

**Rutgers University Libraries Strategic Plan Goals  
Action Plan, fy2008/09**

- Escalate the use of library services and collections to demonstrate the value libraries bring to research and student teaching
- Engage our users in expansive dialogs about their needs and our capacities to meet them now and in the future
- Expand our capacity for outreach to and collaboration with the disciplines and with inter- and multi-disciplinary research programs

Objective	Activity	Outcome	Indicator	Cabinet Oversight	Mid-Year Status	Year-End Status
<b>Goal I: Improve the quality of scholarly resources and information services that support the advancement of academic excellence at Rutgers</b>						
I.A. Expand the collections both electronic and in print to the level of our peer institutions	Seek ways to minimize dollars remaining after budget cuts by strategic cancellations of duplicate and little used titles	Minimizes critical losses to collections	Count of unique serials and monograph titles	RGS	Cancelled 762 duplicate, print subscriptions without loss of titles in RUL, while gaining online access to 393 titles previously only in print; negotiated with vendors to reduce our costs; money saved through cancellations and negotiations will be used to purchase new databases	Completed
	Integrate freely available scholarly and information resources from the Internet into the Libraries information network	Students and faculty gain access to increased resources more seamlessly	Review criteria for selecting and cataloging freely available Internet resources; develop policy for adding Google books to existing IRIS records	RGS	Last Copy Policy and in e-Books Task Forces begun to investigate free resources; with loading of MARCIVE records for federal documents, free material from GPO are being added to IRIS; begun cataloging free NJ state documents for which we receive notification through the NJ depository program	In progress
	Create new finding aids or subject research guides that are needed, especially in areas of interdisciplinary research and teaching	Students and faculty in interdisciplinary areas receive increased support	Creation of at least two new guides or aids in such areas as water resources, stem cell issues, global warming; transportation, immigration and migration studies, nutrition	RGS	Stem Cell Subject Research Guide completed	Completed
	Actively develop and market the statewide NJVid digital video collection by developing web interface for participating organizations to upload and catalog videos, digitizing videos, developing and applying metadata requirements to catalog videos, developing and implementing XACML restrictions for limiting access for licensed videos to owning organizations, selecting licensed videos and marketing to RU and statewide users	Open access and commercially licensed videos are available to enhance teaching, learning and research	At least 100 open access videos are available for general use by year end and at least 25 licensed videos are available to RU users at year end; Presentations, web announcements and RU news releases promote use of the NJVid collection	GA	Currently, 38 videos are available with 150 in development; the licensed video test is in process, with a goal of live access to licensed videos, using Shibboleth to limit access by organization, in September; Grace Agnew is presenting NJVid at NJLA and Internet2 in April 2009	Completed, On schedule with respect to grant deliverables. 45 videos are available in the NJVid Commons collection. 50+ are currently being cataloged, with 100 more in process for digitization and cataloging. Shibboleth has been developed and successfully tested end-to-end. 25 commercial videos will be available for Rutgers faculty and students in September as part of the commercial video collection implementation.

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	Implement the ETD system for all Rutgers graduate schools, involving identification of the minimum customization (forms, workflow), addressing supplementary materials, developing embargo capability, and scheduling each graduate school for implementation	ETDs are available for discovery and use via RUcore and IRIS so that Graduate Schools and students no longer have the burden of a manual process; theses and dissertations are no longer bound and shelved	All graduate schools utilize the ETD system; no paper theses or dissertations are received or accepted	<b>GA</b>	The OpenETD system will be tested in the next week; all graduate schools except Mason Gross are currently in voluntary test; we are still resolving issues with the content model for supplementary files, which impacts Mason Gross particularly	Substantially complete. All graduate schools are submitting ETDs, with the exception of Mason Gross, which only issues degrees in May. Issues with mapping ETD metadata into IRIS have been resolved. 680 ETDs are currently available in IRIS. An ongoing ETD coordination committee to oversee ETDs, including setting an annual timetable to ensure no deadlines are missed, has been developed. OpenETD software is currently being tested by two outside universities, prior to release as open source.
	Implement a simple interface and EZ start toolkit, with at least three NJDH alpha implementers, so that growth of the NJDH collection can continue independently	Additional resources on New Jersey history and culture are available to RU faculty and students and the broader community in New Jersey and Worldwide	Simplified metadata interface and EZstart toolkit are available for use; at least two collections and partnering institutions are used to test and implement the products	<b>GA</b>	Restart toolkit is in development	Complete. The EZstart toolkit consists of a simplified web manual and a metadata excel spreadsheet that is completed by organizations and batch loaded into the WMS, so that metadata training and high bandwidth Internet connections are avoided. The EZ Start toolkit was successfully pretested with Mount Holly Public Library, South River Historical Society and Public Library and Burlington County Historical Society. Minor changes are in development. The Restart toolkit will be publicly released on September 30.
	Promote awareness of Technical Services' operations and services	Increased collaboration with selectors and public services staff for a shared vision of library services so that faculty and staff are able to perform their work more efficiently, resultant from a better understanding of Technical Services processes	Revision of the Technical Services web page to provide a contact list, procedures, and other information; host an open house for selectors and others in the Libraries; conduct informational sessions for RUL on the WMS, metadata and digital projects, GOBI, etc.	<b>GA</b>	No progress to date	Partially complete. Technical Services and Distributed Technical services have both revised and published their web pages at the library website. An open house was not held, due to the difficult year occasioned by the untimely loss of two key staff members, one in Technical Services and one in DTS, and the need to regroup in Technical Services, particularly to accommodate the loss.
<b>I.B.</b>	<b>Adopt or develop tools that provide easy, seamless, reliable, and convenient access to both online and traditional scholarly resources, wherever they are located, such as cross-database searching, link resolvers, and citation software</b>	Test new and expanded functions of SirsiDynix Symphony 3.2.1 (Access Services)	Seamless integration of recently released library management software with improved search capability, statistics gathering, and customer-service flexibility	<b>VDG</b>	Functions are tested and software is ready for implementation	Testing and implementation completed. We're still looking at potential use of new functions, e.g., group user accounts to register research assistants.

