

**Rutgers University Libraries Strategic Plan Goals
Action Plan, FY2007/08**

| Objectives | 2007/08 Tasks | Outcome | Indicator | Cabinet Reporter | Midyear Status | Year End Status |
|---|--|---|--|------------------|--|--|
| Goal I: Improve the quality of scholarly resources and information services that support the advancement of academic excellence at Rutgers | | | | | | |
| I.A. Expand the collections both electronic and in print to the level of our peer institutions Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Technical Services Council | First Tier | | | | | |
| | 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 | RGS | In progress | Information compiled and beginning of draft |
| | 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, 2008 | RSG | In progress | \$1.2 million increase to 2009 base collections budget to help cover cost of NJKI databases and serial price increases |
| | Integrate freely available scholarly and information resources from the Internet into the Libraries information network | Students and faculty gain access to more resources more seamlessly | Revise criteria for selecting and cataloging freely available Internet resources; identify and add X# links for Google books to existing IRIS records | RGS | Progress in stem cell research guide | Draft of all elements of the guide completed; need to do final edit and write introduction |
| | RU owned digital video titles and a commercial video collection are provided via RUcore as part of NJVid development | Increased digital video resources are available in the repository | At least 10 locally owned videos are available via RUcore; a commercial video collection is selected, purchased, and made available if NJEdge is able to support | GA | Encoding standards and a beginning workflow have been developed; three test videos have been added to the New Jersey Digital Highway as a placeholder until the infrastructure is available at NJEdge; the NJVid project will not begin work on the commercial collections until fall 2008, after a Shibboleth authentication strategy is at least designed and in development | Encoding standards have been developed; a detailed workflow has been developed and is being tested; a metadata profile is in development; the NJVid Commons collection is slated for debut in September 2008 |
| | 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 three new guides or aids in such areas as water resources; global warming; stem cell research, including ethical, political, and legislative aspects; transportation; immigration and migration studies | RGS | Progress in stem cell research guide | Draft of all elements of the guide completed; need to do final edit and write introduction |
| | Re-submit NEH proposal for the Jazz Interviews collection, adjusting it in response to criticisms received by NEH panelists (July 2007) | The Jazz Interviews collection is preserved and made more accessible | NEH proposal is resubmitted | K-NA | NEH proposal was re-submitted Summer 2007; awards are expected to be announced late Spring 2008 | Proposal was not funded; the proposal was re-written and re-submitted 7/17/08 |

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| | Expand the ability to acquire and process foreign language materials through a foreign languages materials team that leverages shared staffing with foreign language expertise in Acquisitions and CMS | Faculty and students studying foreign languages or global/multicultural studies requiring foreign languages have timely resources | Language needs are identified through communication with liaisons and curriculum analysis; a process for coordinating the acquisitions and purchase of foreign language materials, particularly the hiring and management of part time staff, is developed, tested, and implemented | GA | Not yet started | This goal will be considered as part of a larger workflow analysis and redesign project for technical services functions as a follow on to the recent reorganization of Acquisitions, CMS, and DTS |
| Second Tier | | | | | | |
| | Expand Luna collections to at least 100,000 images | Students and faculty have access to an enhanced digital image collection that directly supports Rutgers curricula | 100,000 images are available in Luna; Luna images are queried at least 13,000 times and downloaded at least 5,000 times by Rutgers students and faculty, which represents a 20% increase over FY2007 | GA | This task outcome has been met; the Luna collection currently stands at 103,000 images | Completed |
| I.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 Primary Responsibility: *Public Services Council *Technical Services Council | First Tier | | | | | |
| | Migrate Novell to Windows networking | Library infrastructure achieves economies of scale and enhanced functionality | Migrated network is robust and error free; all RUL faculty and staff are able to transparently access resources and services on the new network | GA | This objective is underway; it has been temporarily suspended due to the unavailability of the network manager leading the project but will resume in March 2008 | This goal is substantially complete: all workstations have been attached to the Windows network and the servers are configured; all files have not yet moved; final cutover and decommissioning of Novell network is scheduled for November 2008 |
| | Complete the implementation of the electronic resource management system | Relevant TAS and access services faculty and staff and liaisons can access and interpret ERMS records | All active subscriptions have ERMS records; training has been held for relevant RUL faculty and staff | GA | This project is awaiting the hire of a position to assist the electronic resources coordinator with EMS | Considerable progress has now been accomplished toward this goal: approximately 300+ primary subscriptions are candidates for the first implementation; of these, 25 have been identified as highest impact; 12-15 have been completed, including adding COUNTER statistics; Gracemary and Cathy are working with Access Services (Judy) to develop a public display strategy for information such as ILL, electronic course pack, and reserves |
| | Install Oracle to support the SIRSI integrated library system (ILS) | Improve ILS capabilities for integration and service enhancement | Oracle is installed, tested, and implemented; Unicorm-based services and information transfer seamlessly so that the migration is transparent to all users | GA | Cutover has been scheduled with the vendor, SIRSI-Dynix for May 2008; several staff have received in-depth Oracle training; new servers have been purchased; Chris Sterback, the project manager, has been working with the vendor on preparing the RUL database for migration | Completed |

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| | Implement OpenURL in Iliad | Rutgers students and faculty receive improved interlibrary services and staff processes are streamlined | Software is implemented | VD | No progress; fall 08 is a more realistic date for this | No progress |
| | Implement a web services cyber infrastructure | A more agile, customizable web presence, based on web services standards and technologies is developed | A web services team is implemented; a flexible, service-oriented architecture featuring standardized, modular, XML-based services and resources, is designed; the migration to Drupal is begun; at least one significant web service is implemented | GA | The web services team has been established, meets regularly, and works well together; the flexible, modular architecture is in design; three members of the team received weeklong, intensive XML training; modular web resources--the electronic database descriptions and people database, are designed and under development; faculty updatable research guides are under development; dynamic core research guide generation is under development; draft versions of these core modular resources and services will be demo-ed to Councils in March and April; a modular staff pages service is in design, using the Selector's toolkit as a test implementation | The website is being architected within a DRUPAL CMS framework to provide modular services and resources that can be combined into new services, pushed to users, etc.; considerable progress has been made on the first resource--indexes and databases; the DRUPAL database has been designed and is now being populated; in September, the A-Z list will be dynamically built and updated and many pages will be automatically updated with index and database information, as opposed to hard coded; dynamic "root" research guides will be available in December 2008 |
| | Implement, assess, and analyze the Free Article Delivery Proposal | Rutgers students and faculty receive increased access to materials located across the library system | Implementation completed by December 31, 2007; assessment and analysis completed | VD | Implementation is completed; a user survey is planned for April; selectors are reviewing most requested journals | Completed |
| | Implement Iliad software | Required technology change is made without interruption of interlibrary services | Software is implemented by December 31, 2007 | VD | Completed; ILLiad software is operational; additional features may be implemented later, e.g. open url | Completed |

