

**NCSU Libraries**  
**Strategic Plan, FY 2016/17 to FY 2019/20**  
**30 June 2016**

**1. Processes used to develop the strategic plan**

Over the past few decades, the NCSU Libraries has become a model and inspiration for libraries worldwide. Our bold, forward-looking approach combines innovation, collaboration, resourcefulness, and service, always seeking the best for the university community. A hallmark of the Libraries' culture is to operate strategically: we build strong relationships with our users and stakeholders; we embrace emerging trends and developments at the university, in higher education, and beyond; and we invest available resources thoughtfully for maximum impact.

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 enhancing the university's research capacity and competitiveness**. The Libraries' strategic plan for fiscal years 2017-2020 builds upon the plan developed for 2015-2017, informed by our experiences in carrying out those goals and strategies, and by emerging trends and opportunities in technology, research collaboration, and teaching and learning in the twenty-first century.

The Libraries consults with the University Library Committee, its Student Advisory Board, faculty and graduate student academic departmental liaisons, branch library advisory committees, and students and faculty at large throughout the year. Data collection and analysis contribute to these discussions and to decisions involving collections, services, spaces, technologies, and staffing. Administrators, managers, librarians, and staff throughout the organization are deeply involved in formulating and carrying out all of our strategic goals and actions.

**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.  
We make NC State better.

### 3. NCSU Libraries' Goals (same as NC State University's 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.

- Form a **new organizational division, bringing together the Libraries units most focused on student learning** to provide dynamic, relevant services, spaces, technologies, and information, and to enable all forms of learning, discovery, and research.
- Grow the **Alternative Textbook Program**, which has fostered several innovative teaching strategies and saved students over \$200,000 in textbook costs. This incentive program supports NC State faculty in adopting, adapting, or creating free or low-cost alternatives to traditional commercial textbooks, through electronic reserves, existing digital content licensed by the Libraries, and new Open Educational Resources (OERs).
- Sponsor **workshops, competitive programs, and shared activities** that create opportunities for students and faculty in all disciplines to develop and demonstrate their skills in research, software development, data visualization, and digital media creation.
- Collaborate with faculty and the broader university community to offer programs and services emphasizing the **democratization of access to makerspace tools and technology**.

- **Partner with the Division of Academic and Student Affairs (DASA) and college-based student support and professional development staff** on programming, services, and student engagement to support retention and success to graduation. Adapt and configure space in the D. H. Hill Library for certain DASA services, if resources permit.

#### **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.**

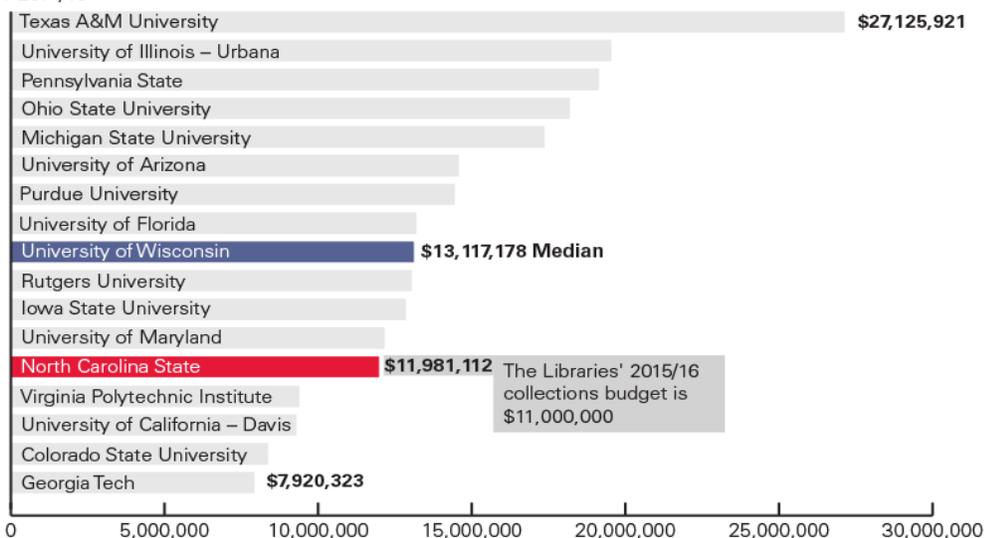
- Create a senior-level position, the **Chief Strategist for Research Collaboration**, to further the Libraries' engagement and collaboration with faculty and students across the lifecycle of disciplinary and interdisciplinary research and scholarship.
- Provide spaces and expert consultation to facilitate **visualization of research** across a variety of disciplines. Dedicate two additional positions in response to high demand for visualization services.
- Advise and consult on **research data management** across all disciplines, with an emphasis on supporting university and faculty efforts to meet research funding agency mandates (e.g., NSF, NIH, DOD, DARPA). Collaborate with the Office of Information Technology on informing faculty about research data storage solutions as appropriate.
- Collaborate with the Office of Research, Innovation, and Economic Development and contribute to the university's **Data Science Initiative** effort to create a nationally recognized hub of excellence in data science and analytics.
- Collaborate with the College of Science's Office of Public Science and the Chancellor's Faculty Excellence Program (CFEP) Leadership in Public Science cluster to build a program of support for the **broader impacts requirement of funding agencies**, including advice for strengthening that portion of grant proposals, targeted digital media training, and venues for communicating the results of NC State research to the NC State community and general public.
- Apply the skills and capabilities of subject specialist librarians to work in a **new model of research collaboration** with faculty and researchers, focusing on data science and analytics, visualization, the integration of digital tools

