

# STRATEGIC PLAN

Rutgers University–New Brunswick Libraries

2020  
–  
2023

CONNECT

BUILD

EVOLVE



**RUTGERS**  
University Libraries

# Contents

Introduction .....	3
From the Director's Office: Executive Overview .....	4
Goals and Themes .....	6
Goal 1: Empower Student Success .....	9
Goal 2: Strengthen Faculty and Graduate Student Research and Teaching .....	10
Goal 3: Build Connections .....	13
Theme 1: Enhance the Research Ecosystem .....	14
Theme 2: Prepare Stakeholders for Professional Readiness and Success .....	17
Theme 3: Augment Physical and Virtual Library Spaces .....	18
Theme 4: Maximize Rutgers–New Brunswick Academic and Societal Impact .....	21
Moving Forward .....	22

## Introduction

Rutgers University–New Brunswick is the flagship higher education institution of Rutgers, The State University of New Jersey. As the original location of Rutgers, it was founded in 1766 and grew up with the city of New Brunswick, along the Raritan River. It has a unique history as the only colonial college to become a land-grant public university, and is now a very high research activity (R1) university committed to excellence in teaching, innovative research across a broad spectrum of subjects, and service that improves our local, national, and global communities. Rutgers–New Brunswick includes 17 degree-granting schools and more than 175 research centers. It belongs to the Big

Ten Academic Alliance. With Rutgers Biomedical and Health Sciences, we are an Association of American Universities institution.

New Brunswick Libraries serve the full spectrum of teaching, research, and public service activities at Rutgers–New Brunswick. Library faculty and staff are committed to meeting the needs of a diverse population through outstanding service, collections, tools, instruction, and partnerships. We align our goals and themes with the Rutgers University Strategic Plan, the Rutgers–New Brunswick Strategic Plan, and the Rutgers University Libraries' mission and vision.

# From the Director's Office: Executive Overview



New Brunswick Libraries' strategic planning process was launched in the summer of 2018 to address the shifting university, state, national, and global landscapes. We did not have a map of our own path forward. Aligned with the university mission and plans and empowered with a highly talented group of faculty librarians and staff, we knew that we must work together and with our partners to lay our future foundation. Our three key planning concepts with our unifying theme were: Connect, Build, Evolve: Implementing the Future Academy.

The year-long process involved multiple feedback mechanisms. The Rutgers–New Brunswick community called on us to embrace our challenges and to be bold. We are responding by leveraging our unique expertise in making sense of information, by organizing knowledge and connecting people to strengthen and grow the

Rutgers–New Brunswick research infrastructure. We will strive to provide equitable access to information and protect our users' privacy. We are committed to building information ethics skills in knowledge creation and intellectual property. Through our resources and services, we will continue to help broaden community perspectives and celebrate our diversity.

Trends pulled from the data analysis informed our goals and themes. New Brunswick Libraries will focus on three major goals during the next three years: empower student success, strengthen faculty and graduate student research and teaching, and build connections. Threaded through the goals are four common themes: enhance the research ecosystem, prepare stakeholders for professional readiness and success, augment physical and virtual library spaces, and maximize Rutgers–New Brunswick academic and societal impact.

Students, faculty, and administrators across the campus were generous with their time, thoughts, and feedback. I extend my thanks to the entire Rutgers–New Brunswick community for joining us on this journey, and for committing to work together as we turn toward our shared future.

A handwritten signature in black ink that reads "Dee Magnoni".

**Dee Magnoni**

Assistant Vice President for Information Services and  
Director, New Brunswick Libraries

*Don Quixote with a Flower* (1976) by  
Nikolai Silis, located outside Carr Library.  
Photo: Nick Romanenko



# Plan Elements: Goals and Themes

Each core goal contains elements of the four common themes. For example, student success depends on diverse research options, career connections, flexible and innovative spaces, and community engagement opportunities. To reach goals, library personnel will engage with our Rutgers University Libraries colleagues and our stakeholders, the extended Rutgers community.



# Plan Elements: Foundations of Success

When we entered the planning cycle, we embraced three key planning concepts with our unifying theme: Connect, Build, Evolve: Implementing the Future Academy. Now, as we look toward the future academy, we leverage the university's and campus's own plans of supporting Big Ideas by grounding our success in design thinking, entrepreneurship, innovation, and the incubation of ideas. These four concepts recur throughout the Big Ideas white papers, and inform our own approaches.