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	Develop a descriptive catalog of the East Asian Library rare-book collection (EAL)	More general and interdisciplinary access to the catalog of available resources	Complete database of all current holdings	VDG	In progress. There are about 150 titles in this project, and 25% of the work has been finished to date. Remainder to be complete by the end of this summer.	In progress
	Implement changes to IRIS record displays, search screens, request forms and IRIS guide and effectively explain and display benefits to IRIS users (IPAC)	Students and faculty are able to take advantage of benefits of changes in the use of item types in Unicorn	Changes are made and instructional materials are available	VDG	Completed	Completed
	Explore the possibility of virtual formats in developing references services for undergraduates (NBISG)	More undergraduate interaction with librarians and experience with scholarly resources via virtual libraries	Options are studied; test sites and groups will provide feedback on usability and attractiveness of pilot	VDG	In progress. Initial report on Meebo completed and distributed through User Services Council	Meebo hours were extended; other formats are being investigated
	Redesign Libraries website (WAC)	Develop a more usable, attractive platform for research and information retrieval for university users and for the entire academic community	Address the issues raised in usability studies and develop plan for follow up confirmation with users	VDG	In progress. Completed first usability pilot with SCILS. Currently working on large-scale research behaviors ethnography study to further inform usability re-design	Ethnographic survey completed and interviews and analysis underway
	Form Access Services training team and conduct training for Access Services staff (Access Services)	Updated skills for better service to clients, intra-library communications and preparation for difficult situations and/or patrons as well as for better understanding and use of technology	Group is formed and identifies most critical needs; two-workshop series are offered	VDG	No progress to date, postponed.	
	Implement the JPEG2000 Aware server for image manipulation and access	JPEG2000 provides increased functionality for image manipulation, including zoom, rotation, and annotation	An object model is developed for JPEG2000, migration strategy is developed and tested, scripting for JPEG2000 file creation for the WMS is developed, and the image migration is substantially completed for still images and maps	GA	The JPEG2000 server is installed and tested; the object model is in development	Delayed. Implementation of the JPEG2K server was delayed because of the complicated RUCore 5.0 release, which incorporated a substantial reworking of the Fedora object architecture. This activity will be addressed in FY10.
	Implement the subscriptions database and dynamic research guides generation	Stub/editable research guides are available in any needed subject area; pages with critical subscriptions information are automatically updated, resulting in greater efficiency and currency	The subscription database and root research guides are tested and go live in version 1.0	GA	Electronic subscriptions have been migrated to Drupal; the root research guides are in process	Complete. All electronic subscriptions have been successfully implemented in Drupal. Web Services will work with LRC on the design and implementation of root research guides and editable research guides in Fall 2009/
	Implement the "who's who" database	Information about RUL's greatest resource--its faculty and staff, is available to support RUL workflow and the information needs of Rutgers faculty and staff	The "who's who" database is implemented	GA	The Who's Who data base is currently being designed	Substantially complete. The Who's Who database is currently being populated by RUL faculty and staff. It will be available for search, display, and integration into research guides in fall 2009.

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	Statewide Shibboleth is implemented, in support of the NJVid project; the Fedora repository is "shibbolized," so that resources can be restricted to users with attributes (member of an organization, member of a course)	The integration of commercially licensed and open access resources in a repository setting is supported; a significant milestone toward "single sign on" is supported that enables seamless access to information resources	The RUL commercial video collection is limited to access by members of Rutgers University; a fully functioning Shibboleth implementation (Identity provider and service provider) is available at Rutgers OIT	<b>GA</b>	Shibboleth is working in test for restricting access to videos between two shib sites (Rutgers and NJIT); the statewide central LDAP service has not yet been designed	Substantially complete. Statewide Shibboleth, known as NJTrust, is now available for peer to peer identity transactions. The central LDAP for organizations that cannot host Shibboleth is under development.
	SSN and RUID are replaced with NetID in patron records	Faculty and staff are protected from a significant risk for identity theft; all users have a standard identifier used throughout RU in the SIRSI platform	NetID is implemented; workarounds are developed for patron categories with no NetID	<b>GA</b>	Completed	Completed.
	Implement OpenSearch - a web services search utility, to expand standardized search capabilities to any web-based application with an API	Users have broader, more seamless access to information via the ability to search across distributed information resources and platforms, such as RUcore and Sakai	OpenSearch is developed, tested and implemented	<b>GA</b>	In testing	In process. Prototype is being tested for RUcore 5.2 release in first quarter 2010.
	Partner portal is made more robust and functional as a web service	Users and Departments are able to present their unique resources from their own websites in a more intuitive and automated manner, including library departments such as SC/UA, academic departments such as the Graduate School of Education, interdisciplinary centers, such as the Center on Entrepreneurship, and individual faculty members	Partner portal is redesigned, tested and implemented	<b>GA</b>	In test and will appear in the late summer RUcore release	In process. The revised partner portal is now scheduled for RUcore release 5.2, scheduled for first quarter 2010.
	Implement LDAP authentication for SIRSI	Users are able to utilize <b>SIRSI</b> services, such as renewal, ILL, PALCI and "My Account" information seamlessly with other information services, such as access to commercial databases; users have quicker access to services since they do not need to request and wait for PINs	LDAP authentication with NetID and password provides access to IRIS's "My Account" information and RDS functions, as well as commercially licensed resources and interlibrary loan; access Services staff see reduction in the number of patron pin requests	<b>GA</b>	No progress to date; application is being purchased with year end funds	In process. Application is available in test. A script to make LDAP available at point of need rather than before using the catalog is in development. This activity will be completed in FY10.
	Complete the implementation of an ERMS (electronic resource management system) for serial and electronic subscriptions management and access.	Library selectors, liaisons and staff have the information they need to make electronic resources available and to answer queries about use of electronic resources. Electronic resources are used more effectively and managed more efficiently. License terms are understood and readily available for collection development decisions. License renegotiations are simplified.	License terms are represented in the ERMS and are easily accessed by relevant library faculty and staff.	<b>GA</b>	Completed for all active subscriptions; presentation and training for library faculty and staff will follow	Substantially complete. Completed for most active subscriptions. Will consult with Access Services and selectors to make adjustments for public displays this year. Will also evaluate the ERMS and the possibility of interoperability with serial vendor software for cost analysis and package data for this year.

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	Revise repository bibliographic records to correct inaccuracies, reflect browsing categories and ensure resources are more easily located and used	Repository resource use increases at least 10% across all corrected collections	At least 3,000 records are corrected and established standards are met or exceeded based on random record sampling	GA	No progress to date	Due to staffing reductions to accommodate the budget reduction, this task was deemed non-core and tabled indefinitely.
	Investigate alternative sources for bibliographic information (vendor records, enriched content such as reviews and tables of contents, Google books)	Richer metadata that supports discovery, selection and use by Rutgers faculty and staff, i.e., less reliance on MARC records purchased from OCLC/Palinet, resulting in more efficient and effective cataloging practices that result in more staff time available for creating metadata for Rutgers IP	A strategy is developed and a report presented to LRC and USC for review and approval, detailing opportunity for increased usage of resources with rich alternative metadata, as demonstrated by relevant Director's Station statistics	GA	No progress to date	Due to staffing reductions to accommodate the budget reduction, this task was deemed non-core and tabled indefinitely.
	An open source software development and outreach strategy is implemented	Open source development methodologies ensure that software applications are modular, robust and extensible and applications are shared with both the library and the RU community, as another layer of support for RU faculty and students	OpenMIC and OpenETD are successfully released	GA	OpenMIC was pulled for metadata errors resulting from the extensive redesign over the summer; it will be released in one month; OpenETD will be tested in April 2009 for potential release in summer 2009	Complete. Plan was developed and presented to Cabinet for approval. Open source downloads website is now provided on the RUcore website. OpenMIC has been released with more than 50 downloads by institutions. OpenWMS and OpenETD will be released in fall 2009.
	Video annotation tool is developed and tested	RU faculty and NJVid participating institutional faculty and staff are able to structure videos with start and stop points and annotations	Annotation tool is developed, tested and implemented; usability assessment is conducted with NJVid alpha implementers	GA	Annotation tool is specified and designed, with the active support of NJVid users; a draft version will be available for review and test in May 2009	The annotation tool is in prototype form and will be available in R5.2 due to be released in Jan/Feb. 2010.
	RUAlytic is designed and built in test	Faculty testers are able to analyze videos, annotate videos and run statistical analyses on aggregated analytics	RUAlytic is developed in alpha form for the Video Mosaic Collaborative grant; A usability assessment is conducted with faculty and graduate student testers at RU and Wisconsin	GA	The usability assessment is underway	Usability assessment will continue through fall 2009. Date for alpha version release is December 2009
	Implement the RUcore repository architecture at NJEDge	NJEDge becomes a partner for expanding collection management and access throughout the state, leveraging economies of scale for important collections like commercial videos	RUcore is successfully migrated to NJEDge; An ongoing testing and migration strategy is implemented	GA	Scheduled for summer 2009; plans for the migration are in development	Substantially complete. Fedora has been successfully installed. WMS migration is underway. NJVid collection migration will follow. Everything should be complete by September 30, 2009.

