

From the University Librarian

The OSU Libraries' strategic plan calls for bold and decisive action including an accelerated migration from print to digital collections, providing for the resources needed to support being among the Top 10 land grant institutions, and active support of economic development activities. These strategic changes are based on extensive discussions with internal and external stakeholders and best practices research. This vision for the future will require a redefinition of the libraries' relationship with OSU colleges and programs. OSU Libraries will create a partnership with each college based on its unique teaching and research agenda.

In conversations with our key stakeholders, we have received a clear and unambiguous message about the expectations for OSU Libraries. In the future, the libraries will:

- be competitive with our peer institution libraries;
- be as easy to use as Google and other search engines;
- deliver information wherever and whenever it is needed; and
- take the lead in archiving and preserving digital information.

This plan focuses the strengths and assets of OSU Libraries in its teaching role and in its support of the five thematic areas described in the OSU Strategic Plan. By targeting resources and aggressively moving to a full-text electronic environment, OSU Libraries will be a leading provider of information on campus and a leader in digital initiatives nationally and internationally. To meet the goals of the plan will require additional resources as well as a greater targeting of these resources.

I invite the campus community to review our strategic plan and to work with us in implementing its bold strategic agenda.

Karyle Butcher  
Donald and Delpha Campbell University Librarian

## **Executive Summary**

This strategic plan is a bold and imaginative call for the libraries to reposition itself with the OSU community. Key stakeholder groups including faculty, students, and the Library Advisory Council expect the libraries to be a prominent player as Oregon State University moves to implement the campus strategic plan. Each stakeholder group agreed that a Tier One university must have a Tier One research library. This means aggressively acquiring new resources and targeting available resources in a manner required to meet the increasing requirements of faculty and students.

OSU faculty and students have very clear expectations of the libraries. They want information delivered to them wherever they are located quickly and efficiently. In other words, they want the advantage of a Google search combined with high quality content. They want full text information and they want a means to easily share this information with other students and researchers. Finally, they expect OSU Libraries to take responsibility for ensuring that information in digital format will be archived and preserved with a set of standards that guarantee future access.

To meet these needs, OSU Libraries must focus on supporting the themes identified in the OSU strategic plan where it has the ability to make the greatest impact. Currently, this means focused attention to natural resources, oceanic and atmospheric sciences, and engineering and technology. We will do this by developing strong partnerships with faculty and students who teach and research in these fields. These partnerships will lead to discovering new funding opportunities, creating targeted digital collections to support students and faculty research, and redeploying library faculty to spend more time in the colleges.

OSU Libraries recognizes that the academic success of OSU students will require that the libraries play a greater role in the areas of student recruitment and retention. We will do this through increased participation in such programs as OSU CONNECT as well as collaborating with teaching faculty to increase student awareness of library resources.

The libraries are committed to designing virtual college libraries that will target individual student learning needs. To do this successfully, the libraries will work to develop tools to assess learning outcomes as well as best practices for teaching students with varying learning styles. Finally, OSU Libraries will work with others to ensure that students have barrier-free access to all library services.

In recognition of the growing need to provide information to support colleges and programs involved in economic development activities, OSU Libraries will expand its role as an information broker in the state. We will be a critical partner in fostering economic development by increasing our partnership with OSU Extension Services; by greater involvement with the Institute of Natural Resources; and by developing tools and resources that make remote access to library information seamless.

OSU Libraries embarks upon its strategic plan with enthusiasm and confidence. Through our current partnerships with the College of Forestry and the Institute for Natural Resources, we have proven that we can bring critical information to students, faculty, and state policy makers in an organized and efficient manner. By filling our Gray Family Chair for Innovative Library Services, we are positioned to be a national and international player in the world of digital information.

Our plan is ambitious. The table below demonstrates that for OSU Libraries to be competitive with our peers and to accomplish our vision for the future will need new resources from state funding as well as from the private sector. Future investments in OSU Libraries will need to be substantial if we are to compete effectively with our peer academic libraries. Yet, investing in OSU Libraries is investing in the future success of OSU students and faculty.

