A FRAMEWORK FOR CHANGE

Vision and Goals for the John Cotton Dana Library Rutgers University–Newark

Developed by Dr. Consuella Askew and Dana Library Faculty and Staff

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JOHN COTTON DANA LIBRARY

The John Cotton Dana Library building named after former Newark Public Library director, John Cotton Dana opened in 1967 and is the main library at Rutgers University–Newark, supporting all of the institution's undergraduate and graduate programs except for law. Dana Library houses Rutgers University Libraries' research collections in business, nursing, and neuroscience and contains over 600,000 volumes, 600,000 pieces of microform, and 15,000 audiovisual items. The library has been a federal depository since its opening and currently selects and acquires approximately 50% of the publications issued by the United States Government Printing Office. It features public art displays and is home to the Institute of Jazz Studies, the world's foremost jazz archive and research facility. The institute houses over 300 archival collections, along with over 106,000 audiovisual items and more than 6,600 volumes.

For more information, visit **libraries.rutgers.edu/dana.**

INTRODUCTION

The John Cotton Dana Library is at the center of a dynamic higher education institution situated in vibrant urban area. Our library is poised to move into its next iteration, seeking to become a user-centered library that responds to our users' changing needs in innovative ways. Our transformative process is anchored by three strategic focus areas: services, collections, and space.

While we have always considered ourselves focused on our users, we recognize that the call for accountability in higher education today demands that we invest our efforts in responding to our users' needs and demonstrating impact.

Additionally, we seek to keep pace with the transformation that is occurring around us at Rutgers University–Newark. We embrace the need for change and are excited about the possibilities that come with being an anchor institution in a large, vibrant, urban environment.

Looking beyond our implementation of change, our continued success hinges on our ability to collect, compile, analyze, and synthesize data from our users to inform every aspect of our operations. This capability will also be vital to demonstrating our ongoing value to the communities and the constituencies we serve.

VISION

The John Cotton Dana Library at Rutgers University–Newark envisions itself as a user-focused intellectual hub providing access to, as well as, participating in the production of knowledge. We will achieve this through the infusion of our services, unique collections, expertise, and state-of-the-art technologies into our user community. We will develop a culture of assessment to ensure that we are always responsive to our users' needs.

GOALS

Overarching Goals

- Innovate to support 21st-century library use.
- Increase community engagement.
- Increase operational excellence, efficiency, and fiscal sustainability.

Short Term Objectives

Services

- Restructure our current services (in person and virtual) to align with the priorities and needs of our academic community.
- Develop new services that respond to our local users' needs and the ways in which they use library resources.
- Adjust existing services to respond to our users' desired level of expectation.
- Create a sustainable technology loan service for our students.

Collections

- Align our local and shared collections with the programs of study offered by Rutgers University–Newark.
- Reduce the footprint of our general collections to enlarge existing student study spaces and to open new student study spaces that are conducive to individual and collaborative study.
- Formalize the Dana Archives collections for the ongoing preservation of select Rutgers University–Newark materials.

Space

- Develop discrete library spaces in ways that reflect how students use these spaces for study and socializing.
- Organize departmental spaces to facilitate faculty/staff work and workflows.

Long Term Objectives

Services

- Identify, develop, and implement local library services (in-person and virtual) that directly respond to the needs of our specific community of users (faculty, students, staff, and the broader Newark community) and a cycle of assessment to ensure ongoing service quality.

