

# 2011-12

## Strategic Plan of OSU Libraries and OSU Press

### **VISION**

OSU Libraries and OSU Press will play an integral role in the success of OSU, its colleges and programs, and its students and faculty. Building on our record of innovation, outreach and collaboration, we will be acknowledged for contributing to the University's vision to be among the top ten land grant institutions in the United States. We will be recognized among the leading academic libraries and presses in North America for our achievements in instruction, service, publishing, and research and scholarship.

### **OSU LIBRARIES' MISSION STATEMENT**

The mission of the Oregon State University Libraries is to engage with the OSU community and the people of Oregon in their pursuit of knowledge, thereby advancing the role of OSU as a nationally recognized land grant university. We do this by:

- contributing to the development, management and preservation of knowledge;
- providing excellent services, tools and resources for learning and research;
- teaching our user community how to locate and evaluate information; and
- supporting life-long learning.

### **OSU PRESS MISSION STATEMENT**

- Promote the advancement of knowledge through the publication of significant scholarly books and other works that embody the fruits of scholarship and creativity.
- Contribute to the intellectual, cultural, and social development of Oregon and the West.
- Publish important ideas and information that otherwise might not find a forum.
- Stimulate and recognize superior scholarship and creativity.
- Extend the benefits of the university's teaching, research, and public service beyond the usual boundaries of the university community.

## **CORE VALUES**

The OSU Libraries strive to live by the core values of the university: accountability, diversity, integrity, respect, and social responsibility. In support of our specific mission and role as an academic research library, we also value:

- learning and scholarship, which we enhance through innovation and collaboration within and outside the university;
- making information freely available to our community;
- intellectual freedom and patrons' rights to privacy;
- preservation of information for future generations of scholars and students; and
- furthering democracy by having collections that reflect the widest possible range of viewpoints.

# 2011 Strategic Goals

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**Goal 1: Create a more comprehensive, collaborative learning experience to foster the engagement and success of OSU students and faculty.**

Research and learning models continue to evolve at a staggering pace, challenging institutions to address the transformative and disruptive nature that technology plays in the classroom of the 21<sup>st</sup> century. OSU Libraries aspires to be at the intersection of information and discovery, an essential strand woven into the larger tapestry of the university. Building on our strengths, OSU Libraries will continue to engage faculty and students to improve their understanding of available resources, promote and explore new and collaborative physical spaces within the OSU Libraries; and promote new collaborative spaces that blur the boundaries between the virtual and physical learning environments.

**Goal 2: Enhance the visibility and impact of the University's scholarship and unique resources.**

As a top-tier research university, OSU faculty and researchers create and publish content that impacts our community and the world. OSU Libraries will continue to actively capture and preserve the scholarly output of the OSU community and endeavor to expand its impact by freely dispersing access throughout the world. OSU Libraries will continue to lead the OSU community on information policy matters related to open access publishing, open scientific data publishing, intellectual freedom and information access.

**Goal 3: Create a workplace of choice that provides opportunities for both professional and personal growth.**

OSU Libraries and OSU Press will prepare for new roles in the 21st century by cultivating a creative, diverse, collaborative, and resilient workforce and work environment. To meet the needs of a top tier research university, OSU Libraries & Press recognizes the need to attract, develop and retain an exceptional workforce. Our commitment to sustainable practices, will be found not only in our "green" initiatives, but in how we approach staff recruitment and retention, purchasing and innovation.

**Goal 4: Embracing Oregon State University's Land Grant mission OSU Libraries will continue to actively pursue partnerships and research opportunities for the benefit of the common good.**

The responsibilities of a Land Grant institution are core to the OSU Libraries long-term mission. As a member of the Oregon information community, OSU Libraries will actively share its expertise and work to enhance learning for the OSU community and beyond. Embracing the Land Grant motto, "knowledge with a public purpose", OSU Libraries and Press will build and sustain dynamic partnerships to solve problems and share expertise.

# Strategic Directions

**Goal 1: Create a more comprehensive, collaborative learning experience to foster the engagement and success of OSU students and faculty.**

## Outcomes:

- OSU students will demonstrate proficiency in applying information literacy concepts upon graduation.
- The OSU community will experience greater satisfaction with library learning environments, collection services, and resources.
- OSU Libraries will address evolving user needs through improved understanding and engagement with the OSU community.
- The Libraries' focused management of collection funds will strengthen OSU's signature areas.