into teaching and research, bibliometric analysis, and large-scale computation.

- Collaborate with and support the **Chancellor’s Faculty Excellence Program** clusters, through in-depth research consultation, investment in the collections needed by faculty, their students, and research laboratories, and by providing needed spaces and tools for meetings, events, individual work, and collaboration.
- Enhance **the university’s research collections** as critical infrastructure for faculty excellence, particularly in support of new faculty hired through the Chancellor’s Faculty Excellence Program. This investment helps the faculty and the university to keep pace with the knowledge being generated in today’s highly competitive research environment and with ongoing inflationary pressures on content costs. Total uses of the collection have risen to over 14 million per year from about 12 million three years ago, an increase of 17 percent. Therefore, moving up from the bottom third to at least the average of the university’s peer group in collections expenditures by FY 2020 remains a crucial priority. **Any allocations toward this goal would be used to support interdisciplinary research in high-priority areas with electronic resources, databases, digital media, and datasets.**

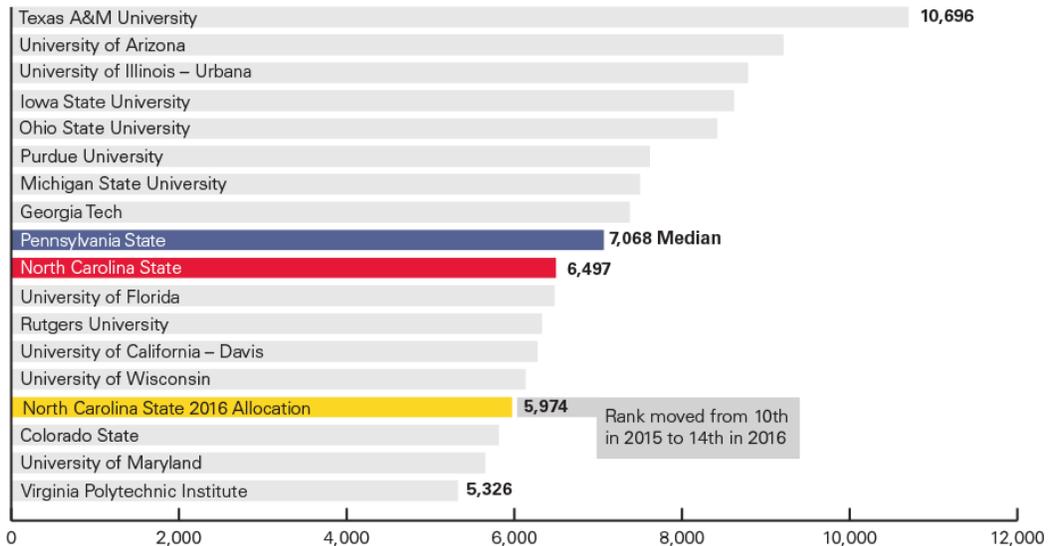
**NCSU Libraries and NC State Peer Group's Collections Expenditures**