**Peer Institutions (and University of Oregon)**

<b>YEAR</b>	<b>Institution Name</b>	<b>Total Expenditures</b>	<b>Library ARL Ranking</b>
2003	Arizona	\$25,656,448	27
2003	California, Davis	\$17,828,690	46
2003	Cornell	\$39,759,708	8
2003	Illinois, Urbana	\$32,996,914	6
2003	Michigan State	\$20,616,822	40
2003	Ohio State	\$27,045,276	23
2003	Pennsylvania State	\$41,819,383	13
2003	Purdue	\$17,442,905	75
2003	Texas A&M	\$24,468,359	34
2003	Wisconsin	\$39,281,520	11
2003	University of Oregon	\$14,274,677	91
<b>2003</b>	<b>Oregon State University</b>	<b>\$8,912,390</b>	<b>none</b>

## **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.

## **VISION**

OSU Libraries are integral to the success of OSU, its colleges and programs, and its students and faculty. We will be the preferred source of quality information for the OSU community. We will be recognized as an innovative leader in defining the research library of the 21st century and for excellence in education on finding and evaluating information. We will develop new partnerships and collaborations to expand our services and to enhance our revenue base.

## **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.

## **ENVIRONMENTAL CONTEXT**

OSU Libraries deliver distinctive and outstanding service to the OSU community and the state of Oregon through our support of OSU's research, instructional, and outreach missions. A dedicated commitment to proven and emerging technologies has enabled us to successfully develop unique collections and services.

Our strengths include:

### **The Valley Library**

The renovated and expanded Valley Library is a center for learning, study, and collaboration. Designed to make maximum use of technology, this spacious, technologically advanced building is heavily used by undergraduate students for both individual and group study. Conceived as a center for student learning and work, the library incorporates tutoring, research, and the necessary technology support for the effective completion of student papers and projects. The Valley Library has developed a variety of technologies for finding and using information productively and efficiently. In addition to its collections, The Valley Library also houses the Northwest Art Collection, a collection of more than 100 paintings, sculptures, photographs, and mixed media artworks.

### **The Guin Library**

Located within OSU's Hatfield Marine Science Center (HMSC), the Guin Library is recognized nationally for its strong collection with particular depth in marine fisheries. Guin Library staff tailors services and resources to address the information needs of OSU faculty and students, state and federal agency researchers located at HMSC, marine resource managers, public policy makers, and private industry.

### **The OSU-Cascades Library**

The OSU-Cascades Library is co-located with the Central Oregon Community College Library on a shared campus in Bend, Oregon. Together the libraries form the Campus Library in an innovative partnership, sharing space, services, and resources. OSU Cascades librarians work closely with faculty, collaborating to integrate information literacy skills into the curriculum and to build a collection focused on student research and faculty teaching.

### **Noteworthy collections – paper and digital**

Excellent collections in natural resources, marine science, forestry, and agricultural science are an important part of the libraries' offerings. The papers of Ava Helen and Linus Pauling are a cornerstone in our Special Collections' focus on the history of 20th century science. In recent years, a significant portion of this collection has been digitized to produce an invaluable resource for researchers across the globe. Other digital collections including the *Willamette Basin Stream Survey*, *Virtual Oregon: A Natural resources Digital Library* and the *Braceros in Oregon* photograph collection have received considerable recognition for both their regional historical relevance and distinctive quality.

### **Partnerships and research collaboration**

The OSU Libraries are recognized for their contributions to statewide, regional, and

national library organizations. Membership in the Orbis Cascades Alliance consortium has provided OSU faculty and student access to over 27 libraries, 22 million books, and other critical reference and research materials. Recently, the libraries have joined with OSU departments to explore collecting, maintaining and making available digital research by OSU faculty and students through institutional repositories. In a time of significantly reduced funding, we have partnered with the University of Oregon Libraries to construct a mutually beneficial program of collection management.

