THE EMORY UNIVERSITY LIBRARIES

STRATEGIC PLAN 2012 - 2015

Fostering Courageous Inquiry

Emory University
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DRAFT

Vision

The Emory University Libraries inspire creative expression, scholarship and new knowledge

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Executive Summary

Vision

The Emory University Libraries inspire creative expression, scholarship and new knowledge.

The Emory University Libraries are a microcosm of Emory University, the heartbeat of the knowledge enterprise. We preserve the past, convene the present, and work to build a better future.

This document updates the path forward charted in the Emory University Libraries Strategic Plan 2008-2012. Faced with fundamental changes occurring on a global scale and in all sectors of higher education, information technology, and scholarly communication, the Emory University Libraries have developed a wide-ranging and ambitious plan to fulfill our mission to develop distinctive collections, services, staff and facilities to preserve our intellectual heritage and advance the discovery and transmission of knowledge for students and scholars of today and tomorrow.

As the University Libraries (the Library) endeavor to build a 21st century research library, the Library must strike an appropriate balance between building traditional collections and delivering traditional services, while at the same time exploring frontiers in the transformed, digital library and developing capabilities in support of knowledge production, communication, and digital preservation. In many ways, during this transition the Library will be a hybrid library, with a foot in both worlds. Because of its leadership in both areas, the Library is well positioned to work at the intersection of the print and digital worlds and to build an infrastructure that truly supports new forms of pedagogy and new systems for the creation and dissemination of knowledge.

The Library’s aggressive strategic plan seeks to respond to Emory’s vision as: “a destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action”.

This plan has been reshaped and updated in a context of rapid and far-reaching economic, social and legal change impacting every sector of our society. Economic
conditions impacted the implementation of our 2008-2012 Strategic Plan, and those economic conditions will also have strong impacts on scholarly publishing, the availability of grant funding, and University operating and capital investments. Nonetheless, implementation of the plan will require university investment and support. Through the execution of its plan, the Library will engage with difficult questions surrounding scholarship in a digital age and shape the environment in which future generations will teach, learn, and conduct research.

**MISSION of the UNIVERSITY LIBRARIES**

*We develop distinctive collections, services, staff and facilities to preserve our intellectual heritage and advance the discovery and transmission of knowledge for students and scholars of today and tomorrow.*

**CONNECTION TO INSTITUTIONAL MISSION:** Emory University’s mission is “To create, preserve, teach and apply knowledge in the service of humanity.”

As the intellectual commons of the University, the Emory Libraries support that mission with resources and programs that promote interdisciplinary scholarship and academic excellence on the graduate and undergraduate level; with distinctive collections that attract outstanding students, faculty and staff; with technology-rich spaces and digital tools that enable new forms of scholarship; with public programs and exhibitions that help connect Emory University with its larger community; and with the preservation of rare materials that document the full range of the human condition.

Those activities take place throughout the Robert W. Woodruff Library and in the libraries that support Oxford College, the Candler School of Theology, Emory Law School, Goizueta Business School, and Emory’s Schools of Medicine, Nursing, and Public Health.

To fulfill the Libraries’ vision, build on areas of great strength, assume a leadership position among university libraries and support the institutional vision of Emory University, we will pursue the following goals:

**GOAL 1: SPECIAL COLLECTIONS**

The Emory Libraries, with its renowned special collections, distinguished staff and world-class facilities, is differentiated from peer institutions and is an international leader for transdisciplinary research and teaching in modern literature, African American history and culture, civil and human rights, religious expression, health and disease eradication, and conflict resolution.
Special collections at Emory, housed primarily in the MARBL and Pitts Theology Library, contribute to Emory’s intellectual distinction and competitive ranking among research universities. The Library leverages these University resources to enrich teaching and research at Emory while also serving a broad national and international research community. Emory’s special collections advance the University’s teaching and research mission among three key communities. For students, MARBL, in particular, serves as a “humanities laboratory.” Students learn new research methods, work with rare and unique materials, and experience the excitement of discovery through inquiry-based learning—a key strategy in undergraduate education. For faculty, special collections across the university advance scholarship by preserving and making accessible rare and unique resources for advanced study in areas of strategic priority for the University. For the external community, special collections act as catalysts for a wide range of programs that involve the larger Atlanta community, attract scholars and inspire the production of knowledge, and contribute to the cultural and intellectual life of the city.