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| | Install and implement the enterprise PDF server | The Libraries will more effectively use PDF within the ETD application, the repository, and potentially other applications, such as electronic reserves and department/committee web pages, by automating the PDF creation and management process | PDF server is successfully installed, implemented, and utilized; more flexibility in file formats are offered to faculty and students submitting their resources to Rucore | GA | This objective is complete; the PDF server is installed and currently supporting both the ETD and Faculty Deposit services | Completed |
| | Assess and report on federated searching | Importance and value of federated searching implementation is reviewed and changes for improvement identified | Report discussed and plan for implementation of changes completed | VD | In progress | In progress |
| | Design and implement web usability study and methods to measure user experiences | High quality user experiences are ensured | Study is completed and information on user experiences is compiled | VD | In progress | Completed first usability pilot with SCILS |
| | Implement changes to IRIS that effectively reflect and facilitate the new article request and delivery options | Library users have clear access to interlibrary services requesting | Changes completed prior to Iliad implementation | VD | Completed | Completed |
| | Complete and share report on expansion of virtual reference services | Report and recommendations are available for discussion by appropriate library groups | Report distributed | VD | Meebo pilot first round successfully completed March 2008 | Meebo pilot first round successfully completed March 2008 |
| Second Tier | | | | | | |
| | Implement changes to IRIS that will reflect the new visual identity developed for Rutgers and adopted by the Libraries | Users recognize the Libraries as a part of the university | All old logos replaced prior to fall 2007 semester | VD | Completed | Completed |
| | Improve Robeson web pages and the answers in the Ask Gary the Cybrarian | Through user feedback and capturing questions, develop a Robeson web presence that helps off campus students, a large part of the Camden population, do research and class assignments | Web pages are updated to reflect user needs; Gary the Cybrarian has ability to answer more questions | GG | A new web page was introduced for Fall semester; Gary the Cybrarian is continuing being updated and now has over 50 FAQ's | Web page was changed to Ask Gary and is monitored daily and questions and answers are updated daily |

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| | Participate in the VALE OLS exploration | A strategic assessment of RUL needs and the viability of a statewide OLS is provided to councils and Cabinet | Participate in an IMLS-funded conference to explore OLS issues; participate in information gathering and any VALE-led assessments for OLS; participate in information gathering, specifications and other explorations for the Duke-led, Mellon-funded OLS effort | GA | Five staff attended the VALE OLS symposium on March 12, 2008; they will share what they learned in a TAS brown bag, as part of the information gathering phase; Grace Agnew responded to a call for participation from Duke University, who is leading the effort to develop specifications for a Mellon-funded OLS with design suggestions and to offer RUL's participation | VALE has agreed to participate with Rutgers in the Mellon funded OLS specification development; the first OLS meeting will be held in August at UNC Chapel Hill; AUL/DLS has written to VALE OLS leaders and asked for two names to participate in the OLS statewide steering committee and will call a meeting for late July/early August |
| I.C. Address information literacy competency standards for students through information literacy materials, services, and programs in partnership with the teaching faculty Primary responsibility: *Public Services Council *Training and Learning Committee *Instructional Services Committee | First Tier | | | | | |
| | Working in collaboration with the university, develop a method for the assessment of information literacy | Information literacy assessment is included in the university's assessment of student learning | Information literacy curricular integration is discussed with relevant stakeholders | VD | In progress; development of a scalable model may begin with learning communities model | In progress; will work with ISC to develop possible assessment program pilot for ENG 201 |
| | Discuss university wide use of core skills assessment for preliminary (new student) information literacy levels, as a baseline for later assessment of information literacy program effectiveness | Information literacy assessment is included in the university's assessment of student learning | Information literacy included in university assessment reports | VD | In progress; current partners include Office of Academic Engagement | In progress |
| | Integrate the larger information literacy objectives, like determination of information need or evaluation of sources, into department courses by working with the teaching faculty in receptive departments | Departmental faculty and library faculty target specific courses and specific activities within the course that meet the specific objectives | Information literacy objectives are included on the syllabi of the targeted courses | VD | In progress; current partners include Office of Academic Engagement, Future Scholars Program, Upward Bound program | In progress |
| | Develop snippet (90-second) just-in-time tutorials for tool use | Library users have asynchronous, online access to help for key library activities | # tutorials for # tools are made available | VD | For 2009 implementation | For 2009 implementation |
| | Redevelop the Library Instruction and Information Literacy website | Market and communicate to faculty regarding the integration of information literacy into courses concept and how RUL faculty can help | Number of uses of website and number of contacts to library faculty from website | VD | On hold | On hold |
| | Develop a program at the Robeson Library so that a reference associate can participate in helping to instruct larger classes | This supports the reference desk, instruction, and outreach to Camden County College/Rowan University Camden Campuses | Associates assist library faculty with larger classes in the Robeson instruction lab | GG | The Associate moved into this position in December; after training, now assists in classroom, helps with general questions at reference, and helps support the Camden County College/Rowan University Camden Campus program | The Associate is now an active member of our teaching program, assists the library faculty in developing and producing print handouts, and helps at the Reference Desk during busy time periods. Training is continual. |

