections, in all formats, and at the point and place of need. The Libraries' physical spaces will encourage reflection, intellectual exploration and academic interaction. Working with others, the Libraries will be an innovative leader for the University community as scholarly communication systems are transformed. An expert, flexible and responsive staff will interact with faculty, staff and students at multiple points in their research, teaching, learning and publishing. As the University community assesses progress toward its strategic goals, it will note that the Libraries have played a major role in promoting excellence in teaching and scholarship, internationalization, interdisciplinarity and knowledge in the service of society.

Strategic Directions for 2010 – 2012

To fulfill our vision, the Libraries will focus on the following strategic directions:

Strategic Direction 1: IMPROVE the USER EXPERIENCE – Understand library users' research and library experiences and use that information to shape collections, spaces, and services.

Strategic Direction 2: PROVIDE DIGITAL CONTENT, TOOLS and SERVICES - Provide services and scholarly resources in formats that best fit user needs. In a digital world, we must shift our efforts increasingly toward the support of digital content, tools and services while maintaining a role in collecting and providing access to print materials.

Strategic Direction 3: DEVELOP NEW RESEARCH AND TEACHING PARTNERSHIPS - Ensure that the Libraries provide the best possible support for research and teaching by developing new strategies for working with users, collaborating with other groups and embedding staff and services at the right places in users' workflows. Use what we learn from these partnerships to shape collections and services.

Strategic Direction 4: SUPPORT UNIVERSITY PRIORITIES - Articulate how the Libraries' collections, services, and initiatives align with the University priorities of excellence in research and teaching, internationalization, interdisciplinarity, and knowledge in the service of society.

Strategic Direction 5: ENHANCE LIBRARY SPACES - Ensure that the Libraries' use of physical space develops in coordination with the evolution of the teaching and research needs of the University.

The Context for the Libraries' Plan

The Libraries are part of a rapidly changing environment which includes not only libraries and higher education, but also businesses and other organizations that serve as information providers and keepers of cultural heritage. We read widely and consulted with individuals within and beyond the Libraries to understand the most important trends in the academic research library environment.

The very term “library” has been redefined, as we have moved rapidly into the digital world. In this environment, the potential is much greater for research libraries to create new services and integrate them more deeply with academic programs. There are opportunities to partner more closely with faculty and to innovate in working with students. There is no other unit in the University in which roles and responsibilities have changed more quickly and dramatically than in the Libraries.

From a review of the current environment, we identified several key factors to consider in developing the new plan and summarized them below.

Importance of University alignment - Duke University has established clear priorities for University strategic planning and is allocating resources to support those priorities. The new plan emphasizes articulating the way the Libraries' services, collections and staffing contribute to the following University priorities:

- Interdisciplinary approaches to research and teaching
- Internationalization: developing a global perspective in research and education, and establishing Duke campuses and programs around the world
- Creating and using knowledge in the service of society
- Contributing to University planning and assessment activities
- Staying focused on excellence in scholarship, teaching and service.

Need for efficiency and effectiveness - The University administration has stated that the costs of Duke's operations will shrink during the next few years, and thus all University groups will need to economize. The Libraries are seeking efficiencies, both to align with University economic priorities and to ensure that library resources are used most effectively. It is more critical than ever to demonstrate the value of the University's investment in the Libraries.

Value of big picture thinking - To ensure that the Libraries support their users in the best way possible within a rapidly changing and increasingly competitive environment, the new strategic plan should include strategies to encourage everyone to understand trends and issues and to participate in big-picture thinking.

Understanding user experiences - Faculty, staff and students have new patterns of teaching, learning and research. The Libraries will be most successful if we know library users well, recognize the differences among groups of users, and plan services, spaces and programs that reflect user needs, interests and work styles.

Importance of assessment - The recent SACS accreditation process as well as the economic downturn have increased the University's interest in setting priorities and assessing outcomes. The Libraries must have clear and widely-understood goals for our work and strategies for determining whether we are meeting our goals.

New opportunities for research and teaching partnerships - Faculty and students now carry out their research, teaching and service differently from in the past. Scholars share research results in ways that go beyond traditional commercial publishers. In addition to traditional roles of gathering resources and providing access to scholarship, the Libraries can play important new roles in working directly with scholars during the research process, being advocates for open publishing models and providing stewardship of data.

Growth of collaborative work patterns - The University's priorities and the way researchers work involve cross-institutional arrangements. The Libraries will benefit from deep engagement with the rest of the University, with other libraries and with organizations related to our mission. To accomplish strategic goals in the next several years, we may need to reconsider existing library departments and organization. We anticipate more cross-departmental projects and services, and more team work with other organizations on campus and at other institutions.