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I.C. <b>Address information literacy competency standards for students through information literacy materials, services, and programs in partnership with the teaching faculty</b>	Integrate major information literacy objectives (e.g., determination of information need and evaluation of sources) into courses by working with RUL liaisons and the teaching faculty in receptive departments (ISC)	Department faculty and library faculty target specific courses and object specific course activities	Information literacy objectives included on syllabi of targeted courses	<b>VDG</b>	Complete: Nursing tutorial provides targeted outreach to Nursing courses, and is embedded in syllabi and on the Nursing School's website. In progress: Currently working with the Office of Undergraduate Education to develop an undergraduate information literacy tutorial that will reach thousands of undergraduates, and provide a platform for assessment.	RIOT (Rutgers Information Online Tutorial) completed.
	Develop a system-wide vision and philosophy of instruction to be used as the foundation for the development of an educational program to facilitate student learning (ISC)	Educational program to facilitate student learning based on articulated vision and philosophy	System-wide vision and philosophy of instruction incorporate into education programs developed across all campuses	<b>VDG</b>	In progress. USC reviewed instruction philosophy, vision, mission, programs, and strategies of peer aspirant institutions gathered by the Instructional Services Committee (ISC). Members selected the top three (or more) institutions with statements to be considered in the development of the RUL philosophy and vision. Using the selected information and other considerations, ISC developed draft statements for consideration by the User Services Council in their future discussion of an instruction philosophy and vision of instruction for RUL.	In progress.

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	Discuss university-wide use of core skills assessment for preliminary (new student) information literacy levels, as a baseline for later assessment of program effectiveness (ISC)	Information literacy assessment is included in the university's assessment of student learning	Pilot work with three academic units or academic support units is underway	VDG	Discussions for framing assessment within new multimedia tutorials for Nursing students and undergrads are underway with College of Nursing, SAS, Honors and Office of Academic Engagement	The Rutgers RIOT (Research Information Online Tutorial) was required of all students in the 71 sections of the one-credit FIGS courses in fall 2009. An assessment tool (pretest and posttest), developed by Jeris Cassel and Regina Marshall (Assistant Director of New Student Programs, Academic Engagement and Programming, Office of Undergraduate Education), was administered. Results will be reviewed in January 2010. Lyn Krueger, Director of New Student Programs, will participate. The tutorial and assessment tool are may be integration into two one-credit courses in Spring 2010: Honors Colloquium and Students in Transition Seminar (required of new transfer students), which have library research components.earch components.

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<b>I.D. Support academic excellence and a richer intellectual life at the university through increased diversity of the Libraries' workforce</b>	Continue diversity education program to underscore Libraries' environment of inclusiveness and equity	Not only different styles and work experiences are valued but language and experience of personnel are available as resources for patrons	Under-represented minorities are comfortable in the Libraries	<b>LDF</b>	Programs conducted; three others put in place	Successful implementing programs	
	Utilize university program for diversity hires	The library workforce reflects the diversity of the faculty, students, state and region to better serve our constituency	Working with UHR, we will assess candidates for workforce enrichment	<b>LDF</b>	Target of opportunity hire made in Newark	2 more candidates in process	
	Continue development of <i>welcome pages</i> for the Libraries website in different languages (World Language Task Force)	Students and faculty whose primary language is not English or who are studying a foreign language are welcomed and aided	A modular web resource that can be easily updated, mined, and integrated into other resources is designed and implemented	<b>LDF</b>	Multi-language welcome page developed	Completed	
<b>I.E. Build a preservation program for the collections in all formats to ensure that critical and unique collections remain available in perpetuity</b>	Implement the Digital Data Curator position and work with the Head of Preservation Services and relevant collection managers to establish and promote digital preservation format policies, standards and practices and to train relevant staff in their use	Unique materials, and unique materials in obsolete format are available and easily accessible for long-term use by researchers and students at Rutgers and worldwide	Digital curation standards, policies, and practices are available for text, still images, sound and moving images; relevant faculty and staff participate in development, review and implementation; and relevant staff is trained to create preservation quality digital masters for formats	<b>GA</b>	Digital data curator position is established; standards for text, still images, sound and moving images are developed and available; waiting Preservation Committee start up for wider staff involvement	Completed. The incumbent (Isaiah Beard) held a well attended SAPAC brown bag to discuss his role, with the result that requests for his services and support on committees that deal with digital formats has substantially increased. The Digital Data Curator is currently working with NJVid and several internal video groups on standards and practices for increasing the video presence of the RUL collections and website.	
	Develop a dataset curation process	Process includes understanding of faculty workflow, canonical format, accommodation for versioning, metadata, access and manipulation through tools such as GIS, grapher and SAS	At least two datasets are ingested, preserved and made accessible for use by faculty and students	<b>GA</b>	A Committee has been established, under the leadership of Ron Jantz, and is meeting	Substantial progress. The working group is working with three data sets--two data sets from Dr. Mazurek (Environmental Engineering) and one from Dr. Fishman (SC&I). Substantial progress has been made on standards for format and metadata. Significant progress has been made in the definition of a content model for datasets, and consensus has been reached regarding user search and download capabilities .An action plan will be presented to councils and Cabinet in FY10.	
	Retool the Data Center as the Data Curation Research Center	A facility where digital information can be ingested, managed and preserved, and where users can meet in collaboration with RUL is developed	Data Curation Research Center is implemented	<b>GA</b>	Equipment is on order for the Digital Data Curation lab	Data Curation Center has been set up with year end funds. An open house to demonstrate capabilities and encourage use by RUL faculty and staff is planned for Fall 2009.	
	Serve as alpha implementer for trusted repository certification for electronic theses and dissertations, via CDL	Repository will be vetted as a durable preservation platform for theses and dissertations; issues to address will be identified, in collaboration with the certifying body, CDL; and RUL will gain the trust of peer institutions and users as a preservation and access platform	RUcore and ETD ingest, preservation and storage are evaluated by an outside certifying agency and any issues militating against certification are identified and addressed	<b>GA</b>	No progress to date; awaiting word from CDL that they are ready for our participation	CRL has proposed that RUL conduct the certification within the context of an application. ETDs is recommended and a draft is in progress that would outline what is needed. We have sufficient guidance and documentation now to conduct this certification process as a "sanity check" for all RUcore collections in FY10, regardless of involvement or support from CDL	