Because of Emory’s excellence in key collecting areas, Emory is well positioned to receive first offers to acquire coveted collections when they become available. A new facility for special collections—with capacity for digitization and public programs—as well as the financial resources to respond to such offers, will ensure these resources continue to serve students, faculty, the greater community, and Emory’s reputation as a destination university.

GOAL 2: DIGITAL INNOVATIONS

Emory Libraries are recognized as a leader in innovative and robust digital information services and resources.

The digital production and management of knowledge and information is central to the redefinition of university libraries. Through the development of new tools and systems for knowledge and information management, the Emory Libraries are poised to play a pivotal role in the production and dissemination of knowledge, and contribute to the internationalization of scholarship by building and integrating access to global resources. Emory seeks to advance this evolution through digital initiatives that increase connections between people and build on the Library’s role as the university’s intellectual commons.

To achieve this goal, the Library plans to establish a Research Commons, a physical, organizational and virtual laboratory that will take advantage of the university research library as a point of engagement between scholars and resources. Within the construct of the Research Commons, we will create a Digital Scholarship Commons (DiSC) to support the production of digital scholarship and the Certificate Program in Digital Scholarship and New Media. Additionally an Informatics Research Center supporting the health and life sciences will be developed.
Connecting and synergizing with Goal 1, the digital innovations goal must facilitate reaching across special collections to present a more unified view of the scholarly landscape by connecting with external special collections, both physical and digital. Active and strategic partnerships, both within Emory and externally with peer institutions, will be essential for success.

Emory seeks to advance this evolution through a variety of innovative services and projects that build on the Library’s traditional role as a meeting ground for scholars seeking to acquire, organize and produce knowledge. Instead of reducing human interaction, the combination of knowledge experts and digital information systems can cultivate connections between people and foster their ability to understand and investigate. Indeed, digital innovations can provide fundamental new modes of communication that allow scholars to express themselves in powerful new ways. As part of this work, the Library, in collaboration with both internal and external partners, will promote the broad, equitable, and effective dissemination of the scholarship that is generated by the university community.

GOAL 3: CUSTOMER-CENTERED LIBRARY

The Emory Libraries operate as a customer-focused, process-managed and data-driven organization.

Stimulated by increasingly rapid social and technological changes impacting the context in which the Library operates, we will place greater emphasis on becoming a learning organization. With the user at the center, the Library will build collaborative learning and research environments that meet the needs of this and future generations of students and faculty in the humanities, social sciences, sciences, health care, and the professional schools.

Each library within the Emory library system has distinctive areas of strength, leadership, and a tradition of partnerships with faculty. All of Emory’s libraries, in both their physical and virtual programs, intend to build on this success by strengthening research environments and partnerships that contribute to the teaching, learning, and research of Emory faculty and students in the humanities, social sciences, sciences, medicine, and the professional schools. In the coming years, to maximize investments in resources and facilities, librarians and information professionals will manage collaborative, system-wide initiatives across all libraries at Emory.

STRATEGIC OBJECTIVES FOR FY12

The three long-term organizational strategic goals enumerated above will be supported in FY12 via eight strategic objectives. By fulfilling these objectives,
(although several will require more than a year to complete) the Library will play a central role in both the creation and dissemination of knowledge and serve as an intellectual bridge between communities at Emory and between Emory and the external world. This plan will serve as guidance for staff and other internal and external stakeholders as they collaborate on the development and implementation of the strategic objectives, projects and programs.

1. MARBL Collections and MARBL Level 9 & 10 Revitalization

MARBL is a strategic growth area for the Emory Libraries, and requires expanded collection resources to nourish research in established and emerging areas, improved facilities for discovery and learning, and enhanced opportunities for public engagement. Until a new, purpose-built, freestanding facility is constructed for MARBL, its growth and development will be supported, encouraged and nourished by expanding collections and staff within existing facilities.