Emphasis on digital materials, tools and services - An increasing number of materials that faculty and students use and create while teaching, learning, or conducting research are digital. Scholarship in digital form extends beyond digital text—it includes a diverse array of formats such as data sets, images, audio, and video. In addition to digital content, there is also an expanding range of new digital tools to support writing, collaboration, citation management, data analysis, and other scholarly activities. While continuing to collect print materials, the Libraries also will need to manage a growing proportion of digital materials, a wider variety in formats, and new digital tools.

Benefits of innovation - By being an innovator in targeted areas, the Duke Libraries can build on our reputation as a leading research library and an effective player in the academic enterprise. Innovation can include both developing new things and implementing useful tools quickly and strategically.

Staff as life-long learners – Just as the University strives to develop students as life-long learners, we recognize the importance of continual professional development for library staff. The new plan should provide opportunities for staff to learn to use new tools and offer support as they adjust to changing work flows and new roles.

Strategic Directions for the Duke University Libraries

In defining the Libraries' goals for the next two to three years, we deliberately focused on what would be different from what we are already doing. We have not attempted to list everything the Libraries will be doing during that time. Instead we list strategic directions for this time period and goals related to those strategic directions. Sample action items that could be used to carry out the strategies and accomplish goals follow. We recognize that all individuals and groups in the Libraries will have ideas to contribute to this initial list, and that specific approaches will change over time as we review and modify the strategic plan.

Strategic Direction 1: IMPROVE THE USER EXPERIENCE

Understand library users' research and library experiences, and use that information to shape library collections, spaces, and services.

Goals:

- 1.1 Frame a systematic process for collecting and sharing information about the ways library users work.
 - Identify a core team of Libraries staff to guide assessment activities and to design instruments to capture how diverse communities use resources, services, space, the library website and library programs.
 - Create a central archive for user data.
- 1.2 Use a better understanding of user communities to create extensive and deep collaboration with users at earlier stages of their research and teaching.
 - Participate in LibQual+ Lite
 - Create a mechanism for exploring discovery interfaces and other user-centered tools.
- 1.3 Institutionalize innovation by employing results from user assessments to improve procedures and services quickly.
 - Experiment with more user-driven collection strategies.
 - Develop project management expertise in order to implement projects that respond to user needs and that support emerging research methodologies and data needs.
 - Review and pilot an article recommender service to provide information to users regarding the behavior of others who have performed similar searches.
- 1.4 Present library programs and services in ways that help users understand the connections to their needs.
 - Have a well defined and well understood service model that describes the similarities and differences across locations
 - Market library services, resources and spaces in ways that match users' communication channels and work styles.

Strategic Direction 2: PROVIDE DIGITAL CONTENT, TOOLS and SERVICES

Provide services and scholarly resources in formats that best fit user needs. In a digital world, we must shift our efforts increasingly toward the support of digital content, tools and services while maintaining a role in collecting and providing access to print materials.

Goals:

- 2.1 Increase the Libraries' capacity to create, acquire, and manage digital scholarly content in an increasingly diverse range of formats.
 - Accelerate digitization of unique Libraries materials and increase access to digital scholarly content in all formats, including new forms such as research data sets and multimedia.
 - Create systems and workflows to facilitate the creation and management of accurate, appropriate metadata for Libraries resources.
 - Develop a plan for preservation of digital materials as well as print, with clarification of what things we will do within the Duke Libraries, and what things we will do in collaboration with other organizations
- 2.2 Facilitate easy, convenient discovery and use of relevant scholarly information.
 - Enable Libraries data and content to be syndicated and aggregated, making it easily discoverable through any number of interfaces, and connected to relevant information from beyond our walls.
 - Deliver scholarly content through mobile devices, social media, course websites, virtual research environments and other means that meet user needs.
 - Consider participation in national and international projects for collecting born digital materials on behalf of our faculty.
- 2.3 Create and refine services to support the use of digital tools and digital content.
 - Support and encourage the use of new digital tools for scholarly work (collaborative virtual research tools, open publishing platforms, wikis, blogs, social media, citation tools, instructional technologies, data visualization tools, etc.).
 - Embed our services and expertise into systems and tools people are already using for research, teaching, and learning activities.
- 2.4 Provide opportunities for staff to become technologically skilled and adaptable.
 - Encourage staff to experiment, innovate, and try new approaches to their work through regular Library-wide, departmental and staff development planning processes.
 - Provide staff with opportunities for cross-departmental collaboration.
 - Provide staff and patrons with access to appropriate hardware and software, and facilitate training and other learning opportunities.

Strategic Direction 3: DEVELOP NEW RESEARCH AND TEACHING PARTNERSHIPS

Ensure that the Libraries provide the best possible support for research and teaching by developing new strategies for working with users, collaborating with other groups and embedding staff and services at the right places in users' workflows. Use what we learn from these partnerships to shape library collections and services.

