RUTGERS

University Libraries

RUTGERS UNIVERSITY LIBRARIES PRIORITIES, 2016–2018

Rutgers University Libraries' priorities for 2016–2018 are ambitious and forward-looking. They will guide the activities we undertake and the allocation of resources to support those activities through June 2018. These priorities and activities overlap in meaningful ways with priorities and activities presented at the November 2015 State of the Libraries Meeting (noted below as "Completed and ongoing activities (2015–2017)").

Previously announced priorities related to communication and decision-making, collection development and management, undergraduate support, and special collections, are brought forward in this document with additional required activities. We also include wholly new priorities related to information control and our strategy and capacity for advanced research support and scholarly communications in order to address feedback from the LibQUAL+ survey, the changing environment of Rutgers University, and the implementation of the RCM Budget model. Collectively, these priorities provide a clear framework and benchmarks for our collective success in the coming months.

Clarify Communication and Decision-Making
Completed and ongoing activities (2015–2017):

1. **Review the Libraries' faculty bylaws.** Complete. The faculty are continuing to revise their groups, but the bylaws are now consistent with university policy.
2. **Connect activities to associate university librarians, assistant vice presidents, and library directors.** Ongoing with progress. Directors are responsible for local policies such as exhibits and digital projects, and are beginning to have sufficient information to manage local budgets. [Next: establish unit priorities and goals, metrics, and additional budget accountability.]
3. **Improve Cabinet effectiveness.** Ongoing with progress. Minutes and attachments are distributed in a timely manner after meetings. A weekly meeting schedule was established to address issues in a timely manner. [Next: reduce to bimonthly meetings and get agendas and materials out in advance.]
4. **Increase budget transparency.** Ongoing with progress. Cabinet is active in the budget request process. [Next: regular reports to Cabinet for operational and collections budgets.]

A. **Develop an assessment framework**. Begin to develop an assessment framework that measures success and sets benchmarks in all areas. Must have metrics for "number of courses with library component" and "use of collections."

B. **Continue to align the organizational structure and budgets with the Libraries' priorities and university structure.**
   a. Annex
   b. Interlibrary loan: local vs. central
   c. Reorganization of Research and Instructional Services, Collection Development and Management, Special Collections and University Archives, and Shared User Services
   d. Central support of shared software and services for reference and instruction
   e. Travel support
   f. Communications and marketing support
   g. Office supplies including staff computers

C. **Perform holistic policy reviews.** Make sure that, at minimum, the policies on the website reflect current practice**.**

D. **Participate in system migrations.**

Strengthen Information Control

Required activities (2016–2018):

A. **Improve our discovery platform** to better support users' needs and reduce or eliminate information silos developed by the Libraries.

B. **Ensure that cataloging policies and procedures** support changing discovery and access requirements.

C. **Develop systems** that link users directly from discovery to the most reliable source of content, reducing or eliminating the need for intervention.

D. **Develop website(s)** to meet the diverse needs of users across the university.

Optimize Collection Development and Management

Completed and ongoing activities (2015–2017):

1. **Identify and address critical needs in the university community.** Ongoing with progress. Eliminated interlibrary loan fees, added 1,000 current journal subscriptions, added digital archives for 1,000 journals, added approximately 6,000 ebooks per year, added subscriptions to 140,000 current ebooks, added several new clinical resources, and expanded access to streaming video (250 feature films and 48,000 academic videos). [Next: develop a collaborative and equitable process to establish disciplinary priorities.]

2. **Increase internal efficiencies and cost effectiveness.** Ongoing with progress.

Continued to take advantage of group purchasing and effective contract negotiation, saving approximately 60% off of list prices. [Next: strengthen collection assessment to achieve better efficiencies.]

3. **Improve decision-making and communication.** Ongoing with progress. Charged the Collections Analysis Group (CAG) to provide oversight of collection spending, added Selector's Assemblies, monthly open meetings of the CAG, and informal brown bags. [Next: reorganize staffing to more directly support collections.]