“MARBL 2015” will deploy a plan to:

- Build on established areas of strength, such as modern literature and African American history and culture, and pursue growth in emerging areas, such as conflict resolution and global health;
- Recruit and hire new staff, and invest in staff growth and development;
- Introduce innovative technologies to offer diverse audiences increased access to collection resources and engage the cultural life of the community in inspired ways;
- Renovate Stack Tower Level 9 for MARBL to create additional collection and staff space for more efficient processing and enhanced stewardship of valuable and unique collections; and
- Renovate MARBL Level 10 to create an enhanced reading room, technology-equipped instruction space(s), and improved areas for exhibits and events, including a new Woodruff Room.

FY 12 Milestones

1. Nov 10, 2011: MARBL L9 Renovation project budget request to Board of Trustees Finance Committee
2. May, 2011: Begin renovation of MARBL Collections

Collections: in MARBL’s role as stewards of university assets of significant intellectual and monetary value, we will focus on strategies that allow us to expand MARBL resources for research in established and emerging areas, to enhance pedagogical opportunities, and to extend public engagement with collections, themes, and individuals whose papers we collect. We will continue to strengthen collections in traditional areas of strength such as modern literature and African
American history and culture; launch development of new collecting areas, with immediate focus on conflict resolution and global health/disease eradication.

**Access and engagement:** Use of MARBL is increasing, collections are growing, staffing levels are below peers, technological capabilities are lagging, and current facilities are inadequate. Addressing these needs will require major investment of existing staff time and resources, hundreds of thousands of dollars in increased annual operating funds for new staff and expanded collections, and some eight million dollars of investment in capital enhancements. We will continue to produce exhibits and events that feature our collections and share them with a larger audience; increase staff in numbers; develop skills subject expertise, and technical abilities (e.g., curators, rare book catalogers, research services staff, arrangement and description archivists, admin assistants)

**Facilities:** expand MARBL to Stack Tower Level 9 to create additional stack and staff space for more effective processing, access, and long-term retention of continuously growing rare, valuable and irreplaceable collections; renovate MARBL Level 10 to create a new technology-equipped classroom, a new Reading Room and Woodruff Room, and expanded and enhanced areas for exhibit and event space.

2. **Development of a New MARBL Building**

To provide necessary space for growing existing and establishing new collections, showcase MARBL’s collections, afford greater opportunities for scholarly research and collaboration, and extend public engagement with the resources of MARBL, we will cultivate and solicit major donors to support development of a world-class special collections library.

This will include identifying lead donor(s) for a MARBL building; continuing to convene key university leaders/constituents/advocates (trustees, cabinet members, major donors) to discuss next steps in realizing the vision of a MARBL building; and raising funds for enhancing and expanding endowment support of collection budgets.

Through execution of the two MARBL goals, the outcome will be expanded resources for research in established and emerging areas, improved facilities for discovery and learning, and enhanced opportunities for public engagement.

3. **Research Commons Supporting Digital Scholarship**

In the new Research Commons, Emory University faculty, students and other collaborators work together to apply digital tools and techniques to their scholarly communications, research and teaching.
The Library plans to establish a Research Commons, a physical, organizational and virtual laboratory that will take advantage of the university research library as a point of engagement between scholars and resources. Within the construct of the Research Commons, we will create and staff a Digital Scholarship Commons (DiSC) to support the production of digital scholarship and the Certificate Program in Digital Scholarship and New Media. Additionally an Informatics Research Center supporting the health and life sciences will be developed.

The Emory Libraries will establish a Digital Scholarship Commons to support humanities and trans-disciplinary research; expand the Research Commons to include other programs and initiatives; support the Laney Graduate School Certificate in Digital Scholarship and New Media; and deploy a sustainable model for staffing, technology and data management to support an evolving Research Commons.