Goals:

- 3.1 Encourage interaction of Libraries staff with all groups of users, with non-library groups at Duke, with other libraries and with additional organizations to identify opportunities for new collaborations.
 - Gather and share promising and successful models of new types of library organizations and collaborations.
 - Continue participation in the Open Library Environment (OLE) Project, in conjunction with other libraries, to develop better business technologies and to support emerging research and teaching workflows.
- 3.2 Be an active partner in the development of infrastructure that supports new types of research and publishing.
 - Participate in pilot projects around institutional repositories in connection with other units at Duke and beyond.
 - Support open access publishing experiments in collaboration with scholars.
 - Enhance our ability to support research for data, statistics and GIS services.
- 3.3 Expand Libraries partnerships that serve groups of constituents, such as Duke Engage, services for students studying abroad, and curriculum revision teams.
 - Define more consistent expectations for the level of interaction and services offered to departments, centers and institutes.
- 3.4 Develop a flexible organizational structure and encourage cross-department work.
 - Explore new organizations of Library staff and new service models, such as a team approach to consulting.

Strategic Direction 4: SUPPORT UNIVERSITY PRIORITIES

Articulate the ways the Libraries' collections, services, and initiatives align with the University priorities of excellence in research and teaching, internationalization, interdisciplinarity and knowledge in the service of society.

Goals

- 4.1 Develop a broad understanding across the Libraries of University priorities.

- Sponsor staff events and follow-up activities that explain University priorities and their implications for the Libraries.
- 4.2 Address emerging University priorities in library planning and assessment activities.
- Evaluate new projects and programs in terms of fit with University priorities.
 - Connect PEP plans and departmental goals with University priorities as reflected in the Libraries' strategic plan.
 - Design repositories and library digital infrastructure with broad access and interdisciplinary needs in mind.
 - Review acquisitions process for international materials and determine if an integrated selection tool such as WorldCat Selection will make it easier to acquire international materials.
 - Implement a student learning outcomes assessment program for the Libraries' instructional activities.
- 4.3 Connect the Libraries with University priorities in our external communications.
- Demonstrate alignment of Libraries projects with University priorities on website and other public-facing venues, such as fundraising materials, other publicity materials, exhibits, and events.

Strategic Direction 5: FOCUS ON ENHANCING LIBRARY SPACES

Ensure that the Libraries' physical space develops in coordination with the evolution of the teaching and research needs of the University.

Goals:

- 5.1 Complete the Perkins Project, a way of continuing to adapt Libraries spaces to user needs.
- Initiate the renovation of the 1928 and 1948 portions of the Perkins Library to provide enhanced spaces for instruction, research, exhibition and curation of Special Collections materials.
 - Create humanities labs and other collaborative spaces for faculty and students.
- 5.2 Regularly assess space usage in all Libraries locations and align space planning with evolving user needs.
- Implement a plan to assess on a regular basis how effectively Libraries spaces serve the needs of different user populations and how resources should be allocated in those spaces.

Recommendations for next steps

This strategic plan will be implemented during the next two to three years. The first step will be the expansion of the goals and strategies into detailed plans. We recommend a series of activities to help library departments and cross functional teams identify how their goals align with the plan and how they will modify their activities in support of the plan. Proposed

implementation activities include library-wide discussion of the plan, support for department heads in leading planning activities in their departments, ongoing educational activities about trends in research libraries, working groups to develop plans in targeted areas, incorporation of strategic plan goals into the Performance Evaluation Process (PEP) and regular review and revision to the plan.

Appendices that provide more details about the planning process, the review of the old plan, the context for planning and recommendations for implementing the new plan are available upon request.

Appendix A: About the Libraries' Strategic Planning Process

Appendix B: Assessment of 2006-2010 Library Strategic Plan, Connecting People + Ideas

Appendix C: Analysis of the Context for the Libraries' Plan

Appendix D: Recommendations for Implementing the Strategic Plan

Appendix A: About the Libraries' Strategic Planning Process

The Libraries' targeted strategic planning began in June 2009 in response to Provost Lange's request that units identify "the most critical priorities and the most effective pathways to reach them." Schools and other academic units were asked to develop plans that would update existing strategic plans, focus on the next two to three years and address the University-wide signature themes and strategic priorities.

In response to the Provost's memo, University Librarian Deborah Jakubs sought nominations from Libraries staff for a Targeted Strategic Planning Task Group. She charged that task group with assessing progress toward the 2006-10 strategic plan, *Connecting People + Ideas* and then crafting a focused set of priorities for the Libraries for the next two to three years. The members of the Task Group were:

Sean Aery, Web Designer, Digital Projects Department
Andy Armacost, Head of Collection Development and Curator of Collections, RBMSCL
Jean Ferguson, Head, Research and Reference Services
Diane Harvey, Head, Library Instruction and Outreach
Heidi Madden, Librarian for Western European Studies
Andrea Novicki, Academic Technology Consultant for Sciences
Lynne O'Brien (chair), Director, Academic Technology & Instructional Services
Natalie Sommerville, Catalog Librarian for Slavic Languages and Interim Head, Monographic Cataloging Section
Kim Burhop-Service, Manager of Libraries Human Resources (advisor to the group).