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	Establish a preservation program with a full-time preservation librarian, a preservation budget and fund for system wide use, a preservation committee, and new preservation policies where necessary	Preservation Plan is written	Preservation plan is approved and implemented	<b>RGS</b>	Revised Preservation Plan drafted and present to LRC; after further revisions will submit it to Cabinet before end of the fiscal year	Being revised	
<b>I.F.</b>	<b>Focus the creation of digital resources on the Libraries' unique collections and on the output of Rutgers University, with an emphasis on support for the faculty research process</b>	Finalize and announce RUcore collection policy (CSC and USAWG)	Development of RUcore	Policy document approval by Cabinet	<b>RGS</b>	See I.G.	Completed
		Develop priorities for digitization/digital preservation (CSC)	Improve access to and preservation of Rutgers unique collections	Principles approved; items digitized and preserved	<b>RGS</b>	5 priority digital projects from SC/UA identified; digitization of one project underway	Substantial progress has been made on the Still and Broadside collections
		Collaborate to inventory collections fully (Access Services and DTS)	More accessible collections and more accurate bibliographic information are available for researchers both within the Rutgers community and outside the university	Fully inventory the collections of three New Brunswick Libraries (two branches and one main unit) and continue the application of the inventory process at the Robeson and Dana Libraries	<b>VDG</b>	No progress to date. Plan to begin inventory of Chemistry or Physics library later spring 2009. No schedule for inventories set. Currently working on a list of the schedule of various weeding projects that have started or are planned.	No progress to date. Work will continue in the next academic year
		Survey faculty about faculty deposits platform in RUcore	Develop priorities for improvement based on survey recommendations	Priorities for format platform based on qualitative responses	<b>RGS</b>	CSC determined several as potential targets for bulk deposits in RUcore and has approved a letter template for use in approaching the centers	Potential targets identified
		Work with SC/UA to implement at least three SC/UA collections (or at least 500 objects from three or more collections) in RUcore, including digital preservation, metadata, display and marketing	An SC/UA collection is digitally preserved and made accessible to scholars for the long-term via RUcore	At least three collections or not less than 500 objects are available in RUcore	<b>GA</b>	The digital project team has been identified and trained and has begun work on SC/UA priorities; the Still Family papers are currently being digitized and will soon receive metadata cataloging for availability in RUcore	Partially complete. 170 Still family paper items have been digitized. Metadata creation was delayed due to the complexity of the RUcore 5.0 release. 500 broadsides will be digitized in FY10. In addition, a process that promotes more active involvement by SC/UA in all phases of digital collection building will be developed.
		Implement the NJ maps collection	At least 500 NJ maps, mostly SC/UA and USGS maps, are available for faculty and student use	At least 500 maps are ingested, cataloged and available for use via RUcore	<b>GA</b>	142 maps are currently available in RUcore	Completed. 670 maps are in RUcore, most of which are from SC/UA. A map portal that demonstrates the capabilities of the JPEG2000 server to highlight this collection more completely is proposed as an FY10 goal.

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	Digitize and ingest at least 10 unique collections and at least 500 physical resources through the TAS cross-departmental Digital Projects Team	Unique and high impact resources are integrated routinely into TAS ongoing workflow, providing broader, long-term access for students and researchers at Rutgers and worldwide	Discrete collections requested by liaisons, library departments and faculty are available for use while unique resources that are damaged or in obsolete formats, as identified by Preservation Services are digitized and made available; with turnaround time of 6 weeks or less for collections of less than 100 items are provided	<b>GA</b>	We have digitized and cataloged a variety of resources at the request of liaisons and academic faculty; out of copyright classics texts (10,000+ pages), 35 butterfly videos for Dr. Mitch Denda and the Central Chinese Relief Papers; this last collection will be available with the next RUcore release, where we will be able to support vernacular search and display	Substantially complete. Added 41,116 pages of Classics Texts Archives and 1,600 pages of history texts to RUL collections; 1,842 pages of Motion Picture Catalogs from Thomas Edison Papers; 16 NJN videos added to NJVid collection. A classic texts portal will be developed with Tom Izbicki in FY10.	
	Continue development of e-journals hosted by the Libraries	More clarity on proposals	Specifications for proposals; approval by Cabinet	<b>RGS</b>	Formulation of procedures for e-journal adoption and development is on hold pending completion of a pilot project to assess workflow requirements	In progress	
	Analyze data from 2007 survey of research center websites (CSC and USAWG)	Identify development and data recruitment goals	Identify five key collections	<b>RGS</b>	Analysis has been undertaken of some sites with appropriate selectors	Selectors made recommendations	
<b>I.G.</b>	<b>Develop services that facilitate scholarly communication and support the research in process among researchers at Rutgers</b>	Establish collection development policies/criteria for faculty submissions and digital projects from the Libraries collections for RUcore	Policies/criteria for selecting priority collections for resource allocation are available	Collection development policies/criteria for faculty submissions and digital projects from the Libraries collections for RUcore are completed	<b>RGS</b>	Collection development policy completed and posted in RUcore	Completed
	Select the major digital projects from the Libraries resources for RUcore	Priority resources are identified and described	Select one or two major digital projects	<b>RGS</b>	<a href="#">See 1.F</a>	Completed	
	Develop a Scholarly Communication website (CSC)	Make access to information about Scholarly Communication issues easily available	Website is available; news story posted; measure public impact via usership and comments from support personnel	<b>RGS</b>	Completed	Completed	

