

**Tulane University**  
**Howard-Tilton Memorial Library**

**FY17-19 Strategic Directions**

Effective date: July 1, 2016.

**Mission | Vision Statement:**

**Mission**

The Howard-Tilton Memorial Library supports, promotes, and enriches the teaching and research mission of Tulane University. We enable the discovery, dissemination, and preservation of academic information resources. Our spaces bring together students, scholars, and intellectual resources from across all programs to broaden and deepen intellectual life at Tulane. Our staff provide services to assist Tulane community members in discovering resources that inform and inspire their work. With complementary campus partners, we leverage our collections to help spark imaginations, and we steward our resources to ensure the preservation of cultural memory, particularly the unique culture of Tulane and New Orleans in all of its expressions.

**Vision**

Howard-Tilton Memorial Library is a core institutional asset for Tulane University. Independent from any particular school, we serve as a hub for cross-campus connections at all levels. We bring together learners, scholars, and teachers by offering vital and unique intellectual resources, essential expertise, and welcoming spaces in which to find knowledge and fuel fresh insights and understanding.

**ACTIONS**

**Renew and Reinvigorate Spaces**

Goals	Actions/Assignments/Dates	Status	Outcome
<b>Transform spaces to enhance Tulane's academic mission</b>			
	<b>Actions</b>	<b>Assignments</b>	<b>Dates</b>
1 Free on-campus spaces for new programs and services	A. Identify space presently available off-site and formulate a coordinated plan to fill off-site space	Associate Dean, Collections, Tech Services	Summer/Fall 2016
	B. Identify H-TML LAL physical materials that should be withdrawn and those that can be moved to available space off-site; facilitate both	Associate Dean, LAL, Tech Services, LibSource	Summer/Fall 2016
	C. Organize move of Koch Library, Vorhoff, and Business library materials to allotted space off-site	Associate Dean, Collections, Tech Services, Mover	Summer/Fall 2016
	D. Identify H-TML physical materials that should be discarded and those that can be moved to available space off-site; facilitate both	Associate Dean, Tech Services, LibSource	Fall 2016/Spring 2017
	E. Identify Matas physical materials that should be withdrawn and those that can be moved to available space off-site; facilitate both	Associate Dean, Matas, Tech Services, LibSource	Fall 2016/Spring 2017
	F. Identify Architecture Library physical materials that should be withdrawn and those that can be moved to available space off-site; facilitate both	Associate Dean, Arch staff, Tech Services	Summer/Fall 2016
	G. Identify physical materials off-site that can be withdrawn; facilitate	Associate Dean, Collections, Tech Services	Ongoing
	H. Develop longer term plan for additional off site storage space	Dean, Provost, Campus Planning	Ongoing
2 Work with relevant campus partners to provide shared service points in the libraries.	A. Meet with representatives of schools, departments, or groups to discuss possible services and logistics. Set policies and guidelines. Establish dates and publicize.	User Services, Matas, Schools, TUPD, The Well, WFMO, Career Services, Others	Ongoing

3	Create additional study and instruction spaces; improve existing spaces	A.	Create new model graduate study space in former microform area on 2nd floor of H-TML; expand to other areas as funding permits	Administration, Associate Dean, User Services, Facilities	Fall 2016/ongoing		
		B.	Add more individual and group study spaces in H-TML and Matas by repurposing existing spaces	Administration, Matas, Associate Dean, Facilities, others	Ongoing		
		C.	Update LAL graduate student carrels with new furnishings	Administration, Associate Dean, Facilities, LAL	TBD		
		D.	Increase or improve existing open seating and study areas	Administration, Associate Dean, User Services, Matas, Facilities	2nd floor of H-TML, Fall 2016; others TBD		
		E.	Plan for digital scholarship lab/center. Identify partner(s), sponsors. Plan for staffing.	Dean, Admin Group, Technology Services, Selected Faculty, Provost	By summer 2017		
		F.	Add new instructional spaces; enhance existing spaces with new equipment.	Dean, Admin Group, Development	Develop plan, Spring 2017; implement as funding allows		
4	Improve aesthetics, utility, and space definition throughout libraries	A.	Redesign Technical Services workspaces to improve workflow. Replace furniture and move staff as needed.	Tech Services, Admin, Collections/User Services, Campus Planning	Planning to begin by Spring 2017; follow-up actions dependent on findings, cost, available funding.		
		B.	Reduce or eliminate display periodical area on third floor	Collections, Tech Services	Fall 2016		
		C.	Identify spaces for possible repainting or other aesthetic improvements.	Admin, Campus Planning, Facilities	Identify and prioritize by Winter 2016-17; begin work summer 2017		
		D.	Explore digital collection displays in appropriate spaces	Admin, Collections, Library IT, Technology Services	Outline plan, spring 2017; implement as funding allows		
		E.	Work with Newcomb Museum to bring appropriate artwork into libraries	Dean, Museum	Fall 2016		
		F.	Add to or enhance exhibit spaces in libraries with new equipment and improved aesthetics.	Dean, Admin Group, Development	Develop plan, Spring 2017; implement as funding allows		
		G.	Add artwork in libraries using images from TUDL	Admin, Ad-Hoc Committee	Summer/Fall 2016		
		H.	Evaluate and add digital signage as appropriate	Admin Group, User Services, Technology Services, others	Spring/Summer 2017 and ongoing		
		I.	Establish policy on signage and implement for H-TML and Jones; coordinate with Matas as possible	Admin Group with ad-hoc Signage Group; Campus Architect, Facilities	Spring/Summer 2017 and ongoing		
		J.	Create stacks maps; add to Web site, print, or otherwise distribute	Web services, Stacks Management,	Sping/Summer 2017		
5	Enhance safety and security in library spaces	A.	Work with TUPD and TS to install cameras on all floors of the library	Admin, TUPD, Tulane Tech Services	Summer/Fall 2016		