Students decorate pumpkins at a Carr Library Stressbusters event.  
Photo: Grace McGarty



*...libraries are best suited to fill  
the gap in the practice of critical  
thinking.*

—Administrator/Faculty Advisory Board member

# Goal 1: Empower Student Success

Rutgers University students are among the most diverse students in the nation. They bring a broad array of backgrounds and strengths with them that contribute to a rich ecosystem of ideas and approaches. To empower student success, New Brunswick Libraries will develop the whole student. Within New Brunswick Libraries, students will find learning spaces where teams can meet, multidisciplinary conversations

take place, individuals study, and events and programming ignite ideas. Through our partnerships, career connections and workshops take place. The student research experience is strengthened with resources, instruction, collaborations, and initiatives. Food, fun, and campus outreach ensure that student well-being is elemental in the academic experience.

## Strategies and Approaches

- **Develop skills and knowledge.** Provide in-person, online, point-of-need training and instruction. Explore training achievement certification through badging and other certificate options.
- **Expand innovative learning spaces.** Enhance library as third space. Augment sense of belonging and community.
- **Drive entrepreneurial thinking, innovation, and the incubation of ideas** through information services and resources.
- **Design teaching and learning experiences** that are tailored to specific audience needs and make the best use of resources.
- **Partner with the Office of the Provost** to create and deploy the One Button Room concept, where students can seamlessly create film clips of themselves against a green screen.
- **Enhance library spaces** to address diverse learning styles, exhibit and event needs, and student engagement opportunities.

## Highlights

“New Jersey must refocus its higher education policy around the needs of students to write the next chapter of our state’s remarkable history.”  
—Governor Philip D. Murphy in “Where Opportunity Meets Innovation: A Student-Centered Vision for New Jersey Higher Education,” February 2019

Library faculty have been recognized for their outstanding commitment to students, most recently in 2018, from Rutgers–New Brunswick’s Undergraduate Academic Affairs.

Instructional innovation is pursued in New Brunswick Libraries on many levels—from active learning approaches to undergraduate research skills in STEM to the application of internationally recognized pedagogical best practices. Undergraduates learn hands-on research methods in Special Collections and University Archives through internship programs, classroom visits, and Byrne Seminars.

## Goal 2: Strengthen Faculty and Graduate Student Research and Teaching

Excellence in teaching and research make up two of the three core Rutgers priorities. New Brunswick Libraries, together with Rutgers University Libraries, provide core primary and secondary resources, from journals to books to images to media and beyond. Librarians bring subject expertise to instruction, outreach, research services, and programming. Looking to our future, librarians will partner with teaching

faculty in schools, departments, and centers to create interdisciplinary, innovative programming and services that contribute to pedagogical excellence and research impact. The incubation of ideas will thrive in our flexible spaces that support conversations and exchanges at the crossroads of disciplines, backgrounds, and methodologies.

### Strategies and Approaches

- **Implement librarian service models** that leverage both subject and functional expertise.
- **Pilot emerging collections approaches and content formats.** Strengthen collections models that include faculty and student selection options.
- **Partner across campus and beyond** to augment and strengthen research services.
- **Work with faculty** to identify pedagogically relevant multimodal content, with potential to create and curate original content.
- **Expand cooperative training initiatives** with departments such as the Office of Advanced Research Computing and the Office of Information Technology.