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| | Create a web page of Best Tutorials, perhaps using deli.cio.us, that would allow searching by topic | Student learning and faculty teaching receive enhanced asynchronous support | X# tutorials are selected and made available | VD | For later implementation | For later implementation 2009 | |
| | Revise Searchpath before September so that systemwide changes and user feedback are incorporated | This supports the research/ information literacy efforts of RUL faculty and RU faculty, as well as the individual initiative of students | Number of uses of tutorial | VD | On hold; currently seeking alternatives to current offerings | On hold; currently seeking alternatives to current offerings | |
| | Second Tier | | | | | | |
| | Promote the Paul Robeson Library Assignment Calculator to individual Professors | Instructional course-specific library assignments are developed in the calculator and faculty are given a way to insure their assignments are done using vetted research tools and not just things found on the web | Research Calculator is used by several courses | GG | The Research Calculator has been adapted for use by two professors; more outreach is taking place during Spring | This program was not successful and was stopped for the time being; it may be revisited in the future. | |
| I.D. Support academic excellence and a richer intellectual life at the university through increased diversity of the Libraries' workforce Primary responsibility: *Advisory Committee on Diversity *Technical Services Council *Training and Learning Committee *Personnel/Human Resources *Access Services Committee | First Tier | | | | | | |
| | Identify collection areas where foreign language expertise is lacking | Produce a list of areas where needed foreign language expertise is lacking | List is completed by December 31, 2007 | RGS | No action yet | No action yet | |
| | Continue to build a language basket with languages/phrases that recognize and portray the Libraries environment of inclusiveness and equity | Library faculty and staff can access multicultural expressions for use in the creation of policy or other types of documents | Work is completed | LDF | The language basket is fairly complete; implementation will be focused on in the coming six months | | |
| | Second Tier | | | | | | |
| | Create a multicultural resources website | The informational needs of the Libraries diverse workforce are supported | Website is launched | LDF | This is being focused on for the next half-year | Still in progress | |
| | Create welcome pages for the Libraries website in different languages (World Languages 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 | LDF | In progress | Still in progress | |

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| | Create a language and cultural diversity database based on the Libraries faculty and staff language and other skills and interests | RUL faculty and staff are surveyed for language and cultural experience; data elements are designed to capture this information in the People Database | Information about language and cultural experience of RUL faculty and staff is available and can be mined or automatically inserted as appropriate into services, collections and events at RUL as appropriate | LDF | These data elements will be added to the People Database resource already under development for the RUL website | Still in progress |
| I.E. Build a preservation program for the collections in all formats to ensure that critical and unique collections remain available in perpetuity Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Technical Services Council | First Tier | | | | | |
| | Test the emerging M-JPEG 2000 standard for digital video | M-JPEG 2000 is tested and a recommendation is made for adoption | The standard is tested and the recommendation accepted | GA | M-JPEG 2000 has been tested and rejected for current (2008) use as a digital master; we feel it is still too proprietary for current (2008) use; however, given that LOC, Yale and others are using M-JPEG2000 as their master format (although some as a second master), we will monitor its use and acceptance and revisit our decision in 1-2 years | Completed; M-JPEG2000 is not robust or interoperable enough for current consideration but we are following its progress |
| | Test the emerging digital image preservation format, JPEG 2000; If feasible, plan and implement a digital migration strategy for the repository's 10,000+ images in RUcore/NJDH | JPEG2000 is evaluated and a recommendation made for adopting as the image digital preservation master; a migration strategy that includes identifying resources to be migrated, testing the success of the migration process, documenting the process as a metadata event, evaluating the results, and notifying collection owners is tested and implemented | Users have access to high quality, very functional images in the JPEG2000 format | GA | RUL has decided to use JPEG2000 as an access format; the commercial JPEG2000 server needed to accomplish this is being ordered | Server is on order; this will continue as an important goal in FY09 |
| | Establish a preservation program with a full-time preservation librarian, a preservation budget and fund for systemwide use, a preservation committee, and new preservation policies where necessary | Library materials are appropriately and systematically cared for | Preservation plan is approved and implemented | RGS | In progress | In progress; draft report completed |
| I.F. 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 Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Technical Services Council | First Tier | | | | | |
| | Implement the ability to ingest EAD finding aids and associated digital resources into RUcore and test with at least one significant collection; implement use of EAD at IJS | EAD finding aids and associated collections are available in RUcore | SC/UA and IJS are able to catalog at the collection level and thus able to submit large collections to RUcore without providing item level cataloging; users are able to access large numbers of images from RUL special collections via RUcore; all special collections (SC/UA and IJS) are standardized on the use of EAD for collection level description | GA | A basic strategy for ingest into Fedora has been designed and will soon be shared with SC/UA and IJS for review; an implementation team will be established | The basic strategy did not prove viable with our current object architecture; we will be working with SC/UA on a new object architecture for EAD-managed objects in FY09 |

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| | Enter IJS Jazz Oral History audio files in Fedora | The Jazz Oral History audio files are preserved and made more accessible | All 91 Jazz Oral History Project audio titles from the first grant are cataloged in Rucore; all audio masters are stored in Rucore; all 4 titles with deeds of gift are available for public listening in Rucore | GA | All 91 Jazz Oral History titles have been cataloged; the cataloging is currently being revised; all digital masters will be loaded and the collection will be made available in spring 2008 | The issues with file loading have been discussed at length; we need some retooling to embargo indefinitely the file display for rights encumbered resources without licenses (bulk of the collection); this has been put on hold until after the NJVid Commons collection goes live | |
| | Develop a process to enter the Jazz photographs collection into Rucore | The collection is made available for public use | At least 500 photographs are cataloged and available for public use; a process for continuing the ingest of photographs and metadata is developed and implemented | GA | Awaiting the tenure track librarian currently within the hiring process | On hold until the Multimedia Metadata Librarian is on board | |
| | Batch load scanned images and metadata from the SC/UA proprietary database of images scanned "on demand" for users | Searchable metadata and images are available via Rucore | Metadata and imaging standards in use are evaluated and revised as needed; metadata map is created and batch loading of at least 500 images occurs | GA | Awaiting the hire of the gifts paraprofessional so that Melissa DeFino can provide leadership to this project | On hold | |
| | Develop the ability to ingest, catalog, manage, and make accessible scientific datasets | Scientific datasets are available in the repository; faculty and student research is supported. | Develop and Test the process with at least two data sets | GA | Not yet started, although a grant that would build some research tools for data sets has been proposed to the NSF with GSE | We anticipate beginning to install tools and develop the object architecture in January, after the DCC (Digital Curation Centre) meeting in December | |
| I.G. | Develop services that facilitate scholarly communication and support the research in process among researchers at Rutgers Primary responsibility: *Public Services Council *Technical Services Council *Web Advisory Committee | First Tier | | | | | |
| | Establish collection development policies/criteria for digital projects from the Libraries collections for Rucore | Policies/criteria for selecting priority collections for resource allocation are available | Collection development policies/criteria for digital projects from the Libraries collections for Rucore are completed | RGS | To be discussed in CSC and CDC; training was completed in the methodology for entering data into CamdenBase in late February; inputting data will begin shortly | Draft statement is available | |
| | Select the major digital projects from the Libraries resources for Rucore | Priority resources are identified and described | Select one or two major digital projects | RGS | Preliminary discussion about one project | SCUA has established a committee to prioritize digital projects | |