The Task Group met regularly between June and September 2009 and had monthly meetings with the Libraries' Executive Group to share information and receive guidance. All library staff were invited to participate in planning through discussion sessions on such topics as the future of research libraries, on library and university assessment activities and on e-Research and new models of library-researcher collaboration. The Task Group collected and analyzed information on the current higher education and academic library environment, met with library departments and shared its research and planning ideas on the Libraries' intranet, through e-mail and in regularly scheduled meetings.

This document represents the beginning of a planning process rather than a finished product. The plan will be submitted to the Provost and shared with other academic units. Within the Libraries, the plan will guide the work of subgroups and departments as they take the recommendations and shape actions and programs in response to the plan's goals and strategies. The plan will guide budget and staff development activities.

Appendix B: Assessment of 2006-2010 Library Strategic Plan, *Connecting People + Ideas*

This document provides a general summary of how much has been accomplished from the Libraries' [Strategic Plan for 2006-2010](#). The Targeted Strategic Planning Task Group considered what we could learn from the last plan to shape the new plan. A more [detailed report](#) is available in the library intranet. Note that many items are listed as "partly accomplished" because they are ongoing tasks.

Significant completed projects from the Libraries' current strategic plan include an enriched interface to library resources through Endeca, a standardized web interface through the content management system (CMS), a workflow for creating digital collections from the Libraries' holdings and an infrastructure for electronic theses and dissertations.

Print collections and staff from Chemistry, Biology, and Engineering have moved to Perkins and Bostock as part of the integration of the science libraries. To increase flexibility and the accessibility of resources, the Libraries purchased digital back files of many journals.

Renovation was completed for the 1968 building as part of the Perkins Project.

Business Services and Human Resources developed and implemented a compensation strategy for exempt staff in the Libraries. An effective workforce plan will be included in the next plan. There is continued interest in finding creative ways to offer non-monetary rewards for staff recognition.

Some projects from the current plan are ongoing, such as providing seamless access to scholarship in all formats. Other projects were deferred due to the economic downturn, including the 1928/48 phases of the Perkins Project, construction of the visual culture Library, establishment of Lilly Library as a gateway for first year students, and space improvement for the Music Library.

Based on a review of the 2006-2010 plan, we concluded that it will be important to review the new plan on a regular basis in order to make adjustments and assess staff members' work along the way. We also think it would be useful to be more explicit about how ongoing activities and new projects support goals, and about the skills the Libraries' staff will need to carry out those activities successfully.

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

1.1 Complete the Perkins Project	Partly accomplished
1.2 Integrate the science and engineering libraries into Perkins/Bostock	Accomplished
1.3 Plan and construct a visual culture library on New Campus	Delayed

1.4 Establish library satellite space on Science Drive	Partly accomplished
1.5 Establish Lilly as a gateway library for first-year students	Delayed
1.6 Improve space and service model for the Music Library	Delayed
1.7 Provide flexible, innovative spaces featuring multimedia tools and staff	Accomplished / ongoing
1.8 Strengthen library security measures	Accomplished / ongoing

Achievements

- Perkins Project renovations are well underway.
- Print collections and staff from science and engineering have been moved to Perkins/Bostock.
- The popular Link in the library has opened, providing flexible spaces and multimedia capabilities.
- First year students benefit from Lilly Library services.
- Library security has been strengthened in numerous ways.

Delayed/ Not accomplished

- Fundraising for the Perkins project has been slowed by the current economic constraints.
- Music Library renovation plans have been put on hold, pending budget issues.
- The planned visual culture library is part of a University-planned construction of New Campus; planning this project has been postponed.

Opportunities

- The integration of the science and engineering libraries as well as proposed changes to other buildings raise questions about which library services should be geographically based and which should be consistent across all locations.
- Renovated spaces, the Link and patterns of carrel usage have changed the ways people use the Libraries, especially undergraduates. What kinds of spaces are most needed by faculty and grad students, and how can these needs best be met in the Libraries?
- Renovated spaces also raise questions about the types of multimedia support (service and spaces) needed by Libraries staff for their work.