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Action Plan, fy2008/09**

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I.H. Advocate for university and faculty participation in the open access movement to increase the impact of our faculty's research and expand access to scholarly information	Develop and offer liaison programs on open access, faculty deposit, and ETDs (CSC)	Rutgers's scholarship becomes more widely available; needed tools and other aids identified	Liaisons report on number of contacts; new collections and enhancement for RUcore are identified	RGS	In progress	In progress
	Actively develop the RUcore Institutional repository collection to a useful, multidisciplinary research collection	Open access articles are available in a range of subject areas to support research and teaching at RUL; faculty see the value and usefulness of an IR and understand that RUcore can increase their scholarly impact	At least 500 articles in at least 20 subject domains are available in RU core at year's end	GA	We currently have 72 faculty submissions from eight academic departments and the libraries; we are working with CSC and the liaisons to solicit publications from multidisciplinary centers and continuing to support NIH grant recipients	RUcore currently has 105 faculty submissions. 50 NEH submissions were processed in the past year. The third party adding capability that will be implemented with release 5.1 in late fall 2009 will greatly improve the libraries' ability to add on behalf of faculty, so an ambitious goal of 1,000 submissions, to be gathered by RUcore staff, is proposed for FY10.
	Introduce new service to scan print format resources for RUcore (Imaging Services)	Eligible faculty can access free service for digitizing academic output currently available in print format	Scanned articles and pages will be tracked and counted as a measure of usage. Increased participation anticipated	VDG	Complete and in the process of promotion. Announcements have been made at system wide committees and, according to Jim Niessen, faculty liaisons either have or soon will distribute the news to their lists.	Completed
I.I. Enhance the reciprocal partnerships, including collaboration with UMDNJ and NJIT, that provide Rutgers faculty and students seamless access to collections outside the university	RUL participates fully in the design of the OLE project and in VALE efforts to support the design and to prepare for a VALE implementation of OLE	OLE is designed with a flexible, service-oriented infrastructure and processes to meet current and future information management needs; VALE is actively engaged in design and strategic planning for OLE adoption ca. 2012	OLE design document is completed to meet Mellon requirements and VALE strategic planning process for OLE is implemented.	GA	RUL has participated actively in this initiative; a VALE planning committee for organizing migration to OLE has met once; the OLE Design project is on track to complete the design in May 2009	Complete The OLE Design has been completed and successfully submitted to Mellon. The VALE OLE Implementation Steering committee has begun meeting, with plans to engage all interested VALE institutions in active implementation/migration planning for FY10
I.J. Continuously improve services by utilizing assessment and accountability indicators that measure needs and impact	Develop measures for collections use and value to programs	Better understanding of collection to facilitate development decisions	Counter, ILL, article delivery, and circulation data is developed and analyzed	RGS		Center data reviewed; AUL/POR working with SCI class on data visualization
	Develop a user-focused research agenda to facilitate the assessment and development of library services, spaces, and tools (USC)	Improved development of library services, spaces, and tools is facilitated based on knowledge of user behavior and needs	Areas of inquiry, questions, and/or issues for investigating user behavior and needs developed; Methods for investigating areas of inquiry, questions, and/or issues developed and implemented	VDG	In progress. Development of research themes being reviewed by USC. Ethnographic research project is underway.	
	Complete the implementation of 360Counter for all electronic journal and database subscriptions.	Selectors make informed decisions about renewals and new electronic subscriptions, making RUOnline collection is more responsive to user needs resulting in a more strategic management of the collections budget	360Counter is implemented for all electronic journals and database subscriptions and selectors and other relevant faculty and staff have been trained in finding and using the statistics provided	GA	In process; soon to be completed	Complete. Implementation to 360 Counter is complete for all databases.

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	Develop and implement an annual review of all serials and databases	Develop review criteria, such as changes in format, license restrictions, publisher changes and new capabilities, such as local archiving; and provide a spreadsheet for use by Collection Development and LRC decision-making	Report is developed, reviewed and actively used by DTS, LRC and Collection Development to manage subscriptions	GA	Completed for current FY	Test bed process is complete. This will be an annual, ongoing responsibility for DTS, with the help of the Serials Team. A full annual implementation is proposed as an FY10 activity.
	Develop usage metrics for RUcore resources that reflect scholarly impact and comparative usage analysis with other collections	Usage statistics are developed and analyzed for RUcore collections, including the institutional repository and other digital collections	Usage statistics are available for faculty contributors to the IR and to collection managers and owners within RUL; comparative analyses are developed to evaluate collections and identify marketing and outreach needs	JEB/GA	On hold until collection reaches 500+ titles	In progress
	Conduct a return on investment (ROI) study of sponsored research	Library value is demonstrated	Research funds gained with use of library resources are quantified	JEB	ROI methodology under review	Review completed
	Develop and pilot a methodology for program cost analysis	Verify that resources are allocated to the services that users value most; costs identified can be used to determine service impact and to decide investment or develop in a particular service	Methodology is piloted; report is discussed and decision made about service piloted	JEB	Method under development using the library reserves service	Cost analysis completed
	Review and initiate regular use of available library and university data sources	Library activity is reviewed quantitatively for equitable allocation of resources and potential reallocation for more positive impact on library users	Guide to library and university data resources is developed and initial reports derived	JEB	Website underdevelopment and lunchtime seminar given	Website available and lunchtime seminar given
	Develop an assessment plan and timeline	Services and resources are improved based on users needs	Principles, purpose, and outline of activities is approved; assessments for fall 2009 are developed and scheduled	JEB	Plan approved by Cabinet; timeline will need to develop in synchronization with university survey plans	Plan approved by Cabinet; continuous survey will be centerpiece, with other surveys scheduled as needed

**Goal II: Enhance the effectiveness of library services for students and the development of library facilities as learning spaces**

II.A.	<b>Focus on upgrading the maintenance and physical library environment, so that all libraries are welcoming, comfortable, safe and secure, and easy to navigate</b>	Finish four more group studies in Alexander Library	Students have spaces geared to teaching styles of their faculty	Rooms are finished	FP	Done	Done
		Plan and implement the move of Media from Kilmer Library to Douglass	In addition to having only one place to go for media needs for faculty and students, these will enable the Fordham ILab to have stable staffing	Construction and move happen in a timely manner	FP	Planning is done & architect hired to do final budget	Funding is in place & timetable for construction is complete.
		Start the planning process for the development of the vacated data-center space in the Scholarly Communication Center (SCC)	The space is developed with the best use in mind	Plan is done and the construction is in progress	FP	Interested parties have met, a design is accepted for the space, need to complete furniture purchase and move equipment	Furniture is purchased & awaiting delivery.
		Initiate fundraising through the university's capital campaign and other sources for the implementation of initial phases of the new conceptual master plan for the Dana faculty	Collaborative work spaces, quiet spaces, social spaces, and the like are developed	Identify candidate spaces and initiate feasibility and cost review; begin construction	MW	Included in capital campaign priorities and given to new RUL Development officer as a priority for fundraising	Included in capital campaign priorities and given to new RUL Development officer as a priority for fundraising