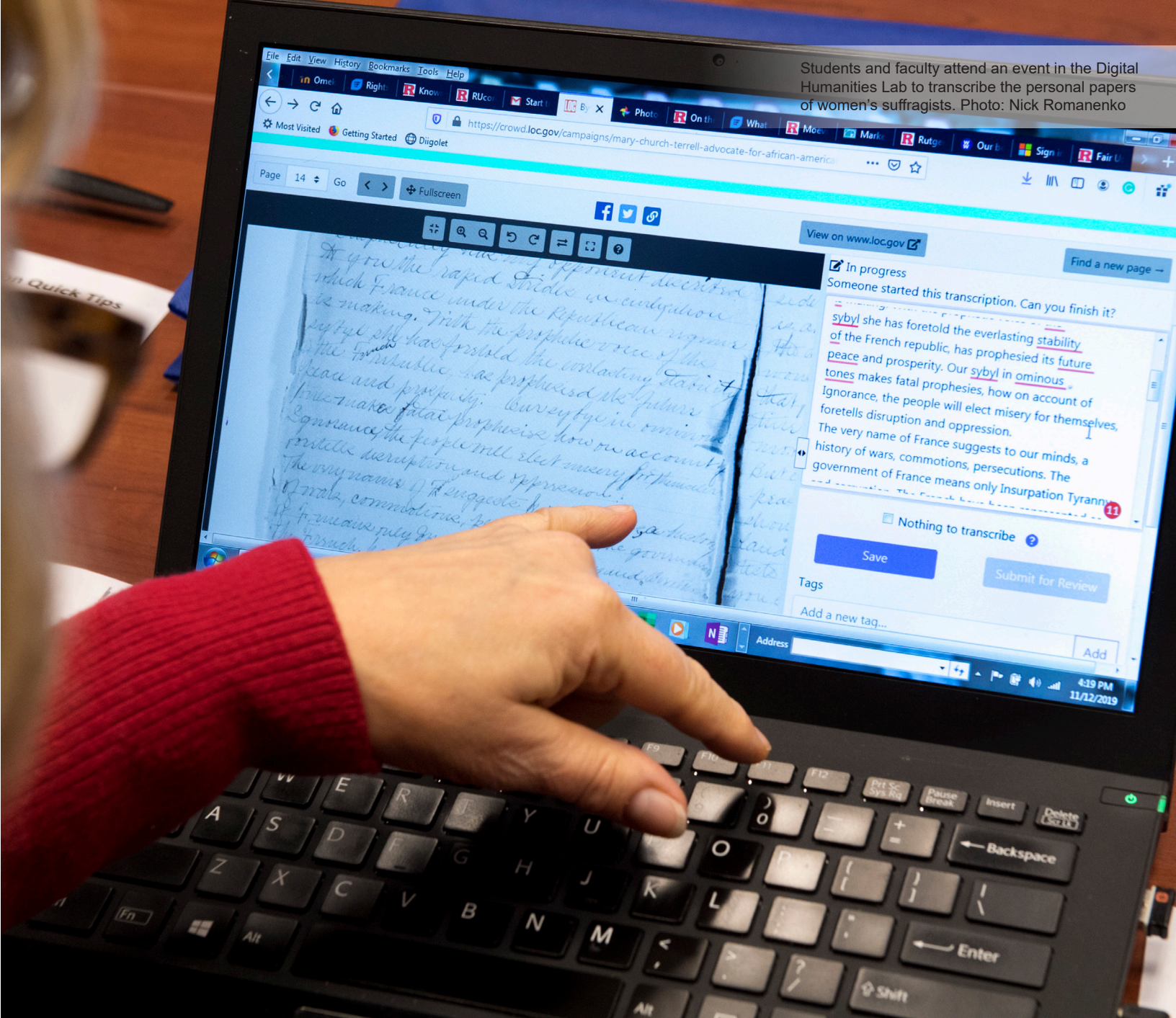
### Highlights

Special Collections and University Archives has embarked on a multiyear project to improve discovery of its vast collections.

The New Brunswick Libraries Graduate Research Specialist Program, inaugurated in 2018, serves two goals: 1) to provide opportunities for Rutgers–New Brunswick graduate students to use and develop their skills in a variety of research methodologies; and 2) to expand the Libraries’

ability to offer consulting and workshops in the latest technologies to the New Brunswick campus. Graduate research specialists in quantitative data analytics, digital humanities, qualitative methods, and open science and reproducible research have given workshops on topics ranging from data visualization and machine learning in Python to web scraping and quantitative text analysis in the R programming language.

Students and faculty attend an event in the Digital Humanities Lab to transcribe the personal papers of women's suffragists. Photo: Nick Romanenko



*...it would be helpful to hold workshops and help facilitate grants in the digital humanities.*

—Administrator/Faculty Advisory Board member

Students in art librarian Megan Lotts's Byrne Seminar visit Special Collections and University Archives to learn about the rare books collection. Photo: Megan Lotts



*...I hope to see the libraries continue to do outreach to undergraduates and graduate students to help train them in research methods, and make them aware of resources available to them at Rutgers. It is great to be able to share this task of research training with librarians, who can impart specific knowledge of our collections as well as research methods to our students during their time at Rutgers.*

—Rutgers—New Brunswick faculty

## Goal 3: Build Connections

Our connections include our partnerships as well as our technological and digital enhancements. New Brunswick Libraries represent a node in the educational, research, and outreach system of the university. We cannot succeed on our own, and we work

with academic, administrative, industrial, and community partners to deliver services and programming, enhance spaces, and design the academy of the future. Core and emerging technologies, along with digital initiatives, provide infrastructure that drives success.