Goal 2 - Exploit digital technology to provide convenient, seamless access to scholarship in all formats

2.1 Offer access to online library resources through a user-driven interface	Accomplished / ongoing
2.2 Provide integrated search tools and search results so users can easily find both library and non-library resources	Partly accomplished

2.3 Provide appropriate tools for metadata creation and use	Partly accomplished
2.4 Provide library content and services where users want them, using tools that fit users' work styles.	Partly accomplished
2.5 Develop a digital collections plan	Partly accomplished
2.6 Invest in extensive e-journal back files to provide convenient access to more scholarship in digital form.	Accomplished / ongoing
2.7 Further integrate library resources with course management systems and other tools that are widely used by courses	Accomplished
2.8 Align our technology planning efforts and infrastructure development with technology initiatives in OIT, schools and departments	Partly accomplished
2.9 Facilitate the planning and implementation of a shared campus approach for institutional repositories for digital assets.	Partly accomplished
2.10 Develop plans for better understanding user behaviors and needs and use that information to drive planning	Partly accomplished

Achievements

- Implemented standardized, flexible web interface provided by the CMS.
- Provided enriched, modern-style interface to library resources with Endeca.
- Provided access to library materials in many ways: on mobile devices, and easily accessed web interfaces for digital collections and RSS feeds from Endeca.
- Access to services has been increased via blogs, IM, LibGuides and Resource Finder.
- Developed appropriate tools and workflow for metadata creation and user documentation is underway.
- Built infrastructure for electronic theses and dissertations.
- Provided access to more electronic journal back files.
- Integrated library resources with courses through subject portals, LibGuides, e-reserves.
- Provided ongoing technology training for library staff.
- Improved data collection to find out "what users want," increased ways to assess our efforts.
- A new University position for Director of Digital Information Strategies in the Provost's office was developed, funded and filled.
- An increased capacity for multimedia development across the Libraries has made more materials and training publicly available for our patrons, staff and for marketing.

Delayed/ Not accomplished

- This goal has been addressed in multiple ways, but with technology innovation and changing patron expectations, new opportunities continually arise for providing convenient, seamless access.
- Many of these projects are ongoing and will be driven by assessment results.

Opportunities

- Increase the interoperability of our systems to enable (and encourage) syndication and aggregation of library resources.
- Design a more coordinated systems architecture for library content.
- Assert the Libraries’ brand, its staff knowledge, and available services especially as 'library content' is increasingly accessed outside the traditional walls of the library building or website.
- Accelerate the pace of technology planning and evaluation to adapt to a rapidly changing landscape.
- Meet increasing user demand for convenient, seamless, and immediate access to library content and materials.
- Expand digitization efforts to incorporate more complex formats such as manuscripts, sound recordings, film and video as well as larger quantities of print material.
- Collect and archive “born digital” materials.
- Develop a unified technology plan for the Libraries’ repository efforts while engaging the campus community.

Goal 3 - Coordinate and integrate the Libraries’ resources and services to maximize support for interdisciplinary initiatives, teaching, and research

3.1 Strengthen print collections and maintain flexibility to meet needs of emerging initiatives	Accomplished but on-going
3.2 Develop strategies to coordinate and integrate the Libraries’ resources and services	Partly accomplished
3.3 Promote education, awareness and discussion of scholarly communications issues	Accomplished
3.4 Support inquiry-based learning through an expanded instruction program	Accomplished
3.5 Develop and implement a plan to market the Libraries’ services	Partly accomplished
3.6 Develop and implement fundraising activities	Accomplished
3.7 Identify, adopt and apply effective measures to assess the Libraries’ programs, services and resource utilization	Partly accomplished
3.8 Preserve print, digital, media collections	Accomplished / ongoing
3.9 Reorganize Libraries staff to serve interdisciplinary centers	Partly accomplished

Achievements

- Subject librarians have been assigned to interdisciplinary institutes.
- CIT staff work with interdisciplinary projects.
- Back file purchase maintains flexibility and convenient accessibility of resources.
- An active and proactive scholarly communications officer has been hired.
- An expanded instruction program and more opportunities for instruction, have increased connection with faculty and students.

- Digitization workflow for preservation is in process for both whole collections and user requests.
- Subject librarians work collaboratively to support interdisciplinary research through methods such as team teaching library instruction and providing collaborative research consultations to students.
- Many accomplishments not listed here support interdisciplinary initiatives. Examples include: updated spaces such as the Link, CIT's work providing opportunities for faculty from different departments to meet and discuss, the integration of services and materials from branch libraries in Perkins/Bostock, and the creation of systems and digitized collections that encourage discovery of materials that support interdisciplinary research.

Opportunities

- New collaborative and technology-enhanced spaces in the Libraries have served as a catalyst to think about boundaries and services, and have spurred innovation in instruction and delivery of services. We should highlight some of our best examples of new support models.
- Important collections information is part of subject librarian's personal knowledge. How can we make this information available to users who may not contact a subject librarian? How can we transfer this knowledge effectively to new staff?
- We need to develop a shared vision across the Libraries of what it means to support the University's goals of interdisciplinarity, internationalization and knowledge in the service of society.
- Collaboration with the professional school libraries could reduce costs, enhance interdisciplinary support, and facilitate faculty and student work.
- Many of our activities support several goals. In the next plan, how activities support goals should be more explicit.