**Strategy 1:** Improve understanding of how OSU faculty and students engage with information to accomplish their work.

## Actions:

- a. Strategically expand the OSU Libraries Instruction Program by developing and piloting undergraduate-appropriate workshops in Fall 2011.
- b. Conduct a library intake survey of incoming freshmen in 8 U-engage sessions to determine previous experiences with libraries and information sources, with particular emphasis on experience writing resource papers, citing sources and grading on quality of sources cited.
- c. Assess the current and future value of the branch libraries.
- d. Conduct follow up meetings with humanities faculty related to LibQual+ results.

**Strategy 2:** Meet user needs by providing access to resources and services at the point of need and in the users' environment.

## Actions:

- a. Build a mobile technology strategy that delivers content in context with specific focus on the branch libraries and OSU Press.
- b. Create a single service point for the Special Collections & Archives Research Center.
- c. Communicate library instruction expertise across campus by developing partnerships with academic advisors/coaches and programs that work with at risk students.
- d. Investigate and enable, where feasible, ADA compliant access systems.
- e. Investigate future disposition of legacy print collections.

**Strategy 3:** Maximize the breadth and depth of print and digital resources available for discovery and delivery by using our collection development funds creatively for a broad range of resource access and delivery options.

- a. Working with the Faculty Senate Library Committee, assess the library collection budget to communicate the value OSU gains from collection services.
- b. Assess the pilot projects for patron-driven acquisitions to detail how future implementation could proceed.
- c. Investigate alternatives to traditional purchasing and licensing.

**Strategy 4:** Pursue opportunities to promote OSU Press expertise into relevant campus events.

- a. Create a speaking bureau that focuses on OSU Press authors to provide outreach to student groups
- b. Increase our co-sponsorship with campus events to enhance the educational experience beyond the classroom.

**Goal 2: Enhance the visibility and impact of the University's scholarship and unique resources.**

**Outcomes:**

- Marketing and promotional efforts will heighten engagement with the unique resources of OSU Libraries and OSU Press.
- OSU Libraries will be an innovative leader in the development and implementation of open access and data management solutions and policies.
- OSU Libraries will add value to the scholarly communication and research process through the efficient integration of services, resources and tools.

**Strategy 1:** Grow, market, and increase usage of Library collections and Press publications.

**Actions:**

- a. Provide open access to the Oregon State University's theses, dissertations and Experiment Station Communications publications.
- b. Explore new ways of providing access to Guin Library's collection on Oregon's coastal environment.
- c. Investigate richer publication models, intersecting OSU Press content through mobile and transmedia development.
- d. Increase awareness of complementary collections available through the Special Collections & Archives Research Center.
- e. Enhance unique collection holdings in the Libraries' signature areas and/or create and enrich digital collections by drawing on existing collection strengths with Special Collections & Archives Research Center.
- f. Increase the number of vendor opportunities for offering e-book versions and print on demand options for OSU Press publications.
- g. Complete the transition to the University of Chicago as primary distributor for OSU Press publications.

**Strategy 2:** Lead Oregon State University's policy discussion on scholarly communication.

**Actions:**

- a. Continue building partnerships to establish additional college-level open access policies.
- b. Advocate with campus leaders and constituencies to establish a campus wide policy regarding open access.
- c. Develop support for creation of NSF grant proposals and management of resulting data.
- d. Create research data working group to recommend and advise the Data Management Librarian on issues and services relating to the curation of university research data.
- e. Partner with selected students and faculty advisors to make research data associated with student theses available online.

- f. Provide a publisher's perspective and expertise on scholarly communication issues on campus and beyond.

**Strategy 3:** Enhance and develop local and large-scale, federated data preservation.

**Actions:**

- a. Develop plans for the management and preservation of and access to born digital records.
- b. Actively participate in large-scale, federated preservation efforts to provide long-term preservation and disaster management.
- c. Participate in the DuraCloud Direct To Researcher (DTR) program.

**Strategy 4:** Identify, develop and refine tools, procedures, workflows and standards to improve ingest and management of digital content and its associated metadata.

**Actions:**

- a. Enable streamlined workflows, tools and procedures to simplify the process of acquiring faculty content.
- b. Develop policies for the creation and use of administrative metadata within OSU Libraries digital collections.
- c. Expand the identifier management capabilities of the OSU Libraries digital repository systems.
- d. Refine and revise workflows, tools and procedures to create NWDA compliant finding aids.
- e. Develop criteria for utilizing new technologies and pursue opportunities that increase digital access to OSU Press titles.

**Strategy 5:** Communicate the added value that OSU Libraries & Press provide to the University and beyond.

**Actions:**

- a. Develop a strategic communication plan to increase awareness and use of our services and resources especially through the deployment of social media.
- b. Facilitate the sharing of OSU Libraries' digital collections to promote reuse and re-purposing of digital content.
- c. Create social media guidelines for strategic use of social media to promote a unified OSU Libraries identity.
- d. Demonstrate the value of ScholarsArchive@OSU beyond usage statistics.
- e. Pursue OSU Press publishing opportunities related to faculty authors, Library collections, and University centers.