## Strategies and Approaches

- **Imagine and co-create** the Rutgers–New Brunswick research ecosystem.
- **Pilot strategic staff positions** that are shared among partner units.
- **Explore** joint grant, training, equipment, project, and space opportunities.
- **Understand and advance research infrastructure and services** through the Chancellor's and Provost's Offices.
- **Explore** joint initiatives with Rutgers Biomedical and Health Sciences Libraries to advance the research landscape of both Rutgers–New Brunswick and Rutgers Biomedical and Health Sciences.
- **Host labs, co-develop active learning spaces, and pilot pedagogical projects** with partners such as the Office of Information Technology.

## Highlights

Rutgers Big Ideas initiatives will drive future partnerships, programming, and space development within New Brunswick Libraries.

Building on the strength of current programs and curriculum, New Brunswick Libraries will work with the Chancellor's and Provost's Offices to imagine elements of the Rutgers–New Brunswick research ecosystem, considering research spaces, programs, and resources.

Working with the Classics Department, Special Collections and University Archives staff imaged, described, and uploaded the Rutgers collection of Roman coins. The Libraries' new Digital Collections page at [collections.libraries.rutgers.edu](https://collections.libraries.rutgers.edu) includes links to the collections. Both collections are used in undergraduate and graduate courses.

# Theme 1: Enhance the Research Ecosystem

Ensuring a thriving and healthy research ecosystem is a foundational component of each strategic goal. New Brunswick Libraries will work across the university and with industry and the community to design and strengthen research resources and services.

## Strategies and Approaches

- **Develop events and workshops** to enhance knowledge and build scholarly community.
- **Create digital spaces** that highlight Rutgers–New Brunswick research and demonstrate research impact.
- **Showcase Rutgers–New Brunswick faculty vitality** through the Authors and Creators' Celebration.
- **Advance undergraduate research initiatives** as highlighted with our partnership with the Aresty Undergraduate Research Center, now located in Alexander Library.
- **Increase access** to nearly 200,000 Rutgers University Libraries titles by actively engaging with Google Books to scan and make records and selected content available in HathiTrust.

## Highlights

Library faculty expand the Rutgers–New Brunswick research impact through data management, use, and reproducibility workshops; intellectual property and patent research and instruction; and digital humanities outreach and programming.

Special Collections and University Archives holds the Miriam Schapiro Archives on Women Artists, the largest archival collections dedicated

to collecting and preserving women artists' papers, publications, and organizations in the United States. Primarily focused on collecting and documenting second wave feminist art from 1945 onward, the collections' strengths rest on the vast slide collections, oral histories, and documentation of feminist art organizations like the Feminist Art Program and the New York Feminist Art Institute.



The Authors and Creators' Celebration recognizes the scholarly contributions of Rutgers–New Brunswick faculty.  
Photo: Rich Sandler

*...there needs to be a greater emphasis around the process of curation, interpretation and transition from data and information to knowledge.*

—Administrator/Faculty Advisory Board member

A fair held at Busch Dining Hall introduces students and faculty to electronic library resources for STEM. Photo: Mei Ling Lo



*Library services keep us at the forefront of best practices, for example, in data management and archiving, and that is an investment in future careers.*

—Administrator/Faculty Advisory Board member

## Theme 2: Prepare Stakeholders for Professional Readiness and Success

New Brunswick Libraries stakeholders include our students and faculty members as well as our own internal personnel. Professional readiness and success require the exploration of current and emerging professional opportunities. The

development of specific skills and competencies enhances the world-class education that Rutgers provides, expanding and enriching future prospects.

### Strategies and Approaches

- **Partner with administrative and academic units** to create and augment services and programming to address the professional readiness of Rutgers–New Brunswick community members.
- **Create new topical and instructional content** that is centered around the unique career and development paths of students and faculty.
- **Partner with Rutgers–New Brunswick units on Big Ideas proposals** that address emerging career paths and research areas.
- **Teach workshops on scholarly tools** such as citation management systems, data sharing sites, and version control systems (GitHub, for example).
- **Collaborate with industry partners** to showcase university-to-industry career paths and opportunities.
- **Create an internal New Brunswick Libraries learning community** to build and enhance library personnel capabilities.

### Highlights

“We want to collaborate with other departments to create interdisciplinary hybrid courses.... For students to be competitive in the job market, they need to have experience in a number of disciplinary areas.”