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<b>Objective</b>	<b>Activity</b>	<b>Outcome</b>	<b>Indicator</b>	<b>Cabinet Oversight</b>	<b>Mid-Year Status</b>	<b>Year-End Status</b>
	Plan for newly redesigned lobby and reference room for the Alexander Library is completed	Students have study spaces which meet their needs; and the Library is a warm, attractive and inviting space	Committee meets and report is written	<b>FP</b>	Design for lobby is complete; need to finish one for reference room; card catalog cards removed and furniture will by May 1st in preparation for carpet	Plan is finished and report needs to be written
	Incorporate Knight Express payment options directly to the copiers	Library users have access to excellent equipment and services	Successful installation of EnvisionWare terminals on 13 public copiers throughout the system during the summer sessions; statistics maintained on number of copies paid via Rutgers Express terminals; planning on replacement of current card dispensers/readers will follow; new equipment needed in two or three years, coinciding with end of leases on current copiers	<b>VDG</b>	The process for this has begun with a target date of August 1. EnvisionWare to provide updated installation information and RU express office has been contacted about Newark Campus (the one card system does not work for that campus.)	Implementation planned for next academic year
	A server management strategy is implemented to address server and storage policy and procedures, backups, security, utilization and replacement	Servers are functional, reliable and secure, resulting in 24/7 access to resources and services with no unscheduled downtime.	Server Management WG is formed and policies and procedures are developed and implemented	<b>GA</b>	Server management team has been established and is working on server management issues; a backup strategy for all servers has been developed; replacement servers and UPS upgrade are being ordered; an upgraded digital mass storage system is in specification development	Completed. Backup strategy has been approved. Implementation is proposed as an FY10 goal. Security, replacement and usage analysis will be addressed in FY10.
	Open Sharon Fordham Media Lab for more hours and on a more regular schedule	Students gain support for assignments and special projects	More student use of the lab and better faculty/instructor feedback regarding availability	<b>VDG</b>	Lab is now open 12:30 - 4 pm five days a week. Permanent staffing still in the works.	Planning for change for next academic year underway

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II.B.	<b>Expand wireless availability and the number of public access computers across the libraries</b>						
II.C.	<b>Organize print library collections to respond to efficient delivery services and reciprocal borrowing opportunities</b>	Develop holistic, streamlined collection and shelf management practices that integrate ongoing weeding and collection shifting as ongoing practice and as scoped projects	Shelving space is used effectively and represents current, useful collections; collections can be shifted quickly as library renovation projects dictate	A matrix of weeding indicators (last copy status, last date circulated, availability of electronic format, etc.) is developed to support a triage of automatic and reviewed resource weeding; weeding policies, procedures and processes are developed, reviewed in LRC, approved and implemented; and ongoing weeding practices are implemented as part of routine shelf management in the Alexander Library	GA	No progress to date	Substantially complete. The collection management problems resulting from the multiple weeding projects that have taken place this year have been evaluated. A decision was made to establish a central monitoring system for weeding projects so that appropriate policies are followed and integrity of collections is maintained. A further decision was made to charge the implementation of the monitoring system to TSCWG to establish this year.
		Develop streamlined retrospective conversion practices that integrate recon with normal workflow, particularly weeding and collection shifting	More resources can be discovered and utilized via the libraries' IRIS catalog and the libraries remain an equitable partner in the borrowing and lending of print materials	A streamlined process is developed and implemented as part of weeding, shifting or other collection management projects	GA	No progress to date	Retrospective conversion was deemed non-core and placed on hold due to significant staff reductions. We will assess whether a limited process can be implemented in FY10.
II.D.	<b>Relocate lesser used print collections to the Annex to recoup space in all libraries to create spaces associated with the ways students and faculty want to work and socialize, such as group studies, cafes, social spaces, quiet areas, etc.</b>	Establish weeding policies	Appropriate policies smooth the way for weeding projects that improve access to needed collections	Review existing policies related to weeding and transfers to Annex (ex., last copy policy and Annex manual), modify or expand policies to reflect current needs, and develop a decision tree for weeding	RGS	Major weeding and/or transfer projects underway related to Alexander Reference and business collections; LRC investigating reciprocal partnerships via its review of the VALE Last Copy Policy and the creation of a Last Copy Policy committee to review Rutgers' own policy; LRC also had a presentation from J. Gardner and G. Sandberg on consortial arrangements and ILL participation	In progress
II.E.	<b>Work toward the development of a consolidated science library with better support for multi-disciplinary studies</b>	New Concept document for the new science library is developed	Clearly articulated document is written that can be used in the capital campaign	Committee is formed; research and thought is brought to fruition; document is completed	FP	Committee was formed and rough draft is written; still needs further clarification and wordsmithing	Report is finished.

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<b>Goal III: Improve awareness of the resources, services, facilities, and support available to all of the Libraries' constituencies</b>							
III.A. Develop and implement marketing and communications plans for university and statewide constituencies	Validate the four brand characteristics in Camden and Newark and begin implementing the brand (Marketing/PR Team)	Survey students and faculty in Newark and Camden for perceptions on library brand; Marketing/PR team will raise awareness of the brand and integrate the brand into the work of the libraries	Surveys will measure support of brand; personnel representatives compose slogan based on brand for announcement to the Rutgers community via RUL website and in other promotions; and Marketing/PR team members will consult with experts about integrating brand and slogan into day to day activities and promotion efforts	FP	Surveys were completed in Camden and Newark, validating the brand; a news story was posted, announcing the new RUL slogan and the brand is predicated upon; the slogan has been integrated into Libraries' letterhead, memo-pads, mailing labels, and email signatures	The Marketing/PR team has begun investigating what other steps it can take in 2009/2010 to further integrate the brand into the regular work of the Libraries	
	Submit grant proposal to support increased outreach and engagement of IJS (Institute of Jazz Studies), with temporary staffing support and formalized publicity plan	Enhanced publicity plan and activities for IJS, represented in increased visibility	Proposal submitted to MCJ Foundation	MW	Proposal submitted; meeting with Foundation to be scheduled to discuss status	Meeting with Foundation to be scheduled in Fall Semester.	
III.B. Collaborate with university programs and offices to enhance communication about services and resources	The Libraries will play a significant role in Rutgers Day, April 25, 2009 (Marketing/PR Team)	Market/PR Team subcommittee will solicit suggestions from RUL personnel and oversee activities in or near Libraries	Market/PR Rutgers-Day Subcommittee will submit plans to Rutgers -Day Coordinating Committee by 12/1; publicity about RUL activities to website, press release to local media, Facebook page, and announcement to UHR's Weekly Digest	FP	The Marketing/PR team's Rutgers Day subcommittee is planning kiosks by Alexander & Art, an East Asian Library open house, a talk by author Helen Pike, and more	Over 1200 visitors took part in RUL activities and visited our kiosks. The Rutgers Day subcommittee has plans for Rutgers Day 2010	
	Promote services, resources and study spaces to incoming students (Marketing/PR Team)	Incoming students and their parents will receive individually tailored promotions about the Libraries and services	First-year students and parents will receive a guide to library resources and support services available in-person and on-line	FP	Promotions to incoming students were sent online and via the Targum's 'Welcome' issue	The Marketing/PR team placed an ad in the summer 2009 Targum 'Welcome to RU' issue	
III.C. Ensure that library liaisons effectively communicate information about library services, collections, and programs to university departments, centers, and institutes and share changes and developments in departments, centers, and institutes with the Libraries	The Libraries will conduct a concentrated effort to promote EEBO (Early English Books Online) and measure the impact of the promotion (Marketing/PR Teams)	The Libraries will post a news release about EEBO on the website and secure brochures on EEBO from the vendor, which will be distributed to the libraries liaisons who serve departments that can use the resource	Statistics from the Libraries systems department will gauge whether or not the concerted promotion resulted in increased use of the resource	FP	EEBO brochures were secured & distributed to liaisons late fall; news story posted 2/4/09	The Marketing/PR team plans to assess use of EEBO in 08/09 (promotion year) vs. 07/08 (w/o promotion)	
	Create a better means for communication among all liaisons	Liaisons are helped in their work with departments, centers, and institutes	Establish a listserv and Sakai site for all liaisons to share information and complete Liaison/Selector Tool Kit	RGS	Sakai site now available; Tool Kit on hold until further developments with Drupal	Same status as mid-year	
III.E. Use our participation and leadership in collaborative statewide and regional initiatives, such as VALE and PALCI, to develop additional tools to share resources and services	Explore possibility of developing a shared storage facility with state and regional partners	Leverage consortial relationships to improve storage and delivery of lesser used collections	IMLS planning grant	RGS	F. Tehrani and T. Corliss are working with the IMLS grant consultant engaged to develop a statewide plan for preservation and shared storage facility	Consultant completed survey and began working on grant	