### **Technology, innovation, and digital initiatives**

In addition to on-campus relationship-building, OSU Libraries enjoy a loyal base of support from alumni and private donors. These gifts allow for the pursuit of new initiatives, particularly those that involve innovative uses of technology. The Valley Library is known for its Information Commons, a sizeable array of state-of-the-art public-use computer workstations, software, and printers that are busy with students day and night. A growing number of users take advantage of the wireless networking technology within The Valley Library for laptop computers. We are committed to the development of targeted digital libraries to serve specific clientele. In the last year, we have deployed a storage area network (SAN) to accommodate the tremendous storage requirements associated with the creation of such collections. The libraries have also invested significant resources in redesigning and updating our computing infrastructure.

### **Commitment to outreach**

OSU Libraries have taken a leadership role among Oregon academic libraries in reaching out to Oregonians across the state. These efforts are unique among OUS libraries. We extend our expertise and service mission beyond the boundaries of the OSU community, demonstrating a commitment to improving the quality of life for all Oregonians. We have partnered with the OSU Institute for Natural Resources to support delivery of information and services related to the protection and management of Oregon's vitally important natural resources.

*The OSU Libraries have a variety of valuable resources at our disposal, including:*

### **Innovative Faculty and Staff**

OSU Libraries faculty and staff are typically described by patrons as helpful, friendly, and professional. As stewards of information literacy and access to information, our faculty, staff, and administration are actively involved in instructional support and consultation, as well as classroom teaching. Many OSU Library faculty and staff collaborate with peers and colleagues on recognized programs of research locally, regionally, nationally, and internationally. Such exceptional performance is even more significant given that our budget has been historically lean when compared to other academic libraries at similarly-sized institutions.

### **Resource Sharing**

OSU Libraries actively participate in library consortia to provide increased access to information resources. Students and faculty can request books from libraries in the Orbis Cascades Alliance consortium. Our membership in the Greater Western Libraries Alliance (GWLA) provides access to collections in other libraries as well. OSU Libraries

fully covers all costs involved in obtaining materials from other sources – no fees or charges are passed on to faculty or students.

### **Technology**

OSU Libraries' investment in technology enables efficient management of the campus library collections as well as participation in regional library consortia. The OSU community uses the state-of-the art technology in the Information Commons and library-loaned laptops via the wireless network to access electronic information and applications software. Electronic classrooms are available for instructing students, staff, and faculty in effectively using the library's catalog and database collections.

### **Discretionary Funds**

OSU Libraries are fortunate to have two substantial endowments: the Donald and Delpha Campbell Endowed Chair and the Gray Family Chair for Innovative Library Services. These endowments support distinguished library faculty as well as provide funds for innovative projects and the purchase of significant library materials that are beyond the reach of state funds. Generous donations from library supporters are dedicated to the purchase of books and journals that enhance both the general collection and targeted subject areas. Donated and grant funds provide the flexibility to take advantage of opportunities to leverage other revenue and form internal and external partnerships.

*In addition to our strengths and resources, the OSU Libraries have many competitive advantages that help distinguish us from our peers:*

### **Continuing donor support**

OSU Libraries continue to gain and retain support for our collections and technology initiatives through private funding, including two endowed chairs, other endowments, and recurring gifts.

### **The Valley Library**

The special design of the building accommodates independent and collaborative work, and encourages the social interaction of students and faculty on campus. Because of its beauty and functionality, The Valley Library is a recruitment tool for students and a vibrant part of campus life.

### **The Guin Library**

The unique location of the library within the HMSC research complex positions OSU to take advantage of renewed interest in the ocean and its resources. Its capacity and quality enhance OSU's reputation in the marine science community.

### **The OSU-Cascades Library**

In support of its campus flagship program, Outdoor, Recreation & Leadership, the OSU Cascades Library is building a collection unique in the Northwest in areas of experiential education, wilderness therapy, international ecotourism and commercial recreation management. As Central Oregon deals with rapid growth, the OSU Cascades Campus and library are well positioned to support scholarly research in areas of natural resources, rural development, and sustainability.