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| | Continue the expansion of the ETD system | ETDs can be successfully searched and retrieved via RUcore, IRIS, and an ETD dynamic collection portal; graduate schools and graduate students have an easy to use process that ensures a successful theses and dissertation submission process | Three additional graduate schools are added; an ETD search and browse portal is made available | GA | A significant milestone was the development of the end-to-end process; more than 70 dissertations have been mapped to MARC and are now available in IRIS as well as RUcore; Camden is currently offering ETDs as an option, to become mandatory in the fall; Mason Gross is under development | Two graduate schools, GSNB and Camden, are currently live; Newark becomes voluntary in the fall; two schools have expressed interest--Mason Gross and Blaustein; a new object architecture for accompanying files and new licenses, as well as embargo periods for accompanying files need to be designed, with a goal to going live with both schools in spring 2009; considerable work has been accomplished to rewrite the software for open source release in fall 2008; metadata and files have been submitted to UMI and are awaiting their response | |
| | Implement, test, and revise the faculty deposit application of RUcore | The faculty deposit application is made available for general faculty use across all three campuses; dynamic collections are implemented for all interested individual faculty and departments | A test bed of faculty deposits from at least five departments and ten faculty, representing a range of resources (preprints, post prints, presentations) is tested and revised, particularly based on faculty comments and suggestions; RUcore goes "live" for faculty | GA | RUcore is currently live; currently, only two non-RUL faculty are represented, but interest from several departments has been expressed and is being addressed | RUcore is currently in version 4.5.1 and is a stable and functional architecture; a full time repository collections manager, Rhonda Marker, has been appointed; 42 faculty deposits, 1300+ SC/UA resources and 238 ETDs are currently available in Rucore | |
| | Continue the faculty lecture series in the Robeson Library | Program where faculty discuss their research or have their class present a research assignment | At least two or three of these programs are held during the academic year | GG | One program was held in the fall; unfortunately, the program scheduled for the Spring was cancelled | One talk was held and another canceled; this program will be extended to next year | |
| | Form a scholarly communications committee | The Rutgers community is informed about and appropriately active in scholarly communications issues and techniques | The initial membership of the committee establishes a work agenda and makes recommendations about membership from the Rutgers community | RGS | NIH compliance webpage, discussion with NBFC Library Committee | NIH compliance webpage, discussion with NBFC Library Committee, policies regarding faculty submissions completed; discussion of teachers' copyrights begun | |
| | Second Tier | | | | | | |
| | Restart the development of CamdenBase | The indexing tool for the Courier Post newspaper is expanded | The number of records in this databases from the 1930's to 1950's are increased | GG | Training was completed in the methodology for entering data into CamdenBase in late February; inputting data will begin shortly | Plans were made to restart this program and work was started in April and will be a continuing project | |

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| I.H. | <p>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</p> <p>Primary responsibility: *Collection Development Council (includes preservation and scholarly communication)</p> | <p>Comment: This is an area that will be developed in coordination with the new Committee on Scholarly Communication, so can't at this time identify specific objectives</p> | | | | | | |
| I.I. | <p>Enhance the reciprocal partnerships, including collaboration with UMDNJ and NJIT, that provide Rutgers faculty and students seamless access to collections outside the university</p> <p>Primary responsibility: *Public Services Council *Technical Services Council *Access Services Committee</p> | First Tier | | | | | | |
| | | Develop processes and identify opportunities for partnerships and collaboration in areas of shared resources and shared systems | RUL shares systems, hardware, software, and facilities with other libraries | Requirements are developed for VALE shared open source catalog; RUL hosts RU law libraries' ILLiad on shared server | VD | Completed; RU law libraries' ILLiad installed on RUL server; no progress-developing open source catalog requirements | Completed | |
| I.J. | <p>Continuously improve services by utilizing assessment and accountability indicators that measure needs and impact</p> <p>Primary responsibility: *Assessment *Public Services Council *Technical Services Council *Personnel/Human Resources *Access Services Committee</p> | First Tier | | | | | | |
| | | Collaborate with university to develop information literacy assessment | Information literacy learning is improved across the university | Libraries participate in university development activities and plan one pilot program | JEB | Information literacy assessment plan is major goal in RUL reaccreditation self study; development has been placed on the goals list of the new university assessment council; AUL/RIS and AUL/POR are council members; symposium planned for May | Held symposium featuring Diane Harvey, University of Maryland; AVP for assessment and CTAAR director, VALE assessment committee; and RU librarians attend | |
| | | Identify collection measures to use in assessment and accountability indicators using Director's Stations, MINES, etc. | Collections are targeted to areas of most intense use and need | Collection measures for assessment are finalized and production begun | RGS | CDC subcommittee formed and has met | Discussions continue | |
| | | Develop reports for longitudinal analysis using Director's Station | Key activities are tracked and measures reviewed for indications of change and success | Reports for collections, services, and finances are available | JEB | The Collection Development Council appointed a committee; contact was made; no progress to date | AUL/POR is halfway through meeting with other AULs re: data needed in each area; suggestion has been made to measure instead what users want us to provide for them now and into the future | |
| | | Assess one information access tool (Searchlight or website) | User feedback is gathered and access tool is improved | Follow-up activity confirms improvement | JEB | Web usability study initiated by AUL/RIS and AUL/DLS working with SCILS; Searchlight contact was made with key librarian, but no progress | Pilot usability assessment of website completed by AUL/RIS and SCILS class; full report expected at end of summer 2008 | |