	B.	Install new turnstile system at front door of Howard-Tilton	Admin, CPREG, TUPD	Summer/Fall 2016	
	C.	Provide additional security staffing at Howard-Tilton	Admin, TUPD	Summer/Fall 2016	
	D.	Improve exit/egress signage	Admin, Facilities	TBD	
	E.	Increase security patrols downtown; add Matas cameras to network for remote monitoring	Matas, Facilities, TUPD	Summer/Fall 2016	
	F.	Update FREP plan for libraries	Admin, Office of Emergency Management (Norris Yarborough)	Winter 2017	
6	A.	Provide for continued H-TML staffing at the off-site facility at 900 S. Jefferson Davis Parkway	Develop plan(s) for continued Tulane staff presence at the off-site facility in the event that LibSource (LAC Group staff) will end its presence there	Dean, Associate Dean, Admin Group	Winter 2017 and ongoing

**Enhance and Expand Service Models for the Future**

Goals	Actions/Assignments/Dates			Status	Outcome
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**Adapt services to align with current university teaching and research practices, outreach efforts, and other priorities**

	Actions	Assignments	Dates		
1	Inventory existing services for students and faculty. Evaluate them; improve or end underperforming ones.	A. Review/revise inventory of existing services (e.g., instruction, outreach of any kind, course reserves, etc.) for students and faculty	Admin Group with selected professional and support staff	Fall 2016	
		B. Create a rubric to assess/evaluate current services. Define success and estimate return on investment where possible.	Admin Group with selected professional and support staff	Spring 2017	
		C. Develop plan to curtail or end services no longer considered viable	Admin Group with selected professional and support staff	Summer/Fall 2017 and ongoing	
		D. Develop plan to improve still-vital services currently underperforming	Admin Group with selected professional and support staff	Summer/Fall 2017 and ongoing	
2	Add new services to meet new research and teaching needs	A. Identify potential services to selected groups not currently being served; implement services as priorities dictate	Libraries, Athletics, Alumni Relations, International Students and Scholars, Study Abroad, Student Affairs, others	Ongoing	
		B. Pilot use of video and other media for point-of-need instruction	Library IT, Liaisons, Technology Services	Spring 2017	