**Agility**

The libraries' organization proactively shifts to meet the challenge of changing technology and increasing faculty and student requirements. The organizational culture values innovation and risk taking as evidenced by early adoption of computer technology, investment in campus-wide collaborations such as the Institute of Natural Resources, and the leveraging of private funds to secure grant funding.

**A record of success**

OSU Libraries are successful in completing projects we undertake, developing financial resources through grants and private funding, and assembling necessary expertise. In 1999, The Valley Library was the first academic library to be named Library of the Year by the Library Journal. OSU Libraries is the only academic library in Oregon to have two librarians named Oregon Librarian of the Year.

**Unique collections**

The Ava Helen and Linus Pauling Papers are internationally recognized, now with much of the collection available in digital format. The opening of the website was noted in Science and the New York Times, and was the subject of a homepage feature of National Geographic magazine. In the first three months that the website was available to the public, it received more than 1.6 million hits. The OSU Libraries are also host to the History of Atomic Energy Collection and the Bernard Malamud Papers, among many other collections of note.

**Leadership, regionally and nationally**

OSU Librarians play a leadership role in state, regional and national library associations. Library faculty have been recognized for their unique contributions to the profession by the Library of Congress, the Oregon Library Association, and the Library Journal.

## STRATEGIC GOALS AND STRATEGIES

*Goal 1: OSU Libraries will change the information landscape at OSU by providing faculty and students with the information they require - whenever and wherever they require it.*

### Outcome Measures

*By 2010, through the steps called for in this strategic plan:*

- Availability of digital content in the OSU Libraries will triple.
- Usage of electronic content will increase by a factor of six.
- User satisfaction, for both print and electronic collections, will increase relative to the targeted investment strategy.
- Users will have access to library systems that are easy to learn, use and customize.
- Information will be easily manipulated by users after retrieval.
- Users will be able to retrieve targeted information more effectively.
- Faculty and students will be able to exchange information more easily.
- Born-digital content produced at OSU will be collected and preserved.

### Strategies

A. Pioneer information management tools to enable targeted and rapid information retrieval.

#### **Actions:**

- a. Provide easy-to-use tools that enable students and faculty to obtain authoritative, quality information at their point of need.
- b. Work with software developers and content providers to improve and create tools for managing and organizing information.
- c. Strive for ADA compliance in the delivery of information regardless of format.

B. Capture and preserve faculty and student intellectual capital to enable researchers to dynamically and easily work together.

#### **Actions:**

- a. Develop standards and criteria for institutional repositories.
- b. Invest in staff and equipment needed to implement institutional repositories.
- c. Identify early adopters and partners for institutional repositories with OSU colleges and departments.
- d. Develop, in conjunction with the OSU Graduate School, procedures for electronic submission, access and archival storage of theses and dissertations.

C. Create nationally and internationally recognized digital collections that enable OSU's faculty and researchers to have immediate access to critical information

and enhance OSU Libraries' reputation as a leader in providing quality digitized and born-digital content.

**Actions:**

- a. Develop a sustainable framework for creating and preserving digital collections.
  - b. In collaboration with OSU and other statewide agencies, identify opportunities for building key digital collections.
  - c. Digitize OSU owned materials in support of the five thematic areas.
- D. Strategically acquire and expand collections to align with the OSU five thematic areas.

**Actions:**

- a. Assess specific user community needs to identify core collections.
  - b. Enhance collection of electronic journals, databases and books.
  - c. Enhance collection of print materials in targeted disciplines.
  - d. Enhance collection of video and other non-print materials in targeted disciplines.
  - e. Increase the rate of collections migration from paper to digital based on user community input and in conjunction with the development of a regional depository for print archives.
  - f. Strategically build shared collections with other universities.
  - g. Commit to long-term preservation of selected subject and collection areas.
- E. Contribute to changing the international economic model of scholarly publishing and communication to ensure access to critical information.

