

NCSU Libraries
Strategic Plan, FY 2013/14 to FY 2015/16
28 June 2013

1. Processes used to develop the strategic plan

The strategic vision and plans of both the university and the Libraries center on innovative and creative approaches to fostering student and faculty success and research excellence. The Libraries' strategic plan for fiscal years 2014-2016 builds upon the plan developed for 2012/13 and the experience gained from opening the Hunt Library.

The Libraries consults with the University Library Committee, its Student Advisory Board, and faculty liaisons in the academic departments throughout the year. Data collection and analysis contribute to decisions involving collections, services, spaces, and technologies. This plan has been the subject of collaboration and discussion among teams within the Libraries, including those in individual departments and divisions, the Management Council (all administrators and department heads), and the Directors Council.

2. NCSU Libraries mission and vision statements

A. Mission Statement

The NCSU Libraries is the gateway to knowledge for the NC State University community and partners. We define the leading edge of information services and collections to support the University's mission and to further knowledge in the world.

B. Vision Statement

The Libraries: NC State's competitive advantage.

3. NCSU Libraries' Goals

- 3.1 Enhance student success.
- 3.2 Invest strategically in research infrastructure.
- 3.3 Foster interdisciplinarity to address society's grand challenges.
- 3.4 Continually strive for organizational excellence.
- 3.5 Engage in strategic partnerships.

4. Strategic Actions

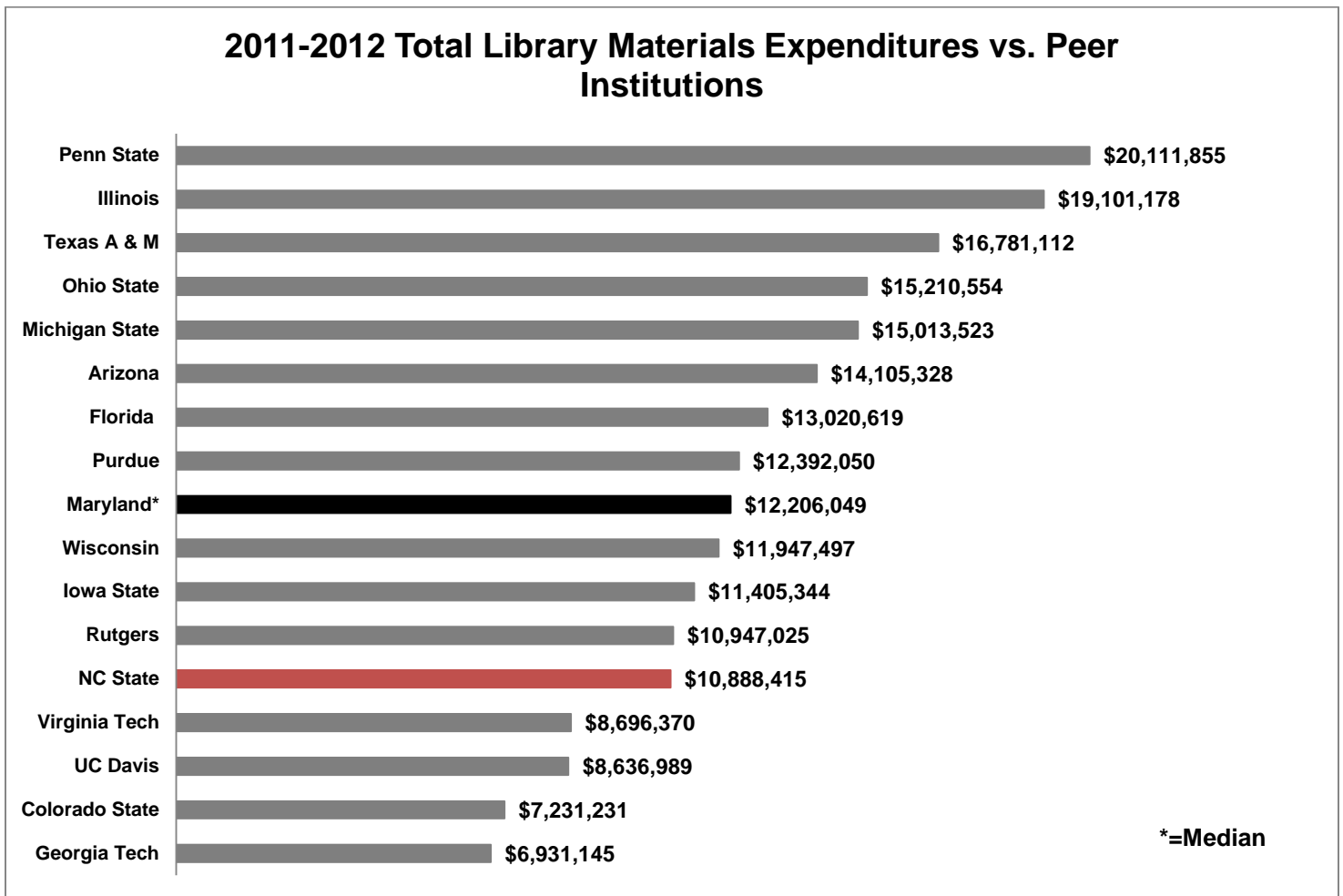
4.1 Enhance student success by providing high-impact educational experiences and engaging learning spaces for graduate and undergraduate students.