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

4.1 Create and implement a comprehensive rewards program	Partly accomplished
4.2 Develop career pathways and job transfer strategies	Partly accomplished
4.3 Develop and implement an effective workforce plan	Not accomplished/Delayed
4.4 Develop a compensation strategy	Accomplished
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.	Partly accomplished

Achievements

- All employees are evaluated annually, and when budgets permit raises, annual salary increases are tied to the evaluation.
- ClimateQual survey identified the importance of staff recognition, and new, creative programs to recognize staff have been implemented.
- Proposal developed for career paths.
- Discussed workforce planning with Duke HR and the Executive Group.
- Developed and implemented a compensation strategy.
- Developed a recruitment plan.

Opportunities

- Identify future needs for workforce skills to inform workforce plan.
- Career pathways and job transfers are made difficult by increasing specialization within the Libraries, but may be facilitated by identifying needs in strategic plan.
- Creative ways are needed to offer non-monetary rewards for staff recognition.
- Meeting elusive and changing staff expectations is a continual challenge.
- It is likely that many staff in the Libraries will take on new roles and thus will need new skills to implement the next strategic plan.

Appendix C: Analysis of the Context for the Libraries' Plan

The Libraries are part of a rapidly changing environment which includes not only libraries and higher education, but also businesses and other organizations that serve as information providers and keepers of cultural heritage. The Targeted Strategic Planning Task Group read widely and consulted with individuals within and beyond the Libraries to understand the most important trends in the academic research library environment. Next, we identified factors in that environment that were most important in shaping our new plan. We then chose a few examples of things the Libraries are already doing to respond to the key factors and some of the challenges that we will face as we move into the future.

Importance of University alignment - Duke University has established clear priorities for University strategic planning and is allocating resources to support those priorities. The new plan emphasizes articulating the way the Libraries' services, collections and staffing contribute to the following University priorities:

- Interdisciplinary approaches to research and teaching.
- Internationalization: developing a global perspective in research and education and establishing Duke campuses and programs around the world.
- Creating and using knowledge in the service of society.
- Contributing to University planning and assessment activities.
- Staying focused on excellence in scholarship, teaching and service.

Examples of current success

- The Libraries have appointed a subject liaison to each Duke signature institute.
- The PepsiCo K-12 Technology Mentor program is a service to the Durham public school community.
- Staff members from several departments participate regularly in activities of the Duke Service Learning Program.
- Research consultations support excellence in scholarship.
- Special services and spaces for students completing honors theses promote and support excellence in student research.
- Collection development process encourages and is responsive to user requests.

Examples of challenges

- The Libraries' web presence and services are very Durham-campus centered and may need to change as the University becomes more international.
- Our communications internally and externally could articulate more clearly how our work relates to University themes.
- Support for students and faculty working abroad, and for scholars from other countries working on the Durham campus, may require new library services and policies.
- Interdisciplinary work challenges our traditional models for collecting materials and working with faculty.

Need for efficiency and effectiveness - The University administration has stated that Duke's operations will shrink during the next few years, and thus all University groups will need to economize. The Libraries are seeking efficiencies, both to align with University economic priorities and to ensure that library resources are used most effectively. It is more critical than ever to demonstrate the value of the University's investment in the Libraries.

Examples of current success

- Our budgeting for FY10 reduced overall spending.
- Every open position is reviewed carefully to see if we can manage without it or redefine it to meet the most important needs.

Examples of challenges

- FY11 budgeting will likely require additional cuts in spending.
- A thorough review of our workflows may yield additional efficiencies.

Value of big-picture thinking - To ensure that the Libraries support their users in the best way possible within a rapidly changing and increasingly competitive environment, the new strategic plan should include strategies to encourage everyone to understand trends and issues and to participate in big-picture thinking.

Examples of current success

- Guest speakers and topical presentations during strategic planning encouraged discussion of big ideas.
- Duke Libraries' leadership of the Open Library Environment Project (OLE Project) kept us engaged with many different libraries and focused on developing a vision for what our business technology should be in the future.
- Individuals and groups in the Libraries are regularly engaged in activities that stretch their thinking and enable them to plan for the future.

Examples of challenges

- It is difficult to find time for future-focused thinking while keeping up with day-to-day work.
- It is not always clear how to maintain momentum and follow up on discussions of broad ideas or how to apply them to individual jobs.

Understanding user experiences - Faculty, staff and students have new patterns of teaching, learning and research. The Libraries will be most successful if we know library users well, recognize the differences among groups of users, and plan services, spaces and programs that reflect user needs, interests and work styles.