Required activities (2016–2018):

A. **Develop an assessment framework**. Begin to develop an assessment framework that measures success and sets benchmarks in all areas. Must have metrics for "use of collections." Other measures should support 1, 2, and 3 above.

B. **Address structural deficit in collections.** Develop a "mechanism" to approach CFOs with new collection-related costs, including new programs and faculty. Begin to effectively describe subscription inflation.

C. **Finalize allocation method and streamline reporting.** Finalize disciplinary groups. Determine appropriate fund codes and employ other methods for reporting. Improve support for accreditation and program support.

D. **Reassess the need for an electronic resources management system.**

Enhance Undergraduate Support

Completed and ongoing activities (2015–2017):

1. **Refine reference services to ensure robust and comprehensive availability.** Ongoing with progress. Chat Reference Task Force has made its recommendations. [Next: implement shared reference services.]

2. **Assess instructional participation across the undergraduate curriculum.** Ongoing with progress. Negotiating new metrics with the Executive Council on Teaching and Assessment that better reflect library participation in the undergraduate curriculum. [Next: develop an assessment framework.]

3. **Launch open textbook initiative.** Complete. [Next: implement the open textbook program.]

Required activities (2016–2018):

A. **Create additional study space.** Master Space Plan will be complete so weeding activities can be prioritized (Wiley journals in the Library of Science and Medicine and George F. Smith Library of the Health Sciences). The priority of this has changed based on input from the universities.

B. **Develop an assessment framework**. Begin to develop an assessment framework that measures success and sets benchmarks in all areas. Must have metrics for "number of courses with library component." For university goals: identify current metrics and propose new metrics. Add additional measures for teaching and assessment.

C. **Establish a support model for health sciences**. Continue Library of Science and Medicine/Robert Wood Johnson Library of the Health Sciences support of health sciences community.

D. **Establish support for shared reference services.** Define and hire the central references coordination position and establish universitywide policies and procedures.

E. **Replace the current online instruction tutorial.** Select and implement a new online instructional tutorial to replace Research Information Online Tutorial (RIOT).

Determine Strategies and Capacity for Advanced Services

Special collections:

Completed and ongoing activities (2015–2017):

1. **Conduct a holistic review of special collections:**
   a. "Special collections and archives at Rutgers are universally needy for more and improved space and better support for acquiring, organizing, and preserving collections."
   b. "Nearly 15% of the printed volumes are not discoverable online. The situation is worse for other formats. The Rutgers Community Repository (RUcore) is well suited to providing stable digital surrogates and replacements for special collections and archives resources. Most finding aids are not easily discoverable. A strategic plan for digitization of our special collections and archives is needed."
   c. "It is time to rethink our special collections and archives work. We should seriously consider consolidating collections in New Brunswick and developing stronger relationships between and among our special collections and archives and the rest of Rutgers University Libraries."

Required activities (2016–2018):

A. **Investigate the possibility** of conducting an external review to better understand the priorities, possibilities, and conditions of universitywide special collections.

B. **Create a group** that meets regularly to strengthen relationships between and among our special collections and engage more actively with subject librarians to better integrate our resources into the mission.

Advanced research support and scholarly communication:

Required activities (2016–2018):

A. **Charge a group** to identify and briefly describe (e.g., purpose, scope, community served) the Libraries' current commitments beyond "information control" (e.g., digital projects and digital preservation).
   a. Identify the scope and context of "scholarly communication" and "advanced research support" within the Libraries.

    b. Document the costs (resources, including staff).

B. Define priorities and determine our current capacity for new work.

C. Determine additional resources needed for priorities and develop a strategy to get new resources.

D. Charge a group to maintain the Information for Researchers website and strengthen librarian competencies.

E. Coordinate the universitywide implementation of Open Researcher and Contributor IDs (ORCID).

F. Determine how best to support the National Science Foundation grant.