**Goal 3: Create a workplace of choice that provides opportunities for both professional and personal growth.**

**Outcomes:**

- Staff will acquire and adapt skills to respond to emerging needs and priorities within the workplace.
- Staff of OSU Libraries and OSU Press will increase their understanding and adoption of greener business practices in support of the University's overall sustainability goals.
- OSU Libraries will become a workplace destination for attracting and retaining top-performing employees.

**Strategy 1:** Assess and build staff skills through appropriate training to meet current and anticipated workforce needs.

**Actions:**

- a. Enhance customer service skills throughout the library.
- b. Build teaching skills of all library faculty by conducting a series of professional development workshops.
- c. Create a series of staff modules on current technology.
- d. Provide continuing education to all OSU Libraries' staff by inviting nationally recognized speakers and hosting workshops on timely topics.
- e. Investigate options for creating or licensing a Press-wide database to track workflow.

**Strategy 2:** Fulfill the realignment vision by continuing to integrate units and streamline staffing models.

**Actions:**

- a. Continue the integration of the four units of the Collections and Resource Sharing Department by analyzing and modifying workflows, procedures, and position responsibilities to better serve our users and create more challenging and fulfilling jobs.
- b. Complete the initial stages of the creation of the Special Collections & Archives Research Center, including the creation of teams/working groups for core functions, the physical location of all staff members, and cross training of staff, including student assistants.
- c. Determine an Oregon Explorer staffing model that will enhance partnerships within and external to OSU and promote its use by a broader range of communities, especially OSU students and faculty.
- d. Based on the implementation of the Western Landscapes Explorer, assess the viability of adopting Drupal as the content management system for Oregon Explorer.
- e. Identify options for integrating routine OSU Press business and accounting tasks into various staffing models across the Libraries.

**Strategy 3:** Develop desired learning outcomes for student employees.

**Actions:**

- a. Bring student supervisors together in November 2011 for an informational meeting.
- b. Identify a small group of student supervisors and a liaison from Teaching and Engagement to form a working group to develop learning outcomes for one department and use as a model for other departments.
- c. Develop means to assess usefulness of learning outcomes.

**Strategy 4:** Identify sustainability opportunities with potential to provide OSU Libraries and OSU Press with financial benefits and improve the workplace environment.

**Actions:**

- a. Provide educational programs and encourage environmental inquiry for the OSU Libraries community concerning positive sustainability practices.
- b. Evaluate physical improvements to the OSU Libraries' facilities that promote community education and facilitate "green" practices..
- c. Identify sustainable publishing practices that can be implemented as part of a newly revised printing contract.
- d. Establish a policy and processes to manage digital storage and inventory preservation of OSU Press publications, correspondence, and other documentation.

**Goal 4: Build and sustain dynamic partnerships to solve problems and share expertise that advance and sustain Oregon State University's Land Grant mission.**

**Outcomes:**

- The University and State will acknowledge the value that OSU Libraries and OSU Press bring to partnerships.
- Effective partnerships will enable the Libraries and Press to practice better stewardship of resources.

**Strategy 1:** Create partnerships to enhance communities of practice.

**Actions:**

- a. Facilitate development of a Library A La Carte user community to promote Open Source Development models and allow OSU Libraries to continue to innovate.
- b. Engage with the LOCKSS Alliance and MetaArchive communities to preserve digital content.
- c. Define concurrent goals with Central Web Services, Media Services, Information Services, University of Oregon and the Orbis Cascades Alliance and work to create strategic alliances where possible.
- d. Leverage the strength of our portals and repositories to provide greater exposure to research data.
- e. Collaborate with OSU News & Research Communications on strategies to promote books and excerpts available in the OSU Press collection in ScholarsArchive@OSU.

**Strategy 2:** Cultivate collaborative collection development and management partnerships to enhance access to and preservation of commercially produced digital resources as well as legacy print collections.

**Actions:**

- a. OSU Library and Press staff will collaborate to create digital copies of out-of-print titles.
- b. Work with the Western Regional Storage Trust (WEST) to consolidate print journal files and create new standards for validation access and retention to shared content.
- c. Utilize LOCKSS to identify electronic back-files for long-term preservation and storage.

**Strategy 3:** Partner with appropriate agencies and institutions to fulfill the needs of Oregon's underserved populations.

**Actions:**

- a. Partner with Oregon's recognized tribal nations to develop preservation and access strategies to preserve information for future generations.
- b. Work with the Oregon State Library, public library districts and state universities to address Oregon's large unserved library population.