- Create a Makerspace at D.H. Hill, larger than the one at Hunt, but with similar 3-D printing capabilities, and develop associated programming for the university community.
- Identify space and initiate program planning for a Graduate Student Commons at D.H. Hill.
- Improve access and productivity for students by delivering an expanded range of content through mobile devices and tablets.
- Make digital content from national collaborative efforts such as the HathiTrust seamlessly available to the NC State community.
- Support the university's Quality Enhancement Plan on Critical and Creative Thinking by 1) providing innovative spaces, emerging technologies, and digital information infrastructure to foster students' creativity; and 2) extending the Libraries' curriculum-integrated instruction, multimedia information literacy content, and online research skills tutorials to develop students' critical and analytical thinking.

4.2 Contribute to the university's research infrastructure through strong collections, expert staff, outstanding research spaces, and strategic alignment of resources to advance the capacity of our researchers and partners.

- Provide spaces and expert consultation to facilitate visualization of research across a variety of disciplines.
- Contribute expertise to research data management across all disciplines, with an emphasis on supporting university and faculty efforts to meet major research funding agency mandates (NSF, NIH).
- Make scholarly content available to researchers for text-mining, big data applications, and advanced computation.
- Facilitate the growth of digital humanities collaboration and scholarship through expert consultation and visual technology spaces.
- Enhance collections as critical infrastructure for faculty excellence, particularly in support of new faculty hired through the Chancellor's Faculty Excellence Program. These faculty members require investments in scholarly resources to promote and sustain research productivity, grant activity, and interdisciplinary scholarship. The program's emphasis on biomedicine and human health accelerates the need for additional scholarly journals in those areas. The Libraries leverages TRLN partnerships for online access to select journals from our partner medical libraries, but the growth of research and faculty hiring in areas related to human medicine requires additional investments in scholarly journals. In addition, the Libraries has maximized efficiency and analytical management of the collections to absorb persistent annual journal

inflation rates of 8%. The Libraries will invest 100% of any enrollment increase funds to support the Chancellor's Faculty Excellence Program and to mitigate the effects of inflation on existing journals.



4.3 Foster interdisciplinarity to address society's grand challenges by creating engaging collaborative spaces.

- Create interdisciplinary faculty spaces at the D.H. Hill Library that complement those at the Hunt Library, with an emphasis on supporting Faculty Excellence cluster collaboration and productivity.
- In collaboration with RENCI and campus partners, enhance programmatic use of the Visualization Studio for multidisciplinary interaction and visualization at D. H. Hill.
- Create a videoconference room at D.H. Hill similar to the one in the Hunt Library.

4.4 Continually strive for organizational excellence by promoting collaboration and professional development among library faculty and staff and aligning resource allocation with strategic priorities.

- Implement a program of education and training for existing subject specialists to foster their expertise and ability to support visualization; analytical research applications, including big data; and research data management, including assistance in meeting federal research data management requirements..
- Leverage the high visibility and interest generated by the Hunt Library to increase the Libraries' donor base. With long-time, core Libraries supporters still fulfilling pledges from the successful *Everything you can imagine . . . and more* fundraising initiative, the Libraries will need to adjust its strategy for the campaign and expand its donor population to meet goals from the quiet phase of the capital campaign.
- Expand the organization's self-assessment and analytical capacity through integration of library data and performance metrics into a single, holistic dashboard.