- Provide access to a variety of new and emerging educational technologies used to enhance the university's teaching and learning activities and processes for our faculty and students.
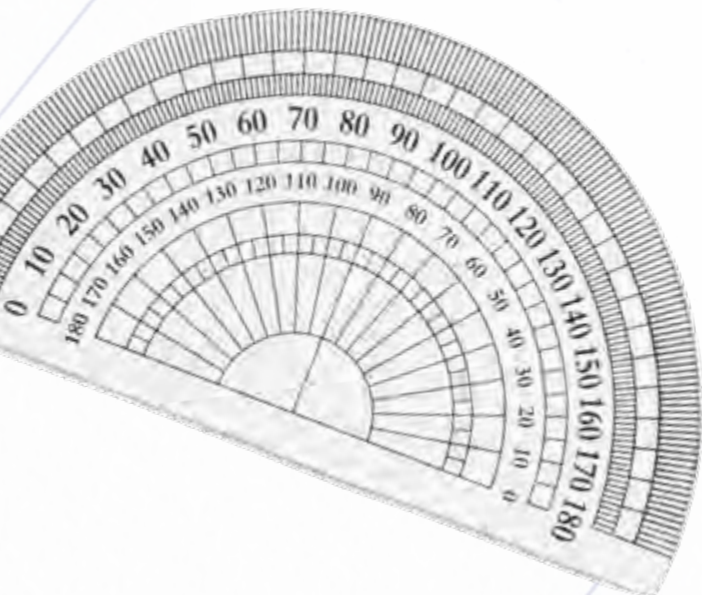
Collections

- Develop a strong university archives that documents the history and growth of Rutgers University–Newark and its impact as a Newark anchor institution.

- Advocate for and collaborate with colleagues across Rutgers University Libraries to increase the availability of born-digital government documents and electronic books to enhance access and reduce shelf space needs so that we can maximize use of floor space for student study needs.

- Closely align our acquisition and collection development efforts with the Rutgers University–Newark curriculum.

Space

- Maximize the use of available space to enhance the learning processes that occur in the library.

- Accommodate new services and the expansion of current services in an effective way that facilitates working efficiently.

- Provide an attractive, functional, and safe environment throughout the library that establishes Dana Library as a university focal point, facilitating the intersection of faculty, students, and staff.

FOCUS AREAS AND ACTIONS

Priorities	Actions	Timeframe	Responsibility
Identify Dana user demographics.	Conduct an environmental scan to understand the demographics of user groups on campus and across the city of Newark.	March 2016–May 2016	Roberta Tipton
Understand the service needs of Dana users.	Compile and analyze existing service data such as usage statistics, survey data, and user feedback to make recommendations for and/or changes to local services.	March 2016–July 2016	Natalie Borisovets Bonnie Fong Vincent Pelote Minglu Wang Krista White
	Media services department was sunsetted as a result of applying the above methodology.	Service point closed on August 1, 2016.	Krista White Mark Papianni Bonnie Paz Rutgers University Libraries Media Services Team Rutgers University Libraries Technical and Automated Services

Priorities	Actions	Timeframe	Responsibility
Understand how the Dana collections of resources are used and respond appropriately.	Create an inventory list of collections, identify collections strengths and weaknesses, and review usage statistics. Analyze and synthesize this data to make collections recommendations.	March 2016–July 2016	Elsa Alves Ka-Neng Au Iliana Bernal Adriana Cuervo Angela Lawrence Robert Nahory Elizabeth Surles Wen-Hua Ren Ann Watkins
Observe and react to how Dana Library users occupy and use our spaces.	Compile and synthesize information regarding Dana space plans and our student space usage study. These data will inform recommendations for space programming to best fit our user needs.	March 2016–July 2016	Elsa Alves Alejandro Arencibia Adriana Cuervo Janet Giorgio Susan Tel Roberta Tipton
	Upgrade the furniture in our silent study area.	January 2017	Consuella Askew
Draft *A Framework for Change.*	Compile all of the recommendations provided by the aforementioned groups and create a roadmap for a transformative process.	February 2017	Consuella Askew
Create a culture of assessment at Dana that includes listening to users to ensure that operations and services continue to align with their needs.	Collect, compile, and analyze user data to inform library services, collections, space programming, and overall operations.	Ongoing	Stephanie Mikitish, user engagement/assessment librarian; Dana Library faculty and staff; Rutgers University–Newark Office of Institutional Research

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