FY 2014/15



Amount needed to bring NCSU FY 2015/16 allocation to Average = \$3,138,542  
 Amount needed to bring NCSU FY 2015/16 allocation to Median = \$2,100,447

**NCSU Libraries and NC State Peer Group's Collections Expenditures<sup>1</sup> Per Faculty Member<sup>2</sup>**  
 FY 2014/15



<sup>1</sup>Total FY 2015 total library materials expenditures, retrieved from Association of Research Libraries.

<sup>2</sup>Total FY 2014 number of full-time non-medical instructional faculty, retrieved from the National Center for Education Statistics IPEDS Data Center.

- Work with university administration to develop a model for **funding the increasing cost of providing library services to the growing population of Centennial Campus Partners** who use the Hunt Library.

**4.3 Foster interdisciplinarity to address society’s grand challenges.**

- Offer **interdisciplinary faculty spaces** at the D. H. Hill Library similar to those at the Hunt Library, including a new Faculty Research Commons to open in summer 2016. Develop programs and outreach strategies to introduce faculty members to all Libraries spaces and offer a full range of services that enhance collaboration and productivity in research and scholarship.
- Build on the popularity and success of the **Hunt Library’s advanced technologies and spaces and the Visualization Studio at D. H. Hill** to enable interdisciplinary work through creative programming and outreach.
- Design and configure new spaces featuring **interactive and immersive technologies** in support of research and learning.

**4.4 Continually strive for organizational excellence by promoting collaboration among library faculty and staff, encouraging diversity hiring and programming, and aligning resource allocation with strategic priorities.**

- Leverage the high visibility and interest generated by the Hunt Library to **increase the Libraries' donor base and attract contributions.**
- Emphasize **diversity of all types in hiring, staff development opportunities, and public programming.**
- Continue the internal **"Good Ideas" mini-grant program** to encourage creative, entrepreneurial proposals for innovations from library staff.

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

- **Leverage the Triangle Research Libraries Network (TRLN)'s long history of developing research collections** serving one user community across four distinct institutions, to facilitate the expansion of research collaboration among faculty based at NC State, UNC-CH, Duke, and NCCU. Advance the technical infrastructure that supports easy and rapid access to the shared collection by collaborating to migrate Search TRLN to a new shared discovery services platform.
- Expand our leadership in reskilling the research library profession by partnering with leading data science instructors from the Howard W. Odum Institute for Research in Social Science at UNC-Chapel Hill and others to continue offering the **Data and Visualization Institute for Librarians**. This week-long course, first offered in October 2015 and May 2016, provides the opportunity for librarians to learn data science and visualization in collaboration with academic peers. It is financially self-supporting and has the potential to become an ongoing, strategic continuing education and engagement program, as there is a national demand and it draws talented professionals to the Libraries.
- **Lead the Global Open KnowledgeBase**, a joint project between Kuali OLE and the United Kingdom's JISC (Joint Information Systems Committee). Funded by an \$832,000 grant from Mellon, this product provides essential data to help libraries manage e-journals and other electronic resources.

- Through organizations such as HathiTrust, the Digital Preservation Network, Academic Preservation Trust, and TRNLN, the Libraries will strengthen a **collaborative model for shared digital production, access, and preservation** of essential scholarship and publications.
- **Foster community engagement** through public programs that showcase the creativity, interdisciplinarity, diversity, and value of student and faculty work to the campus community and beyond, including NC State alumni and partners. These programs and events build communities of practice on campus and stronger connections between the university and the region, enriching cultural, civic, and educational experience.

## 5. Measures for Success

The Libraries operates strategically, engaging and listening to our users and stakeholders; monitoring developments and trends throughout the university and beyond; and continually allocating/reallocating resources for maximum impact. We conduct occasional surveys, focus groups, and other user research, mindful of our audiences' economies of time and attention.