—Faculty/board member

Science librarians, industry partners, and faculty from the Rutgers Business School and School of Engineering come together to provide

programming around innovation, research, and career success.

Social sciences and humanities librarians form a team to join an Ithaka S+R and Modern Language Association research project on understanding the research practices of scholars in literature, writing, and cultural studies. Interviews, transcripts, and analysis impact New Brunswick Libraries services and content.

# Theme 3: Augment Physical and Virtual Library Spaces

Library spaces must serve the diverse landscape of student, faculty, and programming needs of Rutgers–New Brunswick. Core quiet and group spaces must be preserved and expanded. Innovative, interdisciplinary spaces

that accommodate multiple learning styles and pedagogical approaches will enhance equitable access to physical spaces and advance scholarship.

## Strategies and Approaches

- **Refresh and enhance spaces** in New Brunswick Libraries that support design thinking, entrepreneurship, and innovation through collaborative learning techniques and active learning.
- **Collaborate with faculty** to bring course materials and instruction modules into learning management systems.
- **Advance opportunities** for participatory workshops, training, and group discussions and presentations through new spaces such as the JetStream (Joint Experimental Teaching Space for TRansdisciplinary REseArch Methods), that will feature flexible room configuration and collaborative technology for screen sharing.
- **Forge joint research initiatives** with Rutgers Biomedical and Health Sciences in Busch campus's Library of Science and Medicine through expanded seating and collaborative, engaging spaces.
- **Facilitate online readings and reserve materials** within learning management systems through new library products such as Reading Lists.

## Highlights

The generous bequest of Ms. Suzanne Wieme Whitlock, Douglass College Class of 1966, to the Margery Somers Foster Center, enables the renovation of the Mabel Smith Douglass Room, creating a modern space in support of teaching and learning needs of the Rutgers–New Brunswick community. Preserving the focus on women's education and leadership, this renovation will support the interests of the broadly defined women's, gender, and sexuality

studies community at Rutgers, aligning with research and teaching interests of our faculty and creative expressions of our students grounded in feminism.

Special Collections and University Archives regularly partners with international libraries on digital projects to make our collections accessible to all.

Students collaborate on a project in a technologically enabled group study room at Douglass Library.  
Photo: Roy Groething



*We want to have a better digital presence... it helps younger people and people who work. For example, they can access a medieval manuscript and work with it without endangering the original.*

—Administrator/Faculty Advisory Board member

Landscape architecture students in the School of Environmental and Biological Sciences help redesign Chang Science Library as their assignment in the course Social and Cultural Aspects of Design. Photo: Rich Sandler



*Modern technologies have taken away the role of the 19th century library, as there are lots of sources of information now. But in the place of that you have to know where to get (the information), truth it, and discriminate.... No one is taking on this challenge. This should be... a core mission of libraries.*

—New Brunswick dean

# Theme 4: Maximize Rutgers–New Brunswick Academic and Societal Impact

Advancing the teaching and research mission of Rutgers–New Brunswick necessitates the understanding of the outcomes and impact of the spectrum of institutional activities.

Community and societal impact encompass initiatives and programming in ethics, equity, and accessibility.

## Strategies and Approaches

- **Ally with researchers** to develop training on how to manage scholarly profiles and visibility (scholarly social media, strategies for sharing publications and data, scholarly identity via ORCID, DOIs).
- **Encourage a growth and success mindset** through community engagement, incubation spaces, and design thinking.
- **Engage in instruction and outreach** around information ethics, accessibility, and diverse learning paths and perspectives.
- **Deliver research metrics workshops** to faculty, researchers, and students.
- **Create and deliver social justice programming, services, and content** to highlight and advance contributions and impact of diverse Rutgers communities and individuals.

## Highlights

Library faculty provide leadership globally, nationally, and locally in the advancement of open and accessible scholarship, and work with the Rutgers–New Brunswick community to build skills in and highlight academic impact. Leadership includes roles in the International Federation of Library Associations and Institutions, the Kettering Foundation, the

Scholarly Publishing and Academic Resources Coalition, and the Smithsonian Center for Learning and Digital Access, among others.

Special Collections and University Archives partners with cultural heritage groups on campus to preserve their history.



## Moving Forward

To pivot from planning to execution of the Strategic Plan, New Brunswick Libraries personnel will execute a road mapping process during Fiscal Year 2020. The goals and themes will be mapped with strategies, objectives, timelines, and responsible individuals and groups. Impact measures will be created.