**FY12 Milestones**

- Complete Phase 1 construction with furnishings, technology support, and video conferencing capabilities
- Partnering with Emory faculty members, start up and provide support for 4 DiSC projects. Engage Emory humanities faculty with DiSC.
- Recruit and hire a Director of the Research Commons.
- Teach courses supporting the Laney Graduate School Certificate in Digital Scholarship and New Media
- Experiment with and develop a sustainable model for staffing, technology and data management to support an evolving Research Commons

**4. Digital Repository, Digital Asset Strategy, and Born-Digital Archives**

To improve users’ ability to conduct research and generate new knowledge with Emory’s digital collections by leveraging digital assets that users can curate, edit, and transform, the Libraries will:

- Work on the creation and management of durable digital assets for effective access, storage and preservation, including scholarly use and citation (faculty-generated, student-generated, institution-generated, non-Emory-generated);
- Control access to digital assets as appropriate (e.g. embargoes) and enhance access to digital assets through metadata creation (digitized, born-digital and licensed digital materials);
- Create rich, dynamic methods for interacting with Emory’s digital assets, improving users’ ability to conduct research and generate new knowledge (digital curation tools, digital work space)
Work of the library focused on the acquisition, creation, management, and delivery of digital assets (content) is currently compartmentalized into distinct repository or repository-like projects, independently planned by multiple units in the library, all drawing on resources in Digital Programs and Systems with minimal coordination.

Through this strategic objective, the library will confirm its commitment to responsible stewardship of library digital assets and improve users’ ability to conduct research and generate new knowledge. Specifically, the Strategic Objective will focus on four-priority projects in FY12:

1. Open Emory (OA repository of faculty articles)
2. ReaDux (post discovery user experience)
3. BoDA (Born Digital Archives)
4. Building a foundation for repository/data management for the Libraries

The execution of the first three projects will serve as the foundation for the fourth: a holistic approach to technical infrastructure, metadata, workflows, search and discovery, and preservation of digital assets, as well as the creation of tools for users to interact with Emory's digital assets.

FY12 Milestones

1. **OpenEmory**
   - Alpha launch for selected faculty feedback with basic functionality of faculty profile pages, article presentation, searching repository and harvesting from PubMed, November 2011
   - Beta launch and demo to Faculty Council to solicit feedback, with above features, site design, and basic social features, February 2012
   - Soft launch of refined repository (based on faculty feedback) with article content, June 2012

2. **Readux**
   - Prototype launch allowing users to annotate or manipulate image-like materials, April 2012
   - Beta launch allowing users additional options, July 2012

3. **Born Digital Archives - BoDA**
   - Digital Archives 1.0 release, which will enable archivists to ingest of born-digital archival content into the EUL’s repository infrastructure, April 2012
   - Digital Archives 1.1 release, which will allow archivists to add descriptive metadata, arrange collections, and assign access rights while working directly with the EUL’s repository infrastructure, June 2012
   - Digital Archives 1.2 release, which will ensure that archivists and librarians can execute and verify digital preservation strategies for the long-term stewardship of digital archives’ reposed content, July 2012
5. Collections@Emory and Managing / Using Offsite Print and eBook Collections

Collections are a critical service to the students and faculty of Emory University. The success of our faculty and students in their research and teaching is directly affected by the quality of our library collections. To improve our users access to the content they need, we have committed to a series of initiatives:

FY12 Milestones:
- To build deeper electronic collections - by acquiring new electronic journals in the sciences, in particular the life sciences and neuroscience by expanding the content of our ejournals collection by identifying $500K of serials backfiles for purchase; and by launching a “Demand Driven Acquisition” program for the Emory Libraries in the spring of 2012 for users selection of e-books.
- To better manage our print collections - by continuing the review of our collection in the Woodruff Stack Tower, to identify titles which should be placed in storage; by reviewing our holdings in Storage; and by engaging this year with the Georgia Tech Library in a formal planning process to determine our collective long term needs for storing print collections.

6. Enterprise Technologies and Improve Search, Discovery and Access to Core Tools

To improve user access to Emory's diverse intellectual assets through flexible, interoperable systems in a collaborative and service-rich environment, we will enhance and integrate the discovery and access tools and services that link our users to scholarly resources. This will make it easier, faster and more efficient for users to find what they need, create a more seamless, less redundant product for our users, and enable a better workflow for our staff.