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<b>Goal IV: Increase the Libraries' resources to the levels of peer AAU public universities and manage those resources more strategically and efficiently</b>						
<b>IV.A. Secure resources to bring the Libraries to the level of peer institutions and to support new areas of academic and research excellence through a budget process that recognizes inflation and new programs, through strategic grants and partnerships, and through targeted fund raising</b>	Submit proposal to Mellon Foundation to digitize two of IJS's (Institute of Jazz Studies) most significant collections of sound recordings	The Benny Carter and Benny Goodman collections are preserved and made available to researchers	Proposal submitted to Mellon	<b>MW</b>	Proposal funded; \$296,000 two-year grant	Completed
	Form development team	Director of Development and Assistant are hired	Capital campaign and other fundraising initiatives are started	<b>MIG</b>	Director of Development hired; campaign priorities in process of review; visits to top doors in progress	In progress
	Seek out grant and donation opportunities for collections - both cash and gifts in kind	External funding for collections is increased	NEH Challenge Grant for global and international studies prepared and submitted; \$X value in gifts and grants identified and pursued; NEH National Newspaper grant is pursued	<b>RGS</b>	In progress; AUL/CDM met and consulted with relevant people; drafted sections	Waiting for global studies to prioritize programs
	Build case statement for increased funding using data from aspirant institutions; compiling lists of requested items, especially database and e-journals; and identifying new areas of academic growth	Needed resources and their costs are identified and documented	Collections budget request statement prepared and submitted by March 30, 2009	<b>RGS</b>	AUL / CDM's PowerPoint presentation on library budget and staffing to the NBFC (1/30/09); held discussion about library funding with SAS Dean & others	Sections completed for various purposes
	Review current purchasing approval plans to serve best the collections process, including development of a new RFP (request for proposal) from new suppliers (NBCG)	Improved collections; streamlined purchase process while continuing to identify best choices	Identify current snags in the process and non-optimum purchase; creative solutions while not undermining current successes	<b>VDG</b>	RFP Task Force for book vendor has been established; draft RFP has been written; similar RFP process for subscription vendor has been established	Completed
	Re-submit NEH Proposal for the Jazz Interviews Collection.	Jazz Interviews Collection is preserved and will be made more accessible	NEH proposal is resubmitted and awards are expected to be announced spring 2009	<b>MW</b>	Proposal resubmitted; not funded	
	Ensure that departmental and center grants include provision for collection resources wherever possible	Support is given to areas of emerging research	Libraries are included in grants	<b>RGS</b>	Support for library materials has been incorporated into some departmental grants, e.g. social work and Middle Eastern Studies	Included in Middle Eastern Studies grants
	Partner with departments, institutes, centers and schools to develop grants and gifts (NBCG)	Increased funding for collections; opportunities to identify and collaborate on new research tools and resources	Increase collections to compensate for at least X of budget reductions; three new partnerships are initiated	<b>VDG</b>	No progress	No progress
<b>IV.B. Expand the collections both electronic and in print to the level of our peer institutions</b>						

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<b>IV.C. Partner with university and campus offices in ways that leverage the resources of each organization to support new research methodologies and new ways of teaching and learning</b>	Facilitate faculty compliance with NIH public access policy	Aid faculty compliance with policy and build RUcore faculty collection	Review number of submissions via RUcore with corpus in Pub Med Central	<b>RGS</b>	RUL website for submissions developed; letters sent to NIH grantees; article have been submitted using website	Completed	
	Actively engage SCILS faculty working in the areas of technical services, cataloging, and metadata	An active partnership is developed that enable us to mentor future generations of technical services librarians and promote awareness of the marketability of technical services skills	Collaborate in at least two partnerships, which may be research projects, internships, courses, and independent study	<b>GA</b>	Completed; SCILS students are actively participating in developing digital collections and in metadata cataloging, in partnership with SCI faculty	Completed, as noted in Midyear. Ongoing projects include ongoing student internships and metadata cataloging assignments for the fall 2010 metadata course.	
<b>IV.D. Allocate resources based on the strategic directions of the five-year plan</b>	Evaluate TAS budget for realignment with strategic goals and TAS action plan	Budget more closely reflects university, RUL and TAS priorities	Budget is evaluated against measures such as past spending, changing goals, changing workflows and departmental realignments within TAS; recommended changes are reviewed within TAS and with RUL Budget officer and implemented	<b>GA</b>	No progress to date	We have realigned the budget to reflect what is actually spent in each department, so that fund transfers have been minimal. A realignment to reflect strategic development areas is only possible with grant or other outside funds. The current budget represents obligations only, with no discretionary funding. This goal will be tabled until discretionary funding is once again available.	
<b>Goal V: Continue to develop an organization and the human resources to achieve the Libraries' strategic goals</b>							
<b>V.A. Continue to focus the development of library leadership in copyright, intellectual freedom, and access to government information</b>	Launch a copyright education campaign	Faculty and students are better able to use copyrighted works and understand protections available for works they create	Workshop content and materials, an online calendar, and a web form for questions are developed; at least five sessions are held	<b>JEB</b>	Brochures available; meetings with university counsel held; waiting for university counsel to complete review of relevant cases	Presentation content developed and first workshop presented	
<b>V.B. Invest in staff development and recognition, and support organizational development, including the areas of managing people and resources</b>	Offer education programs to library personnel so that they become ambassadors for our services (TLC)	Help people to develop to the point where promotion of RUL services and resources is a natural outgrowth of their work	Increased usage of collections and services	<b>LDF</b>	Management development curriculum launched in Newark	Model plan ready for review	
	Provide training and programs through various means and on a range of topics; Will include brown bag lunches, podcasts, site visits to various departments within the Libraries (TLC)	A rich working environment where skills are continually honed and augmented, and new concepts in scholarship and the library profession are broadly shared	Increased attendance at events sponsored by the Training and Learning Committee and increased requests for programs	<b>LDF</b>	No change	Completed.	
	Develop, obtain approval for, and partially implement a management development curriculum open to staff and librarians (TLC)	Enhanced management skills for library personnel	Plan written, executed and attended	<b>LDF</b>	Plan in place for summer	Draft plan submitted to me	
	Develop two new components for diversity education program	Engagement of more staff in diversity goals	Increased attendance at programs and increased staff ease with diversity	<b>LDF</b>	Dialog groups held and guided conversations in place	Guided conversation on race held-successful	
	Survey library personnel regarding current programs and courses offered through the Libraries (TLC)	Gauge interest in specific areas and plan accordingly as our environment and needs evolve	Formulation of a structure, processes and resources for continuous performance improvement and personal growth for all Library staff	<b>LDF</b>	Survey developed by Training and Learning Committee	No change from ORSP Exemption applied for	
	Plan for an open forum or small focus groups to take place next year to discuss our plans and how we can meet needs based on the survey results (TLC)	Development of an environment that supports continuous learning and fosters both individual and organizational performance	Proactive workforce who possess the skills necessary in a rapidly changing environment	<b>LDF</b>	Awaiting survey first	See above	