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| | | Implement MINES for Libraries | Libraries learn how digital resources are used and make more informed collection development decisions and plans | MINES is in place for first two months of three-year project | JEB | RUL has joined ARL grant initiative as partner for MINES compatibility with Ezproxy; testing will probably be in late summer 2008 | Next steps scheduled for August or later |
| | | Develop statistics that provide an accurate picture of turnaround time from ordering to shipment to owning libraries | Availability of resources continues to improve in terms of time needed and efficiencies of process | Benchmarks for measuring performance and progress are identified for each step in the resource acquisition and organization process; turnaround time is available for meaningful resource categories | GA | No progress to date; TAS is planning to hire a workflow consultant to assist with this process | TAS is planning an extensive workflow analysis of technical services function, to support OLS specification and to reflect the more agile organizational restructuring that occurred in spring 2008 |
| Second Tier | | | | | | | |
| | | Review and finish version 1 of or discard balanced scorecard | Libraries are able to measure how well activities are meeting goals and objectives in terms of vision and strategy | Scorecard is composed, measures are verified, and data gathering is underway, or the scorecard is abandoned until the next strategic plan | JEB | No progress | Discussions continue |

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

| First Tier | | | | | | | |
|-------------------|--|---|---|--|----|-------------|-------------|
| | | Automate patron PIN requests (Summer 08) | Borrowers automatically receive their library PINs via email | In response to an online form or query, registered borrowers receive their library PINs in return email messages, and without staff intervention | VD | No progress | No progress |
| | | Take steps to further automate the Sirsi booking process | Get rid of current forms used for booking | Fully automated process | VD | No progress | No progress |
| | | Conduct a comprehensive review of the Libraries' electronic reserve service (Fall 07) | A report is completed which evaluates alternative commercial ereserve options and possible changes to RUL's implementation of ereserves in Unicorn, including recommendations to make changes or not make changes to RUL's ereserve service | Ereserve service receives comprehensive review | VD | No progress | No progress |

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| Objectives | 2007/08 Tasks | Outcome | Indicator | Cabinet Reporter | Midyear Status | Year End Status |
|--|--|---|--|------------------|--|---|
| | Complete the system wide implementation of streaming digital (audio and video) reserves | Improve access to multimedia resources with on demand access to these resources | Resources available to stream | VD | No progress | No progress |
| | Begin interlibrary loan of video materials | Allow users to ILL videos to increase convenient access to these materials | Users can receive videos thru ILL as they would other materials | VD | This is expressed oddly; we have always attempted to borrow videos for our users on ILL; we are now lending videos on a limited basis: we ask Media staff for permission to loan to RLG SHARES libraries only and they make final determination if a video is loaned | Ongoing |
| | Develop an automated claims return process (Spring 08) | Borrowers receive accurate, consistent, and timely information about the status of their financial obligations for items they claim to have returned | Borrowers receive automated email updates on the status of their claims returned items, including email notification of a final resolution | VD | In progress; some discussions in working groups and mapping of process completed | In progress |
| | Offer patrons online credit card payment option for library fines and lost book replacement fees (Spring 08) | Borrowers resolve their library financial obligations with the Libraries faster and more conveniently | All categories of RUL borrowers pay library bills that appear in their WorkFlows MY ACCOUNT with a credit card online | VD | Feasibility study in progress | In progress |
| II.A. | First Tier | | | | | |
| Focus on upgrading the maintenance and physical library environment, so that all libraries are welcoming, comfortable, safe and secure, and easy to navigate | Develop a plan to have electrical outlets added to our major libraries | Students have easier access to using their laptops | Research, architectural work, and budgeting completed | FP | Research and architectural work is done | Research and architectural work is done and funding received; waiting for facilities to start the project |
| Primary responsibility: *Facilities *Access Services Committee | Initiate fund-raising, through the university's capital campaign and other sources, for the implementation of initial phases of the new Conceptual Master Plan for the Dana facility | Collaborative work spaces, quiet spaces, social spaces, and the like are developed | Identify candidate spaces and initiate feasibility and cost review | K-NA | Project is included in the university's capital campaign | Working with Physical Plant to determine feasibility and cost of converting two storage rooms into group study rooms (funds available from bequest received in Fall 2007) |
| | Complete and share with facilities a punch list of facility conditions at each library that need attention both by University Facilities and by us | A regular process is developed so that facilities completes repairs in a more timely manner and the administrative team is able to follow up on a regular basis | Punch list is completed and shared | FP | Done; have met with each building administrative assistant and facilities manager | Completed |

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| | Implement Marratech video conferencing technology | Supplements off site reference services with Kilmer Information Services and Multimedia Services | Technology is implemented | VD | In progress; working to clear small technical glitches before running pilot | Too granualr to be a strategic goal | |
| II.B. | Expand wireless availability and the number of public access computers across the libraries | Second Tier | | | | | |
| | Primary responsibility: *Technical Services Council *Facilities | Survey library "lend a laptop" programs and report on applicability at Rutgers | Library users have more convenient and available access to the scholarly and information resources offered by the Libraries | Report is written and recommendation made | VD | No progress; will re-visit; identified as a very low priority | Too low of a priority to be a strategic goal |
| II.C. | Organize print library collections to respond to efficient delivery services and reciprocal borrowing opportunities | First Tier | | | | | |
| | Primary responsibility: *Public Services Council *Technical Services Council *Access Services Committee | Test shelf-ready services without call number labels as provided by YBP with approval shipments | Library materials are available more quickly and the use of library personnel is maximized | At least one shipment is tested and evaluated | GA | Not yet started; dependent on FY09 budget | No progress; will be postponed until conclusion of TS workflow analysis |
| | | Expand shelf-ready services to Dana orders | Library materials are available more quickly and the use of library personnel is maximized | Dana firm orders and approvals are drop shipped in shelf ready form to Dana | GA | Not yet started; dependent on FY09 budget | No progress; will be postponed until conclusion of TS workflow analysis |
| | | Complete retrospective conversion for the annex and LSM government documents | Library users have improved access to library collections | All items, as documented by shelf lists, are converted | GA | On hold due to vacancies; dependent on FY09 budget | On hold due to vacancies; dependent on FY09 budget |
| | | Implement serial acquisitions and holdings management for Special Collections and IJS | Library users have access to more complete records of serials owned, and the acquisition of library serials is better managed | A process is developed and staff identified to provide acquisitions and holdings management in Special Collections and IJS | GA | This objective is substantially complete, except for process fine tuning | Completed |
| | | Develop and implement a workflow to resolve problems resulting from the collection inventory process | Access to needed collections is improved and the use of library personnel is maximized | The process is developed and implemented | GA | Not yet started | Workflow is completed |

