OSU Libraries Strategic Implementation Plan

In response to the University's realignment, OSU Libraries submits the following proposal for strategic alignment and budget reduction. The OSU Libraries has made the choice to use the University’s desire for realignment as an opportunity to seriously review library functions and organization. Our intention is to deliver library services that address anticipated needs of the OSU community.

OSU Libraries is currently organized into 8 departmental functions:

1. **Emerging Technologies and Services** – responsible for system support for the libraries’ online catalog, digital collections, and other web and desktop applications for public and internal use; desktop support for the computers in the learning commons, electronic classrooms, thin clients throughout the building, laptops available for checkout; and programming and web development. Staffed by a department head who oversees 5 full-time positions and 2 FTE student workers.

2. **Digital Access Services** – responsible for all acquisitions, cataloging, and preservation of library materials as well the development and maintenance of most digital collections, including ScholarsArchive@OSU. The department head oversees management of the department including a department budget of $1.4 million, expenditure of a serials materials budget of $3.8 million and 20.5 faculty and classified FTE within four units.

3. **Special Collections** – responsible for the management of the Linus and Ava Helen Pauling collections as well as numerous collections related to twentieth century science. One department head oversees a Research Assistant and a Programmer as well as 1.5 FTE student workers. Special collection plays a key role in university marketing and development because of the unique Pauling collection.

4. **Guin Library** – located in Newport, this library supports marine studies on campus and the Hatfield Marine Science Center. The department head is responsible for monitoring and directing the operations of the HMSC Library and its 2 classified staff, and for maintaining a liaison between the Hatfield Marine Science Center and with The Valley Library in Corvallis. The HMSC Librarian also supervises 2 OSU librarians located at the OSU Cascades campus in Bend.

5. **Collection Development** – responsible for providing leadership for the operational aspects of collection development, staying current with collections-related issues and managing strategic initiatives for collections. The department head supervises 3 full-time librarians and coordinates and evaluates the collection building efforts of approximately 12 subject librarians selecting in all disciplines for all collections.

6. **Instruction and User Services** – consists of 5 distinct units. The Instruction unit is responsible for developing and administering the library instruction curriculum and services that work in partnership with OSU colleges, departments, and programs to design online learning tools, create inquiry-based assignments, teach classes, provide individual research consultations and develop curricula. Additional units are the learning commons which includes library information/reference service and the Collaborative Learning Center, Circulation which is responsible for lending materials and course reserves, Collection Maintenance which maintains the physical collections both on-site on in storage and Interlibrary Loan which is responsible for borrowing materials from other libraries to meet the research needs of OSU students, faculty, and staff. The department head supervises 6 tenure track faculty, 3 professional faculty, 17 library technicians, and 7 academic wage appointments.
7. **University Archives** - responsible for developing and managing unique collections that provide the official documentation of the University. Staff also manage unique photographic and cartographic materials & a number of significant digital collections such as the Oregon Multicultural Archives. The department head supervises 4 Archivists, 1-2 on-call librarians and 5 FTE student workers.

8. **Research and Innovative Services** – conducts environment scans on issues requested by the library administration and library departments, tracks trends on issues related to higher education, prepares feasibility studies, and runs pilot projects for innovative services, programs or products. The department head oversees five librarians and one office specialist. RIS also includes the Oregon Explorer Program which is a partially grant-funded comprehensive digital library of Oregon’s natural resources. It uses advanced information technology to access and integrate data from state and federal agencies, local governments, university scientists and citizens. It supports informed decisions and actions by people concerned with Oregon’s natural resources and environment. Oregon Explorer is a collaborative effort between the Oregon University System’s Institute for Natural Resources and Oregon State University Libraries. Staffing from the Library includes 1 FTE professional faculty, 1 FTE classified, 1 FTE interns/student workers. The Libraries staff supervisor of record is the Head of Emerging Technologies. The Libraries’ manager for the program is the Head of Research & Innovative Services.

In addition, there is the OSU Press and the Gray Family Chair for Innovative Library Services who report directly to the University Librarian.