Examples of current success

- Library staff have a strong commitment to excellent service.
- Endeca-style discovery tools are closer to what users expect from search tools than the old OPAC was.
- Library staff participate in academic department activities in a number of ways.
- The Libraries have sponsored events to discuss the changing user experience.
- The integration of LibGuides and e-reserves into Blackboard course sites reflects an effort to put Libraries' resources into students' natural workflows.
- The User Studies Initiative is helping staff develop research skills and apply them to user studies.

Examples of challenges

- User expectations change continuously, and we need to be flexible and agile in our responses.
- We should be more systematic in collecting, sharing and using data about user experiences.
- Some library interfaces are harder to use than users would like.
- Library users are diverse; it is challenging to find common solutions to their needs.
- It is becoming harder to know all our users when so many work independently and outside the Libraries; it is easier to know those we can see and talk to, but they make up only one segment of the user population.

Importance of assessment - The recent SACS accreditation process as well as the economic downturn have increased the University's interest in setting priorities and assessing outcomes. Therefore, the Libraries must have clear and widely understood goals for our work and strategies for determining whether we are meeting them.

Examples of current success

- The Libraries received a positive rating from SACS regarding our assessment activities.
- Library staff have conducted usability testing and user studies to inform our services and plans.
- The LibGuides project included an assessment plan and report.
- CIT's assessment documents are widely used both on and off campus.

Example of challenges

- The processes we currently employ to gather data about library services and collections could be more efficient and systematic.
- The Libraries would benefit from having an overall plan for the range of our assessment activities.
- Having more staff with data-gathering and data-analysis skills would increase our capacity to carry out assessment activities.

- There are opportunities to make better use of the data we collect.

New opportunities for research and teaching partnerships - Faculty and students now carry out their research, teaching and service differently than in the past. Scholars share research results in ways that go beyond traditional commercial publishing. The Libraries can play important new roles in working directly with scholars during the research process, being advocates for open publishing models and providing stewardship of data.

Examples of current success

- The Scholarly Communications Officer works directly with faculty to plan their publications, promote open access to Duke's intellectual output, and design an institutional repository.
- Libraries staff have built relationships with faculty and students through subject specialists' work with researchers, reference consultations, library instruction and CIT projects.
- There are new partnership models to consider, such as a Medical Center Library's project in which staff create metadata for digitally recorded grand rounds in orthopedics, and their work with physicians to create new types of digital materials for teaching and research.

Examples of challenges

- Although Libraries staff have skills in metadata creation, preservation, etc., researchers do not regularly seek our help with these tasks. More deliberate planning for these new roles could guide staff skill development, communications plans and service innovation.
- Data-intensive research consultation, data management, and extended research project support will require new skills for some staff.
- There is the potential to move the Libraries into new research-related workflows. For example, research centers have asked for assistance integrating Libraries' resources into center websites, helping connect researchers with others who have similar interests, and making their research more prominent.

Growth of collaborative work patterns - The University's priorities and the way researchers work involve cross-institutional arrangements. The Libraries will benefit from deep engagement with the rest of the University, with other libraries and with organizations related to our mission. To accomplish strategic goals in the next several years, we may need to reconsider existing library departments and organization. We anticipate more cross-departmental projects and services, and more team work with other organizations on campus and at other institutions.

Examples of current success

- The Digital Collections Program involves staff from across the Libraries working together on an extended basis and is widely perceived as a good model.

- The *AdViews* vintage TV commercials collection relied on collaboration among the Libraries, OIT, and Apple, as well as other external contributors for digitization and captioning.
- The Libraries' contributions to the DukeMobile iPhone app—the catalog interface and digital collections—were enabled via collaboration with OIT and external web developers.
- The selection and implementation of LibGuides reflects collaboration between IT and Public Services to identify an appropriate tool for their work and to make more user-friendly resource guides.
- The LINK service model involves multiple campus units.
- TRLN represents an ongoing, active, and effective collaboration across universities.
- Through the OLE Project, Duke is actively working with libraries and organizations in several countries.
- The Link Assessment was developed collaboratively and used in campus planning to improve spaces there.

Examples of challenges

- Deeper and more extended collaborations with groups in and beyond the University would positively affect the work of the Libraries.
- It will be useful to find a balance between things we must do ourselves and what we could let others do, so as to free our time for the most critical things.

Emphasis on digital materials, tools and services - An increasing number of materials that faculty and students use and create while teaching, learning, or conducting research are digital. Scholarship in digital form extends beyond digital text—it includes a diverse array of formats such as data sets, images, audio, and video. In addition to digital content, there is also an expanding range of new digital tools to support writing, collaboration, citation management, data analysis, and other scholarly activities. While continuing to collect print materials, the Libraries also will need to plan ways to manage a growing proportion of digital materials, a wider variety in formats, and new digital tools.

Examples of current success

- The Libraries have greatly increased our collecting of electronic materials.
- Through the Digital Collections Program we have digitized thousands of unique primary sources.
- The CIT has supported faculty use of new digital tools for instruction.
- The Libraries' Virtual Reference services have been very well utilized.
- The Libraries have begun using established popular services such as YouTube, iTunes, and Flickr to host digital video, audio, and image content.