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| | | Develop and implement a workflow for the Alexander Library weeding project | Access to needed collections is improved and the use of library personnel is maximized | The process is developed and implemented | GA | To my knowledge, not yet started | Scheduled for January 2009 |
| II.D. | <p>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.</p> <p>Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Public Services Council *Technical Services Council *Facilities *Access Services Committee</p> | First Tier | | | | | |
| | | 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) and modify or expand policies to reflect current needs | RGS | No action yet | No action yet |
| | | Increase group study rooms to support collaborative research | Finish additional study rooms this year and start planning for more in 2008/09 | Six group study rooms are completed and planning is underway | FP | Two finished in Alexander Library; four to start next week in Kilmer Library | Four study rooms in Kilmer are nearing completion |
| | | Improve community and research spaces that better meet student and faculty needs | Work with occupants of each library to identify and label quiet study areas | Work is underway in two libraries | FP | The Library of Science and Medicine has the third floor has designated quiet space; the Douglass Library has the Foster Center designated | In addition to LSM and Douglass, have begun conversations for having similar floors in Alexander Library |
| | | Create new learning spaces for new learning styles | Finish the construction of the Sharon Fordham Multimedia Laboratory | Construction is completed | FP | Done (Just a few things to be ordered) | Completed |
| | | Improve community and research spaces that better meet student and faculty needs | Form a committee and start the planning process for the renovation of the reference room and lobby in Alexander Library | Committee is underway | FP | A meeting is scheduled April 2 to start the process | Committee is fully operational; report to be out next fiscal year |
| II.E. | | <p>Work toward the development of a consolidated science library with better support for multi-disciplinary studies</p> <p>Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Public Services Council *Facilities</p> | First Tier | | | | |
| | Improve support for inter- and multi-disciplinary disciplines and library efficiency | | Form a committee to start the formulation of a full concept document for the new combined sciences library | Committee is underway | FP | No progress | Committee is formed and will meet soon |
| | Second Tier | | | | | | |

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| | | Participate in the Second Life test bed to build a digital prototype of the science library | Library users are reached in a novel way and, along with library faculty and staff, develop virtual skills | Feasibility is tested and a partial prototype developed, if feasible; a report is presented to PSC, TSC and Cabinet | GA | Progress is slow due to unavoidable absences of two project leaders and steep learning curve for the project | Review was completed. |
| Goal III: Improve awareness of the resources, services, facilities, and support available to all of the Libraries' constituencies | | | | | | | |
| | | First Tier | | | | | |
| | | Examine feasibility of a global website re-design | Present in the best possible light the Libraries electronic gateway | LibQual and other measures indicate increased value of the Libraries website | VD | Initial considerations for feasibility are ongoing | In progress; initiated conversations with WAC, AUL/DLS, potential vendors |
| III.A. | Develop and implement marketing and communications plans for university and statewide constituencies Primary responsibility: *Training and Learning Committee *Communications/Marketing | First Tier | | | | | |
| | | Launch series of projects to promote specific resources: EEBO and CRL to begin | More and more regular use of key RUL resources | User surveys; reports from liaisons; escalation in site hits | FP/MIG | Posted news story about CRL on Libraries webpage, this was reprinted in the RU Foundation's Parent's newsletter; secured hundreds of copies of CRL's own brochure and provided copies to subject specialist librarians; placed copies of the brochure in the CAC graduate student lounge | Promotion of EEBO deferred to 2008/2009; the Marketing/PR team plans to review statistics of CRL use in 2007/2008 vs. 2006/2007 to see if the concerted promotion efforts made an impact |
| | | Finish the renovations to the front entrance of the Robeson Library | The front entrance is a warm, inviting entrance to the Paul Robeson Library | New entrance is completed before Spring Semester | GG | The entrance is still not completed; furniture has arrived and painting and lighting will take place shortly; expected completion by mid-April 07 | The renovations were completed in June and have been warmly received |
| | | Team members will forge relationships with colleagues across the university engaged in marketing/pr for their units (via the Communicators Network and personal affiliations) | A community of practice, led by Libraries staff, will invite internal and external media professionals to meet and share best practices and relevant news and information about the Libraries and representative units | Regular meetings of this new network | FP/MIG | An RU Communicators' Community of Practice (CoP), met twice; the CoP includes marketing/pr professionals from nine different university units; a third meeting is planned for March | The group continues to grow and meet quarterly; the group met in March and reviewed university websites with attention to their adoption of the new RU identity; the group met in June and heard a guest speaker - Susan Hornstein, a professional consultant who works on website redesigns from the user experience perspective; the group's next planned meeting is in September |

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| | Increase outreach programs within Camden Campus and to local high schools | More communication with faculty and local high schools | The number and variety of outreach programs is increased | GG | Six additional e-mails were targeted and sent to specific faculty groups; in addition, e-mail to targeted students was increased by three | No additional progress |
| | Engage RUL community to choose a brand for the Libraries | RUL community will become engaged/invested in the process of developing the brand; learn more about marketing/pr in general; choose a brand for the RUL to be used in communications projects/pieces | Participation in a series of discussions held with committees and faculty bodies; feedback from individuals to members of the marketing/pr group related to brand development exercises; brand approved by Cabinet | FP/MIG | Marketing/PR team members developed a plan to validate collective internal (within RUL) comments with views of external constituents (faculty & students); ongoing work | Brand characteristics for the Libraries were evaluated in surveys completed by a sample set of faculty and students in the spring semester; the four top brand concepts as identified by RUL personnel and validated by students & faculty were approved by the University Librarian's Cabinet as the new RU Libraries brand in June 2008; in 2008/2009 the Marketing/PR group plans to begin work to integrate the brand concepts into RUL student training, publicity, outreach, and internal networks |
| | Conduct the Kiosk and Focus Group program; Fall 2007 | Students and other university members will learn more about the RUL website services | User feedback, survey results | FP/MIG | Libraries information kiosks were placed in student centers on all Rutgers campuses in September and October; over 850 students visited the kiosks and received both a new brochure touting the Libraries website and other Libraries information | No change from midyear status |
| III.B. | Collaborate with university programs and offices to enhance communication about services and resources | First Tier | | | | |
| | Primary responsibility: *Public Services Council *Communications/Marketing *Access Services committee | Identify the new undergraduate structural units in New Brunswick and establish appropriate lines of communication | Library information is shared through academic and student life offices | VD | New library faculty positions consider new campus connections and continue to collaborate widely | Ongoing |
| | | Second Tier | | | | |
| | Pilot faculty newsletter with select academic departments | Push more information about services and collections to faculty | Feedback from faculty via liaisons and random surveys | FP/MIG | A plan to update the newsletter is in progress; we hope to adopt a comprehensive print communications package in the next 18 months: the faculty newsletter will be part of that effort; the Advancement Office is experimenting with style and content | Needs discussion |