An additional process will include competencies mapping. Each goal and theme will include the knowledge and skills necessary to achieve success. In parallel, a librarian and staff strengths

assessment will take place within New Brunswick Libraries. A common learning and development framework will be created, and training and recruiting opportunities identified.

Strategic Plan execution cannot wait for the road mapping and competencies processes to complete. We will fly the proverbial plane while it is being constructed. We will work with Rutgers University Libraries, the Faculty Advisory Board, and key partners to successfully Connect, Build and Evolve the Future Academy.

# The Team

Executing a year-long strategic planning process is a herculean task. I want to thank everyone who rolled up their sleeves, offered wisdom and insights, and collectively made this plan a reality.

## Strategic Planning

Doug Allen, New Brunswick Libraries  
Kayo Denda, New Brunswick Libraries  
Erika Gorder, Special Collections & University Archives  
Karen Hartman, New Brunswick Libraries  
Michael Joseph, Special Collections & University Archives

Triveni Kuchi, New Brunswick Libraries  
Kevin Mulcahy, New Brunswick Libraries  
Laura Mullen, New Brunswick Libraries  
Ryan Womack, New Brunswick Libraries  
Sonia Yaco, Special Collections & University Archives

## Faculty Advisory Board

David Axelrod, Division of Life Sciences,  
Department of Genetics, School of Arts & Sciences  
Endre Boros, School of Business  
Paul Clemens, Department of History, School of Arts & Sciences  
François Cornilliat, Department of French,  
School of Arts & Sciences  
Marija Dalbello, School of Communication & Information  
Adrienne Eaton, School of Management and Labor Relations  
Andrew Goldstone, Department of English,  
School of Arts & Sciences  
Charles Häberl, African, Middle Eastern, and South Asian Languages and Literatures, School of Arts & Sciences  
Eduardo Herrera, Department of Music, Mason Gross School of the Arts  
Lauren Kelly, Graduate School of Education

Michael Lawton, Department of Plant Biology,  
School of Environmental & Biological Sciences  
Michael Lesk, School of Communication & Information  
James Masschaele, Office of the Dean, School of Arts & Sciences  
Bruce Mizrach, Department of Economics,  
School of Arts & Sciences  
Kristin O'Brassill-Kulfan, Department of History,  
School of Arts & Sciences  
Henrik Pedersen, School of Engineering  
Ben Sifuentes-Jauregui, Undergraduate Academic Affairs  
Michael Smart, Edward J. Bloustein School of Planning and Public Policy  
Thomas Sokolowski, Zimmerli Art Museum  
Simon Thomas, Department of Mathematics,  
School of Arts & Sciences

## Interview Scribe and Data Transcription

Janice Pilch, New Brunswick Libraries

## Graduate Research Specialists

Meredith Parker, School of Communication & Information  
Cathy Wang, Edward J. Bloustein School of Planning and Public Policy

## Design

Matt Badessa, Rutgers University Libraries

## Consultant

Anne Kenney, Cornell University Libraries, emeritus

# About Rutgers University Libraries

Rutgers University Libraries are a central unit of the university that provide superior local services to address the needs of the diverse institutions they serve. In order to meet this mission, the Libraries organize into local and central units. The central unit provides a shared infrastructure (like technology or cataloging services), while local units focus on user experience (such as instruction, reference, and spaces). New Brunswick Libraries leverage the shared resources of the entire Rutgers University Libraries system to provide localized services designed to meet the unique needs of Rutgers–New Brunswick students and faculty.

## About New Brunswick Libraries

New Brunswick Libraries serve more than 50,000 undergraduate, graduate, and professional students as well as approximately 10,000 faculty and staff. Seven libraries, Special Collections & University Archives, our own centers, as well as an on-campus storage facility make up our physical presence.

Located on each of the Rutgers–New Brunswick campuses, individual libraries represent unique constituencies and offer collections and research services of interest to their communities. Libraries enhance the student experience through tailored programming and technologically enabled learning spaces.

Library faculty on each campus have dedicated expertise and provide programmatic instruction and outreach to their individual communities, both within the libraries and in the non-library classrooms and programming spaces. Virtual reference and chat make local expertise accessible on any campus. Library staff are an integral resource in advancing the New Brunswick Libraries goals of empowering student success and building connections by providing critical service expertise. Faculty and staff are instrumental in envisioning, planning, and presenting events that actively enrich the student, faculty, and community experience.



**[libraries.rutgers.edu](http://libraries.rutgers.edu)**