Examples of challenges

- We would like to increase the pace and scale of our digitization efforts.

- Our work processes must balance an ongoing focus on print models with the need to manage an increasing number of electronic resources. This can create pressures on staff.
- The Libraries' services should try to match or approximate the speed and convenience of similar services of other agencies (e.g., filling an ILL request now takes longer than ordering from Amazon; scanning into reserves via the Libraries' legally vetted process is a longer process than instructors scanning and uploading materials themselves).

Benefits of innovation - By being an innovator in targeted areas, the Duke Libraries can build on our reputation as a leading research library and an effective player in the academic enterprise. Innovation can include both developing new things and implementing useful tools quickly and strategically.

Examples of current success

- The Libraries' work with the DukeMobile team made us the first library to offer its image collections on the iPhone.
- The development of the Libraries' own digital collections platform and interface has won Duke distinction at national conferences.
- Work with the Duke Digital Initiative positions us to support the innovative use of new tools and new teaching techniques.

Examples of challenges

- Finding time for innovation will require us to make trade-offs with our time and resources, and to make deliberate choices to stop doing some things.
- It is not always obvious that innovation can occur in any job and is not a special category of activity.

Staff as life-long learners – Just as the University strives to develop students as life-long learners, we recognize the importance of continual professional development for library staff. The new plan should provide opportunities for staff to learn to use new tools and support as they adjust to changing work flows and new roles.

Examples of current success

- The Library 2.0 educational events drew good attendance.
- Many staff participate in TRLN training and educational events.
- Many staff serve on national and international professional committees.
- The Libraries support development of new skills through the PEP process.

Examples of challenges

- Staff development is often driven by individual interests; we should seek ways to connect those individual interests with the Libraries strategic goals.
- Managers should work with staff and be deliberate in building staff development into PEPs and into departmental work plans.

Appendix D: Recommendations for Implementing the Strategic Plan

This strategic plan will be implemented during the next two to three years. The first step will be the expansion of the goals and strategies into detailed plans. Although not every department is mentioned by name in the plan, all will have an important role in realizing the outcomes. Limited resources require us to make choices concerning changes in how we work, where we focus our time and resources, and identifying and eliminating functions and tasks that can no longer be maintained in light of new priorities. The success of the plan will depend on utilizing the talents of everyone in the Libraries in seeking ways to meet our shared strategic goals.

Expanded planning

Once this plan has been circulated to the Provost, Deans, and the full Libraries staff, we propose that the Executive Group identify which goals and strategies require more detailed plans, which are underway currently, needing only to be connected to the plan, and which can be assigned to specific departments for further development. For strategies that require additional planning, we recommend the appointment of small, short-term task groups which will be asked to:

- Develop detailed plans for carrying out the strategies.
- Determine measures of success and a plan for evaluating those measures.
- Recommend allocation of resources to achieve outcomes, with serious consideration to anticipated budget and staffing constraints.
- Identify skills staff will need to carry out the proposed actions.

In addition to expanding the plan as noted above, we believe the following four activities will help ensure that the strategic plan is implemented broadly and is incorporated into our work culture.

1. Libraries-wide planning day

We propose a Libraries-wide planning day as a kick off for implementing the new strategic plan. A small group could plan this day, using the model from the Washington University (St. Louis) as one possible model. Part of the day could focus on understanding the main ideas in the strategic plan. The rest of the day could focus on development of implementation activities.

2. Departmental planning

We suggest charging department heads to develop an implementation plan in concert with their staff to indicate how departmental and individual goals relate to and support the new strategic plan. Department heads' plans should address:

- An assessment of current work in light of the new plan and developing action items that contribute to the strategic goals.
- Articulating the links between departmental goals and library strategic goals.

- The incorporation of departmental and Libraries-wide strategic goals into individual PEP plans.
- A plan for the regular communication and reporting on accomplishments related to the strategic plan.
- Identifying new skills needed by departmental staff.

3. Plan Poster

We recommend creating a simple poster that emphasizes the key points of the plan and can be displayed throughout the Libraries. The University of Tennessee Libraries have a good example: <http://www.lib.utk.edu/plan/plans/plan2009-10/fy2009-11strategicgoals04222009.pdf>.

4. Regular check points to assess progress

We suggest establishing specific dates or events to trigger review of the strategic plan and assess which items have been completed, what needs to be modified, and what new items need to be folded into the plan. Some possible check points could be:

- One month before the start of the annual budget process (Fall).
- One month before the start of the spring PEP reviews (Spring).
- During the Open Forum and the Admin Council meetings in January and June of each year as a major agenda item.
- Updates on specific actions connected with the plan as an agenda item at Open Forums.