		C.	Establish formal ties with campus partners to improve undergraduate academic experience (e.g., TIDES 2020, ENGL 1010, Sophomore Experience, Athletics, Office of International Scholars and Students, others)	All staff involved with outreach	<i>Fall 2016 and ongoing</i>		
		D.	Develop innovation fund to support new ideas and services, encourage experimentation, and pilot new approaches.	Dean, Admin Group, all staff	<i>2017 and ongoing</i>		
		E.	Create programming committee to identify Tulane faculty or other speakers to highlight newly-published research, new projects, and other academic work.	Admin Group, Library Department, TULSA, Schools, others	<i>Ongoing</i>		
3	Increase librarian and staff visibility and contacts with students and faculty outside the library	A.	Identify potential outreach initiatives and likely spaces where outside contacts will be meaningful; coordinate with contacts as needed to establish presence	Associate Dean, User Services liaisons, faculty/staff in departments	<i>Fall 2016 and ongoing</i>		
		B.	Outline plans for outreach programs; assess and determine future of programs	Associate Dean, User Services liaisons, faculty/staff in departments	<i>Spring 2017</i>		
4	Increase formal collaborations with other libraries (at Tulane or elsewhere) to coordinate and improve services	A.	Hold high-level discussions with other Tulane libraries about potential areas of collaboration. Outline plans for same.	Admin Group, Library Department, Business, Law, Vorhoff, Amistad leadership	<i>Begin Fall 2016</i>		
		B.	Create working groups of staff and librarians from all Tulane libraries to recommend and implement specific initiatives for coordination and improved services.	User Services, Collections, Matas, Business, Law, Vorhoff, Amistad	<i>Winter 2016/Spring 2017</i>		
		C.	Work with partners in region and nation to coordinate collection building, instruction, and other academic support services	Admin Group, other libraries	<i>Ongoing</i>		
5	Support digital scholarship	A.	Sponsor digital scholarship event on campus, highlighting DS work by Tulane grad students and faculty	Dean, Senate Library Committee, Faculty	<i>Hold event in Spring 2017</i>		
		B.	Hire digital scholarship librarian to work with faculty and grad students engaged in DS projects	Dean, Provost, Library Department, Admin Group	<i>2017</i>		
		C.	Standardize metadata use in digital collections for better discovery	Tech Services, Library IT	<i>2017 and ongoing</i>		
		D.	Explore possible CLIR postdoc fellowship for digital scholarship support	Dean, Provost, other Deans/Departments, Special Collections, LAL, User Services, Library IT, Technology Services	<i>If co-sponsors and funding could be identified, proposal to CLIR would be submitted fall 2016; work would begin in FY18 (July 1, 2017)</i>		
		E.	Increase awareness of digital publishing options and support at the library	Dean, Library IT, Technology Services	<i>2017 and ongoing</i>		

6	Update division of labor and administrative structures to reflect changing needs and priorities in outreach services	A.	Update position descriptions for positions formerly part of CLUE, bibliographers, or other structures to reflect broader responsibilities.	Dean, Admin Group, Supervisors/Department Heads	Summer 2016 and ongoing		
		B.	Restructure and reorient staff reporting and assignments to reflect changing service models; institute team-based approach to services	Dean, Admin Group, Supervisors/Department Heads	Summer 2016 and ongoing		
			<b>Actions</b>	<b>Assignments</b>	<b>Dates</b>		
1	Develop program(s) to support researchers with grants, patents, and other ancillary information services critical to carrying out research	A.	Partner with the Office of Technology Transfer and Intellectual Property Development to provide workshops on IP, patents, and copyright	User Services Liaisons, OTTIP	Fall 2016 and ongoing		
		B.	Develop and deliver new workshops on public policy, pre-and post-award requirements, intellectual property, finding grants, scholarly impact, and other matters	User Services Liaisons, other campus partners			
2	Implement research data management strategy	A.	Refine and continue offering data management tool workshop to ensure Tulane's compliance with funding agency mandates	User Services Liaisons	Fall 2016 and ongoing		
		B.	Implement recommendations of Data Management Working Group that do not involve new staff (e.g., increased publicity for data management workshops)	Admin Group, Liaisons	Fall 2016 and ongoing		
		C.	Increase level of support for data management by making data management a component of new hires' skill sets	Admin Group, Library Department	Fall 2016 and as vacancies occur		
3	Create "faculty in residence" positions for junior faculty to better engage with their research	A.	Work with deans and department chairs to identify faculty who would spend a 1 year "sabbatical" in the library. Faculty-in-residence would consult with librarians on resources and outreach strategies as well as offer presentations on their research in progress.	Dean, Admin Group, other Deans and Department chairs	Fall 2017 (funding available)		

**Steward Resources for Sustainability and Growth**

Goals	Actions/Assignments/Dates	Status	Outcome
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**Build a broader, stronger financial foundation for the library**

	Actions	Assignments	Dates		
1	Secure external support for the library	A.	Work with Executive VP for Development and other key players to build awareness of library needs and priorities.	Dean	Ongoing
		B.	Establish dedicated position for library development	Dean, Development	2017
		C.	Ensure library is recognized in capital campaign table of needs	Dean	When campaign planning resumes (2017?)
		D.	Develop plans for targeting donors in various groups (alumni, friends, parents, foundations, corporations)	Dean, Admin Group, Development	Ongoing
		E.	Form grants task force to work with relevant campus offices to identify and apply to appropriate funding agencies	Dean, LAL Matas, Special Collections, others	Winter 2017