We collect and analyze the following data and measures for success:

- Awards and Recognition as a model for successful 21<sup>st</sup>-century research libraries
- Use of the Libraries (facilities, services, collections, technology)
- Impact on student success; use of online tools and resources; learning outcomes of research skills training and instruction
- Reference and consultation services (in-person, phone, email, chat, and text messaging)
- Collection analysis (content, expenditures, usage trends)
- Develop predictive models for cost, use, and access to our collections
- Collections transactions with external organizations (interlibrary lending)
- Association of Research Libraries rankings and peer comparisons in various categories
- Usability studies (e.g., for collections, services, web-based information)
- Results of faculty partnerships, (e.g., supporting targeted research areas, data management, and visualization, grant proposals)
- Demand for and use of technology-rich and collaborative library spaces (including qualitative user research)
- Quantity and quality of candidates in faculty and staff recruitment pools
- Visitors and tours (both statistics and qualitative commentary)
- Development metrics (annual giving total, annual donors, endowment total)

- University student survey data (sophomore and graduating senior surveys, alumni surveys (College of Veterinary Medicine))
- Programming and Outreach (programs, attendance, outcomes)

## 6. How assessment efforts have led to changes moving forward

The Libraries' leadership team recognized the importance of the university's research enterprise and initiated goals and strategies in several recent strategic planning cycles to **maximize the competitive advantage that we provide** for researchers, as well as for teaching, learning, and student success. Strategic actions toward those goals are included in this current plan, ranging from strengthening the university's research collections to advising and consulting on data analysis, data management, and visualization.

Faculty, students, and researchers are engaged increasingly in the collection, use, management, analysis, and visualization of data. The Libraries has targeted this as a strategic area in which we can contribute expertise, tools, and technology-rich spaces toward achievement of university-wide goals. In the coming years, we will design and configure spaces for more advanced immersive interaction/simulation in virtual environments, complemented by the outstanding knowledge and expertise of our librarians and staff.

Coffee & Viz, for example, is a library-sponsored forum in which NC State researchers and nationally recognized invited guests share their visualization work and discuss topics of interest in the field with colleagues, students, and the public. Not only do these events showcase interesting collaborations: they also inspire others to collaborate and build interdisciplinary communities of practice across the university. The Coffee and Viz forum has showcased 20 faculty projects since its inception in 2015, with attendance of more than 1,000. Attendees have expressed great appreciation for the opportunities provided by this forum. One faculty member said, "All the topics I have attended have been interesting, even (especially) topics I didn't expect to be interested in. Hands-on access to this type of technology and skilled colleagues is incredibly valuable."

The Hunt Library has raised the profile of the university significantly, and we capitalize on this by hosting visits and tours for diverse groups of prospective students and faculty, colleagues from national and international organizations and institutions, and other visitors (over 10,000 visitors participated in over 350 organized tours in 2015/16, not counting self-guided visits). It has been necessary to dedicate a full-time position to specialize in Visitor Relations, and many staff members throughout our organization contribute time and effort to hosting and interacting with guests.

Results of a student survey on library hours were used to guide the decision to reallocate resources to reopen both main libraries on a 24/5 schedule in the fall of 2015. There was an even, 50% distribution of responses between preferring 24-hour access to Hill vs. Hunt, across status (graduate and undergraduate) and all colleges, along with numerous requests from students for overnight hours in both buildings. Reopening both main libraries on a 24/5 schedule required two additional positions plus \$40,000 per year in security guard costs. Feedback from the university community has been positive.

## **7. Highest priority strategic actions to be implemented in the next four years**

Many of the strategic actions listed in Section 4 can be funded from the Libraries' existing budget, through the ongoing restructuring of work and the reallocation processes described above.

Should additional state funds become available, the Libraries' highest priorities are:

- Additional funding for research collections, as this budget is continually eroded by inflation and the needs of emerging disciplines; and
- Funding for new positions and for retention of existing staff, to enable the Libraries' ambitious vision and sustain high levels of creativity, talent, and expertise throughout the organization.