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<b>Objective</b>	<b>Activity</b>	<b>Outcome</b>	<b>Indicator</b>	<b>Cabinet Oversight</b>	<b>Mid-Year Status</b>	<b>Year-End Status</b>
	Promote awareness of our services (RUcore, MEEBO, EZ Borrow, AAL, etc.) through active outreach and partnerships with RUL departments (Public Services, Access Services, Technical and Automated Services, etc.) (TLC)	Proactively meet the information needs of Library personnel	Increase in the number of collaborations between Training and Learning and RUL departments, particularly as new services are introduced	<b>LDF</b>	Lunch and learn seminars held	Several lunch n learns held
	Develop mentor training	Better and more comfortable training	Mentees easily assimilated	<b>LDF</b>	Committee called and working on plans	Training will
	Seek out collaborations with RUL groups with common goals (SAPAC, for example) or as appropriate, such as the Scholarly Communications Committee (TLC)	Greater diversity of the programs and sessions the committee sponsors	Successful feedback on comment forms, requests to make content available for future reference (handouts, web resources, podcasts, etc.), increased attendance at events sponsored by our committee	<b>LDF</b>	Evaluations and use of surveys in place	No change from ORSP Exemption applied for
	Review the charge of the PC Working Group in order to formalize the role, mission, organization and accountability of this Working Group	Group will examine the posted Charge in light of current and future needs of PCWG and the RU Libraries Systems Department with questions to be considered: What policies and procedures does the PCWG develop and how are they maintained? How does the group keep current in desktop software and computing trends? How does the group interact with OIT? How should the group best advise RULS on new technology trends and needs?	A revised and expanded charge that addresses both organizational and strategic issues for the PC Working Group is communicated to RUL, reviewed and posted on the PCWG website	<b>GA</b>	No progress to date	Completed. The role and mission have been revised and posted on the library website.
	Improve data management on RUL personal computers by cleaning up unused and unnecessary files on the common drives on a systematic basis and implementing an automatic backup process for all staff PCs	RUL faculty and staff will use their workstations more efficiently with improvements like documentation and work will not be lost due to workstation failures, confidentiality of private documents will be ensured, workstations will be utilized more efficiently, unnecessary resources, such as the contents of workstations for departed employees will be removed and storage servers will be utilized more efficiently	A backup plan and recommended backup solution will be developed and presented to the Director of IIS or AUL of DS so that policies and procedures address seamless workflow, frequency of backup, document confidentiality issues and integration with both orientation and exit procedures for RUL employees and, upon approval of the plan and the purchase of any necessary software, automatic backup will be tested and implemented	<b>GA</b>	Backup plan is in development	Completed. Backup plan was submitted to Cabinet and approved for FY10 implementation at the New Brunswick Libraries

**Rutgers University Libraries Strategic Plan Goals  
Action Plan, fy2008/09**

- Escalate the use of library services and collections to demonstrate the value libraries bring to research and student teaching
- Engage our users in expansive dialogs about their needs and our capacities to meet them now and in the future
- Expand our capacity for outreach to and collaboration with the disciplines and with inter- and multi-disciplinary research programs

Objective	Activity	Outcome	Indicator	Cabinet Oversight	Mid-Year Status	Year-End Status
	Implement a workflow analysis within Technical Services and Distributed Technical Services and across the two departments to streamline workflow, eliminate inefficiencies and redundancies and to accommodate a changing workflow focused on digital and local scholarly information outputs	Workflows that are flexible and responsive to emerging formats, digital information and scholarly outputs are developed; current workflows are merged, integrated and streamlined to provide more opportunities for emerging workflows; staff across both departments are maximized through cross-training and flexible workflow scheduling to accommodate predictable workflow peaks	Workflow analyses are conducted; necessary changes are identified, prioritized and implemented and changes are reflected in new staffing configurations, such as new teams, new position titles, etc. while new workflows are staff generated with leadership by managers and staff demonstrate ownership through documentation, presentations, etc.	GA	No progress to date	Ongoing in both departments. Streamlined processes across Acquisitions and Cataloging and Metadata Services (CMS) have resulted in 30% reduction of backlog for new materials and much shorter shelf time for backlogged books. DTS has consolidated its Alexander and LSM activities.
	Implement core level cataloging for categories of materials for which we lack adequate staffing and/or expertise	Ability to meet the needs of new disciplines (stem cell research, Arabic studies) and create an acceptable level of access that will facilitate resource discovery and research	A strategy is developed and implemented for at least three identified categories of materials making turnaround time from acquisition to processing and usage are equal to or better than standard processes	GA	No progress to date	Temporarily on hold due to significant staffing shortages but will be considered for FY10
	Collaborate with the RU Training and Learning Advisory Committee to support identified technology learning needs	Faculty and staff use existing technologies more efficiently; new desktop technology needs are identified, and the training and learning needs associated are addressed	Annual training needs are identified and different distribution methods, such as web-based tutorials, webinars, and Face to face training are explored to develop an efficient and cost-effective training repertoire is developed with training provided in the critical areas of need identified; and a strategy for examining new desktop technologies and trends to formulate future needs is also developed	GA	PC working group has met with relevant committee and Marilyn Wilt; an intermediate email class has been offered, with others to follow	No further progress from midyear.
	Further develop minority residency program with follow-up procedures, including assignment of mentors for non-native speakers	Make the residency program more attractive to target groups of students translating into better/more diversified representation at the Libraries	Work with advisor to locate optimum external placement quickly	LDF	Committee in place and has met	Report issued-web changes being initiated
V.C	Examine all vacant positions for possible redesign to support the Libraries strategic plan and take into account the university's new major multidisciplinary research areas, recruit the highest caliber librarians and staff, and reassign positions strategically					