4.5 Engage in local, regional, and global strategic partnerships that are active and sustainable.

- The Hunt Library presents opportunities for partnerships with key experts and leaders across the university and with corporations that supply advanced technologies. The Libraries will cultivate and extend relationships through its "Powered By" program.
- The Kuali OLE project, funded by the Andrew W. Mellon Foundation, is building open-source software to manage library operations and to integrate functions with enterprise-level campus databases and learning management systems. The Libraries will continue its participation as an active partner.
- The *Global Open KnowledgeBase*, a joint project between Kuali OLE and the United Kingdom's JISC (Joint Information Systems Committee), is funded by a \$499,000 grant from Mellon. When completed, the product will provide essential data to help libraries manage e-journals and other electronic resources. The Libraries will continue to lead this initiative.
- The vision of the Triangle Research Libraries Network (TRLN) is to develop one research collection that serves one user community across four distinct institutions. The Libraries will draw upon the collective strength of TRLN's resources while focusing its resources on those disciplines of greatest importance to the university. The Libraries will contribute its expertise to the technical infrastructure that supports universal, easy, and rapid access to the shared collection.
- Through organizations such as the HathiTrust, the Digital Preservation Network, and TRLN, the Libraries will strengthen a collaborative model for shared digital production, access, and preservation.

5. Program plans as appropriate, hiring plan and space needs

In order to realize the proposed enhancements to library space for faculty and students, it is critical for the Libraries to retain all currently assigned library space.

6. Internal resource realignment and new resource allocation requests

- The D.H. Hill Library Backfill Plan approved on 3/18/2010 includes the creation of a Graduate Student Commons, a Faculty Research Commons, and additional user seating areas. These spaces address current, high-priority university needs by supporting faculty in their interdisciplinary research and collaboration and by enabling student learning and enhancing student success.

REQUEST FOR ONE-TIME FUNDS: \$1,000,000 in FY 2013/14; \$1,000,000 in FY 2014/15; and \$1,000,000 in 2015/16.

- At a minimum, the Libraries will require its normal percentage allocation of university enrollment increase funds in 2013/14. This entire amount will be added to the collections budget to support research and scholarship in the disciplines encompassed by the Chancellor's Faculty Excellence Program. Identifying other funding sources to support new, strategic research areas is difficult as we have continually realigned resources for many years to mitigate losses of buying power due to inflation. While we understand that the university will not be able to rebuild the Libraries' collections budget fully at this time, the demands of the Faculty Excellence Program's new interdisciplinary areas and faculty hires will be impossible to meet without the enrollment increase funding.
REQUEST FOR RECURRING FUNDS: The Libraries' normal allocation of University Enrollment Increase funds in 2013/14.
- For several years, in anticipation of opening the Hunt Library, the Libraries has been internally realigning staff positions to operate and support it. Supplementing the 14 positions that were allocated for Hunt operations, the Libraries reassigned 20 FTE, both vacant and occupied positions, to that purpose.
- The Libraries merged two major departments, Content Acquisitions and Licensing, and Metadata and Cataloging, which resulted in savings in both managerial and support staff. Saved positions were reassigned to Hunt Library operations.
- The Libraries reassigned several vacant positions from the day shift to the evening/night shift based upon user traffic patterns and public service demands.

- Vacancies that have occurred since the opening of the Hunt Library are being reviewed for potential reallocation to support strategic university priorities or potential elimination to meet future budget cuts.

7. Measures for Success

The NCSU Libraries will continue to collect and analyze the following measures for success:

- Number of Library Visits (gate count)
- Collection analysis (content, expenditures)
- Use of collections
- Instructional services (number of instructional sessions and student contact hours, evaluations of instruction, use of online tools and resources)
- Service transactions
- Collections transactions with external organizations (interlibrary lending)
- Association of Research Libraries rankings and comparisons in various categories
- Usability studies (e.g., for collections, services, web-based information)
- Results of faculty partnerships, e.g., in support of targeted research areas, data management, and visualization
- Use of technology-equipped and collaborative library spaces (including qualitative user research)