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| III.C. | <p>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</p> <p>Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Public Services Council *Communications/Marketing</p> | First Tier | | | | | | |
| | | 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 | Selectors' Sakai site established; work on liaison tool kit continues | Selectors' Sakai site established; work on liaison tool kit continues | |
| | | Implement a people database within the CMS | Information about individuals and their location and affiliations is made available | People database is developed, tested, and available for searching and sharing with users | GA | People database is in development; a draft will be ready for viewing in Spring 2008 | Due to press of other work, draft deadline extended to October 2008 | |
| | | Second Tier | | | | | | |
| | | Participate in the Second Life test bed to build a digital prototype of the science library | Library users are reached in a novel way and, along with library faculty and staff, develop virtual skills | Feasibility is tested and a partial prototype developed, if feasible; a report is presented to PSC, TSC and Cabinet | GA | Progress is slow due to unavoidable absences of two project leaders and steep learning curve for the project | Completed: after considerable experimentation, it was decided that Virtual Worlds are not yet a stable and viable platform for library services | |
| III.D. | <p>Leverage the liaison relationship to departments, centers, and institutes to understand and support the development of new research methodologies in the disciplines</p> <p>Primary responsibility: *Collection Development Council (includes preservation and scholarly communication) *Public Services Council *Communications/Marketing</p> | | | | | | | |

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| 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 Primary responsibility: *Public Services Council *Technical Services Council *Access Services Committee | First Tier | | | | | |
| | | Solidify the ongoing management and collection building for NJDH to continue its robust availability within the state | NJDH provides a rich, very visible and high impact resource for RU faculty and students, the state of NJ, and beyond | Bylaws and an ongoing governance structure are implemented; at least two new partners and collections are ingested into NJDH | GA | Under way; statewide bylaws and governance are occurring; videos are being added to NJDH | Bylaws and an organizational model are progressing; invitations to the newly constituted steering committee will be sent in fall 2008 |
| | | Participate actively in the NJVid collaborative grant | Digital video resources and the beginning of a statewide cyber infrastructure is developed | FY08 grant deliverables for RUL are met | GA | The NJVid Commons collection is currently being designed and should be available in summer 12008; interest among alpha implementers is very high; work toward all first year deliverables is proceeding on target | Work is actively progressing for the NJVid Commons collection, to debut in fall 2008 and on the integration of Shibboleth with Fedora |
| | | Explore possibility of developing a shared storage facility with PALCI | Leverage consortial relationships to improve storage and delivery of lesser used collections | AUL/CDC discussion with PALCI | RGS | State wide planning grant received to investigate remote storage site | Statewide IMLS grant received to plan for preservation infrastructure for the state, including storage and preservation/conservation center |
| | | Implement the repository development partnership with Penn State, Northwestern, and Princeton | An active partnership and development calendar with deliverables is developed | FY 2008 development milestones are met | GA | Still in the discussion phases; Columbia is visiting in two weeks and Yale has also expressed an interest, the NJEdge partnership is under active development; there is a possibility of further partnership with LOC; we'll have to see how all this plays out | Although both Columbia and Northwestern expressed strong interest, nothing further has occurred; the next steps must occur in the partner institutions |
| Goal IV: Increase the Libraries' resources to the levels of peer AAU public universities and manage those resources more strategically and efficiently | | | | | | | |
| 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 Primary responsibility: *Facilities | First Tier | | | | | |
| | | Identify areas for strategic grants and fund raising | Support is given to areas of new growth in collections, such as global and international studies | Identify at least two areas | RGS | Nothing yet | International and global studies |
| | | Ensure that departmental and center grants include provision for collection resources wherever possible | Support is given to areas of emerging research | Meet with departmental chairs and deans to discuss this possibility; liaisons alert AUL/CDM of grant activities in department and centers where collection resources could be included | RGS | Underway | Underway |

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| | | Work with the IJS Advisory Board to raise funds in support of IJS needs, both capital and operational | Support is available for preservation, services, professional staffing, etc. | Support for IJS is improved by \$X | K-NA | In progress | In progress |
| | | Plan for the systematic raising of funds for the implementation of the Dana capital campaign proposals, including for the renovation of the facility | Library services for the Newark campus are improved | Funds are raised and the Dana Library is renovated | K-NA | Development plan has not been drawn up yet | Development plan has not been drawn up yet |
| IV.B. | Increase the collections endowments and general academic program support in the next capital campaign *No primary agents | First Tier | | | | | |
| | | Work with the Rutgers University Foundation to confirm RUL campaign priorities and align them with university priorities | Cabinet approval of specific campaign goals and campaign portfolio for the Libraries | Finished report | FP/MIG | Completed | Completed |
| | | Review and update major gift prospect list | 150 major gift prospects in the prospect pipeline | Finished report | FP/MIG | Completed; this list is fluid as individuals are added and moved 'off' (back to the beginning stages of prospect development); this is a continuing priority | Completed |
| | | Assess all components of the advancement mission, including fundraising, marketing/pr, and constituency relations, and develop strategies for interdependent projects and work that fulfill the mission of the office | Office personnel begin to live their enhanced roles and think as a team to successfully complete goals | Better morale among all team members; increased productivity | FP/MIG | Significant progress in identifying areas of strength and needs for improvement | Will review status when director of library advancement position is filled |
| | | Hire major gifts officer | More and more effective relationship-building with major gift donors and prospects throughout the RUL system | Clear strategy and obvious action plan ready to implement for 2008/09 | FP/MIG | Position Approved; hiring in progress | Position approved; recruitment will commence after position of director of library advancement is filled |