Telling the library's story more effectively to build support					
		Actions	Assignments	Dates	
1	Brand and market the library and its resources more coherently and publicize its work more frequently	A. Develop consistent visual identity for library and its publications, signage, and media presence	Dean, Directors & Heads of relevant departments/divisions, Identity Design firm	Fall/Winter 2016	
		B. Work to develop more consistent social media messaging. Reduce number of channels and coordinate messages through single source	Dean, Admin Group	Fall/Winter 2016	
		C. Work with university communications to promote stories on the library through existing channels (New Wave, Tulane magazine)	Dean, Admin Group, Communications	Summer 2016 and ongoing	
		D. Speak at public events (e.g., Hello Wave, Alumni events) about library and library services	Dean, others	Ongoing	
		E. Sponsor, co-sponsor, or participate in events where library can reach supporters (e.g., homecoming events, parents'/family weekends, etc.)	Dean, Admin Group, others	Ongoing	
		F. Create publications in various formats to highlight unique collections (e.g., Hogan Jazz Archive, LaRC, LAL, etc.)	Dean, Admin Group, University Communications	Ongoing	
Advance the library's role as a custodian of institutional and cultural memory					
		Actions	Assignments	Dates	
1	Build programs for physical and digital preservation	A. Build support with campus partners (Newcomb Museum, Amistad, Vorhoff) for preservation and conservation program	Dean, Associate Dean, others	Fall 2016 and ongoing	
		B. Outline preservation strategy and budget that includes staffing, facilities, outsourcing options, and other needs.	Dean, Special Collections, LAL, Tech Services, other libraries and museum	Spring 2017	
		C. Identify space for conservation lab	Tech Services, Collections, Dean, Admin, other libraries and museum	Spring 2017	
		D. Hire new preservation librarian	Dean, Admin Group	Fall 2017 (funding available)	
		E. Outline digital preservation needs and strategies; develop plan for digital preservation	Library IT, Liaisons, Technology Services	Summer 2017	
2	Increase storage capacity for both physical and digital collections	A. Prepare study for storage options, with estimated costs for facility and staffing; work with other campus partners in doing so	Dean, Associate Dean, Vorhoff, Museum, Amistad, Facilities	Summer 2017	
		B. Examine ways to partner with other institutions in region for shared or coordinated storage	Dean, Associate Dean	Preliminary discussion with LSU, summer 2016. Others TBD, Fall 2016 and ongoing.	
		D. Work with Technology Services to estimate storage space needed for digital preservation needs, in coordination with digital preservation strategy	Dean, Library IT, Technology Services	Fall 2017	
		E. Develop staff knowledge of digital preservation techniques, trends, and best practices	Dean, Library IT, Technology Services	Fall 2016 and ongoing	

3	Bring local and institutional memory into the community in new ways	A.	Leverage unique collections in University Archives, SEAA, LaRC, Hogan, LAL for alumni outreach, event planning, and other	Special Collections, LAL, Alumni Relations, Development, community organizations	Winter 2017 and ongoing		
		B.	Seek opportunities for joint exhibits and programming in the greater New Orleans area that highlights university and local history	Special Collections, LAL, Alumni Relations, Communication and University Relations	Winter 2017 and ongoing		
Invest in library personnel to address current and emerging professional needs							
			<b>Actions</b>	<b>Assignments</b>	<b>Dates</b>		
1	Improve staff training and professional development	A.	Develop an inventory of staff skills to document what skills exist today and identify gaps	Admin, Department heads	Winter 2017		
		B.	Identify areas for cross-training	Admin, Department heads	Spring 2017		
		C.	Benchmark peer institutions' staff training and development efforts for planning	Admin, Department heads	Spring 2017		
		D.	Create joint TULSA-Library Department committee on training and professional development to discuss ongoing issues and suggest opportunities for skill acquisition and enhancement	TULSA, Library Department, Admin	Winter 2017		
2	Work to increase staff and librarian diversity	A.	Work with WFMO, Library Department, appropriate library organizations, and others to target members of underrepresented groups in recruiting	Dean, Admin group, Library Department	Fall 2016 and ongoing		
3	Recognize outstanding performance	A.	Continue staff awards for outstanding performance	Dean, Admin group, TULSA, Library Department	Ongoing		
		B.	Create bonus program to reward staff who have taken on extra duties	Dean, Admin group	Winter 2017		