The strategic objective for Enterprise Systems focuses its attention on the software applications and tools that provide search, discovery and access to the Library’s resources, as well as external resources, in both print and digital form. The objective strives to integrate and improve the qualities of user access to Emory University’s diverse intellectual assets through flexible, interoperable systems in a collaborative and service-rich environment. This aim directly affects the Library’s ability to support pedagogy and the creation of knowledge.

Milestones FY12:
- Replace the Emory Libraries core SIRSI automation system, which supports acquisitions, cataloging, circulation, and the EUCLID catalog. That platform is
dated (17 years old) and data will be migrated to the new Aleph and Primo Central systems - October 2011.

- Significantly redesign, enhance, and deploy the discoverE user interface to integrate search and access to Emory Libraries resources – October 2011 and January 2012.
- Implement the bX™ Recommender service – Q2, 2012.

7. Health Sciences Center Library / Knowledge Center

The Woodruff Health Sciences Center Library will identify and develop robust services, tools, electronic collections, technology-rich collaborative spaces, and workforce expertise to establish a knowledge center with the library as its core.

The Knowledge Center creates an opportunity for: observation and rapid prototyping to streamline information exchange and comprehensive, sustainable service delivery across all sites; building relationships among different groups and organizations; improving creativity and innovativeness, while enhancing successful knowledge creation and capacity building; maximizing collective negotiating abilities; mutual success; and superior resource integration and marketing.

There are hundreds of departments, units, and centers with ‘bioinformatics’ or ‘informatics’ in its title at Emory University. These entities are engaged in a range of research and research support, as well as education in all aspects of informatics. There are also various Information Technology departments or units that deal with aspects of data and information management, processing, storage, etc. This environment presents a number of challenges in providing optimal information services in an academic health sciences center:

- Number of organizations/units/departments managing, dealing with different aspects of information delivery may lead to fragmented services
- Desire of these departments to maintain autonomy
- Distributed environment: geography, disciplines, subjects
- Complexity of needs among customers, vendors and service providers
- Variability in information delivery models, objects, habits, etc.
- Lack of formal procedure, policy, process for interacting, sharing, managing information
- Competing demands
- Ongoing development and changes, too many ‘moving objects’
- High expectations from customers
- Lack of accountability among the competing groups

Emory Centers cross-institutional boundaries, and have a clearly articulated mission and governance structure. Our Knowledge Center will present an opportunity for
dialogue among stakeholders committed to building relationships and streamlining information exchange within Emory’s informatics community.

**Milestones FY12:**
- Complete the Life Sciences Project, which includes collection moves and finalizing decisions regarding collection access and availability for users; offer new research tools in the life sciences and develop a life sciences service model.
- Participate in creating an enterprise wide solution for tracking and analyzing scholarly productivity.

**8. Customer Focus / VOC and Process Improvement**

To improve user experiences with our services, programs, and collections, the Libraries will use Voice of the Customer methodology to gather, analyze, and share data about customers; improve how we store and share library assessment data; implement process improvement with our discovery of e-resources and our user-driven acquisitions; and apply ARL’s Balanced Scorecard approach in planning and reporting.

**Milestones FY12:**
- Deliver unified report to SMG - Q2, FY12
- Begin implementation of LibPas - Q3, FY12
- Report on outcomes of Invoices Process Improvement - Q4, FY12
- Report on initial Balanced Scorecard findings - Q4, FY12

**ORGANIZATIONAL VALUES:**

These strategic goals and objectives reflect our commitment to:
- **Stewardship:** We employ metrics, business planning, targeted timelines and other tools that allow us to map and measure our performance, share our best practices, increase customer satisfaction, strengthen our decision-making, streamline our effectiveness, improve our financial soundness and sharpen our focus on organizational excellence.
- **Innovation:** We embody risk-taking, continuous change, new avenues of accomplishment, and a focus on the future.
- **Excellence:** We encourage integrity, accountability, hard work, external recognition, and a constant striving for success.
- **Learning:** We embrace experimentation, information, new processes and data.
- **Leadership:** We expand our influence in library and academic circles through collaboration, teamwork, agility and a quest to be the best.