With the exception of the University Archivist and the Emerging Technologies and Services head, all department heads are tenured positions. All department heads are twelve month appointments. While we can speculate on what the new organization will look like, we are still in process and have not received sufficient input from external stakeholders – students and faculty to say for certain what we expect our organization to look like in the next year. However, the direction we see us heading would result in a reduction from 8 department heads to 4-6. We are very certain that we will combine the duties of the Head of Special Collections and the Head of University Archives into a single position. Strategically, this will enable us to not only create a single administrative unit but also provide improved coordination for the management and development of OSU Libraries’ unique special collections and archives. In recent years, University Archives has acquired more collections and materials outside their normal scope but within the scope of special collections. This merger would facilitate fuller integration of such collections into the Special Collections fold and support more efficient deployment of staff to organize, administer, and provide access to these resources.

While there will be dollar saving in making this change, a portion of those dollars will be needed to fund a position in Special Collections to handle day-to-day activities. Our plan is to pursue an iterative process within the Library to gather feedback while consulting with the Faculty Senate Library Committee and the Library Advisory Council to gather input from these two appropriate external groups.

However, real change will result from a long-term realignment which will bring together departments that can address the current and future needs of our students and faculty both on and off campus.

**The overarching plan would be to have 4-6 departments:**

1. **Education and Delivery** would present our students with a single place to experience the library. This department would be responsible for coordinating all instruction within the library including workshops for graduate students, take the lead on undergraduate education including WR 121,
and for creating, maintaining, and overseeing learning spaces. The learning spaces would include the Learning Commons, the Collaborative Learning Center, and a potential future Graduate Student study space. Delivery encompasses putting materials in the hands of our customers, including those at a distance. In its realignment discussion, OSU Libraries will have to consider how best to meet the needs of serving the Hatfield Marine Science Center as well as the OSU Cascades campus in the future. A greater emphasis on e-learning and online instruction as well as expanding access to digital resources will have impact on how the Libraries deliver its services to either location though we remain committed to delivering appropriate services.

2. **Center for Digital Scholarship and Scholarly Communications** which will bring together digital production, and publishing activities; collection and repository services, scholarly communication advocacy to support and maintain the creation, use and dissemination of digital scholarship at OSU and beyond. It will have a dotted line to the OSU Press.

3. **Research and Assessment** will bring together several functions within the library including environmental scanning which identifies issues that could impact academic libraries, assessment of the library’s services, and usability testing. This department would take the lead on the library's assessment program which would include coordinating statistics and liaison with internal library departments to assist with assessment efforts. Additionally, special grant programs such as the Oregon Explorer would be included in this department.

4. **Emerging Technologies and Services** will lead development and support of the Library’s IT infrastructure and its online environment for more unified access and delivery of services and content (i.e., technical support to advance the Special Collections/Archives web presence). This department will also, in conjunction with the Research and Assessment Department, monitor social networking trends and oversee and support new tool development.

5. **Marketing and Outreach** will be responsible for promoting library services and programs. Included in this department is outreach to campus cultural centers and planning and organizing the library’s involvement in events such as START and Connect Week.

6. **Special Collections and University Archives** will constitute a single administrative unit responsible for developing and managing the unique collections held within OSUL. Staff within this unit curate, and promote the Libraries' rare materials and the official documentation of the University.

The goal of this realignment is to bring together services and functions that are spread across the library in to cohesive departments which are targeted at specific user populations. Clearly, the line between undergraduate services and services provided by the department of Research and Assessment will have some overlap but the goal is to have more target services that students and faculty need to be successful in their teaching and research. Strategically, these departments will work across college and divisional boundaries to ensure that the services and functions they provide are those the colleges and divisional consider to be key. The alignment will result in the library looking more toward our external users than we are currently doing.)

There will be salary savings in the long-term but in the short-term savings will be modest. How these savings are used will depend on the budget situation for the University. The best case scenario is dollars could be reallocated to hire additional library faculty. If the University budget were to be in steep decline, salary saved from the realignment would be used to reduce the impact on the library.

**Salary savings – with OPE**

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