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| 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 Primary responsibility: *Public Services Council *Technical Services Council *Instructional Services Committee | First Tier | | | | | |
| | | When libraries have a portion of grant funds, provide mechanism for tracking expenditures | Libraries provide reliable support for partnerships with faculty | In case of grant funds for collection resources, develop SIRSI program for identifying titles and expenditures for all orders charged to grant funds | RGS | No progress | No progress |
| | | Develop joint programs (e.g., RefWorks, Assignment Calculator, etc.) with the Camden Campus Instructional Design and Technology Center | Combined program will reach more faculty and students | Several programs are held during the academic year | GG | Camden Center unable to participate | Camden Center unable to participate |
| IV.D. | Allocate resources based on the strategic directions of the five-year plan Primary responsibility: *Technical Services council *Personnel/Human Resources | First Tier | | | | | |
| | | Clearly articulate how collection budget allocations support the strategic direction of the university | Create statements on how budget allocations reflect strategic direction of university | Five statements are completed | RGS | In progress | In progress |
| | | Create maximum flexibility in budgeting process | Ensure as much as possible that funding is available to support areas of growth and on-going priorities | Funds are allocated to ensure maximum flexibility | RGS | With funds so tight, not much flexibility possible | With funds so tight, not much flexibility possible |
| Goal V: Continue to develop an organization and the human resources to achieve the Libraries' strategic goals | | | | | | | |
| V.A. | Continue to focus the development of library leadership in copyright, intellectual freedom, and access to government information No primary agents | First Tier | | | | | |
| | | Collaborate with university to develop a copyright education campaign | University community develops better understanding of how they can use copyrighted materials and best practices for making their work available | Libraries have representative on new copyright committee and use ARL campaign tools for planning; Libraries distribute ARL copyright brochure and highlight ARL FAQ | JEB | ARL brochures printed and plan partially developed; discussion at committee on scholarly communication | CSC subgroup will assist completing ARL template for campus outreach; possibility of pilot on Newark campus |

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| V.B. Invest in staff development and recognition, and support organizational development, including the areas of managing people and resources Primary responsibility: *Technical Services Council *Training and Learning Committee *Personnel/Human Resources *Access Services Committee | First Tier | | | | | |
| | Create and begin implementation of diversity training plan | Library faculty and staff become educated about workplace diversity | Plan created and accepted and training begun | LDF | Diversity training is in full swing | One year of training complete |
| | Plan and conduct training sessions for access services staff | Knowledge and skills of access services staff are expanded, resulting in better service for library users | Three training sessions for access services staff are conducted: how to teach and explain basic access services available to patrons (Fall 07); core information services in the sciences (Jan 08); and handling difficult patrons and situations (Spring 08) | LDF | Customer service training programs are being investigated | Customer service training programs are being scheduled |
| | Conduct programs addressing technical skill development needs, e.g., effective email management, computer security, Office 2007--Word, Excel, Access, PowerPoint | Staff are trained in Microsoft Office suite and other relevant topics | Three to four programs are held | LDF | Training has begun and will continue | Training continues with good success |
| | Evaluate methods of human resources and budget recordkeeping according to best practice | Blueprint for reduced storage and space needs for paper records | Written recommendation to University Librarian | LDF | This process has begun and will continue for second half of year | In progress |
| | Assess and evaluate current organization model for administrative services | Better service to our customers throughout the Libraries | Written report and recommendation to Cabinet and other appropriate committees | LDF | Recommendation for task force I being made and evaluation will commence shortly | Report submitted to vice president for information services and university librarian |
| | Develop assessment tools to measure the effectiveness of training programs attended by Libraries personnel | Effectiveness of programs is determined | Tools are developed and implemented | LDF | One such tool was used for State of the Libraries; other tools are being designed | Tools designed and implemented for diversity education |
| | Develop and implement programs for selectors | Selectors' work is improved | Selectors attendance at orientation programs, workshops on collection management, and gift policies and procedures | RGS | No progress | No progress |

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| | Expand acquisitions' internal support for digital resources and technologies | Staff awareness and knowledge of relevant digital technologies are expanded through development opportunities and cross-training | The electronic subscriptions unit is expanded with the addition of a staff member and cross training for other units; workflow analysis is performed to further automate routine procedures | GA | Workflow analysis for license management is already actively underway; vacant position is on hold pending a final budget | Workflow analysis for license management is already actively underway; vacant position is on hold pending a final budget |
| | Develop, obtain approval for, and partially implement a management development curriculum open to staff and librarians | Enhanced management skills for library personnel | Plan written and executed and attended | LDF | Has not begun; will be focused on in second half of the year | Plan to begin during 2008-09 academic year |
| | Conduct lunchtime programs, with topics ranging from reports on current research, current challenges and opportunities in academic libraries, to reports on conferences and lessons learned from participation in symposia | Skill development in specific areas and job enrichment for staff | Four to six programs are held | LDF | One session has been held; others are being planned | Three sessions have been held |
| | Review organization for new synergies based on strategic plan goals, objectives, and activities | Overlap is used to strengthen group work and duplication is eliminated; knowledge about related work being done by another group is more easily available | Groups are aware of which other groups are involved in strategic plan areas of importance to their work | JEB | Planning Committee and AUL/POR develop grid that indicates group responsibilities for areas of strategic plan | Group responsibilities are carried into annual action plan |
| | In partnership with Diversity Committee, plan and host at least two staff and faculty diversity education events | Greater diversity awareness | Events held and reasonable attendance at each one | LDF | Two events have happened; four others are scheduled | Multiple events occurred with good success |
| | Implement a part-time student online job application form that could be used by other departments | Streamlined application process for part-timers | Form is implemented | VD | in progress | In progress; a subcommittee of student coordinator group is working on this project |
| | Conduct another Supervising for Excellence series | Additional cohort of supervisors is trained | Series is conducted | LDF | Program on hold pending Cabinet recommendation | Required further information gathering |
| | Develop two showcases spotlighting current and planned projects and achievements -- State of the Libraries, National Library Week event | Diversity awareness is increased | Showcases are held | LDF | Program scheduled for spring | Showcase held with good success |

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| 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 Primary responsibility: *Technical Services Council *Training and Learning Committee *Personnel/Human Resources | First Tier | | | | | |
| | | Review selector vacancies | Ensures that objective V.C. is addressed | All vacancies are reviewed | RGS | In progress | In progress |
| | | Hire a permanent archivist for the Institute of Jazz Studies (restructuring one of the Dana Technical Services positions) | Ensures that IJS archival concerns are addressed systematically | Archivist is hired | K-NA | Archivist hired Summer 2007 | Archivist hired Summer 2007 (and working diligently in IJS) |