**Actions:**

- a. Support alternative publishing models.
- b. Educate faculty and administrators on issues of scholarly communication.
- c. Negotiate favorable license agreements.
- d. Influence policies, license agreements and access rights through purchasing decisions, consortia memberships and discourse with publishers and authors.

**Goal 2: OSU Libraries will be a critical partner with OSU colleges and programs by contributing to the academic success and life-long learning of OSU students.**

**Outcome measures**

**By 2010, through the steps called for in this strategic plan:**

- OSU colleges and programs will recognize the critical role OSU Libraries play in teaching and learning by an increase in their support for library programs.
- Library instruction will be incorporated across the curriculum.

- Every graduating OSU Student will be able to find, access, evaluate, and use information resources appropriately.

### **Strategies**

- A. Deliver tailored services to meet the teaching and learning needs OSU faculty, students and alumni.

#### **Actions**

- a. Co-develop with faculty ‘virtual college libraries’ to make targeted information easily available to students.
  - b. Assess student and faculty requirements for tailored library services that contribute to academic excellence.
  - c. Align OSU Libraries’ resources to support college strategic initiatives, research programs, and teaching.
  - d. Develop innovative delivery methods for instruction in library research.
- B. Take a leadership role in promoting information literacy as an academic goal of OSU.

#### **Actions**

- a. Develop information literacy skill requirements for OSU students in partnership with Faculty.
- b. Design an information literacy program to reach students at critical points in their academic program.
- c. Participate in curriculum planning at the university level to promote information literacy.
- d. Establish relationships with community college partners to prepare students for transfer to OSU.
- e. Develop, in collaboration with OSU faculty, assessment tools for measuring student success in using and understanding library resources.

**Goal 3: OSU Libraries will be a critical partner in fostering economic development in Oregon communities.**

**Outcome Measures**

**By 2010, through the steps called for in this strategic plan:**

- OSU Libraries' will have established partnerships with OSU colleges, statewide and regional partners required to promote economic development.
- OSU Libraries' will be a primary source of reliable economic development information used by Oregonians and statewide partners.
- Oregon communities and individuals will have increased capacity to successfully build new economic activity as a result of the information resources provided by OSU Libraries and their partners.

**Strategies:**

- A. Partner with OSU colleges, departments and programs to organize, deliver, and preserve information required to support economic development activities.

**Actions:**

- a. Partner with the OSU Extension Service to redesign web presence to meet consumer needs.
- b. Secure grant funding to support economic development content and the creation of an OSU Libraries economic development web portal.

- B. Partner with state and local agencies to promote economic development.

**Actions:**

- a. Create virtual tools and provide professional development training for local public library staff to support their economic development activities.
- b. Expand OSU Libraries' outreach programs to support statewide economic development efforts.

- C. Leverage OSU Libraries' technological capacity to support economic development activities in Oregon communities.

**Actions:**

- a. Make available search and tutorial tools to Oregonians and statewide public library partners.
- b. Identify opportunities for revenue generation with OSU colleges and statewide partners through the delivery of professional services including digitizing, organizing, delivering, and preserving information.
- c. Develop licensing agreements with content providers to offer information resources currently restricted to the OSU community, to Oregonians statewide.

## **OSU Libraries Strategic Planning Committee Members 2004**

Karyle Butcher, University Librarian

Bonnie Allen, Associate University Librarian

Richard Brumley, Head of Collection Development

Anne Christie, Reference Librarian

Rick Crelia, Library Technology

Linda Kathman, Technical Services

Margaret Mellinger, Reference Librarian

Jane Nichols, Reference Librarian

Elizabeth Nielsen, OSU Archives

Ruth Vondracek, Head of Reference

Tom Dowling, College of Business, Facilitator

Kevin Bokay, Executive Assistant to the University Librarian

Karen Russ, Administrative Assistant

Jordan Gushwa, Graphic Designer

## **OSU Libraries Strategic Planning Stakeholder Involvement**

The OSU Libraries strategic planning effort was informed by several small group discussions with external advisory groups, constituent groups of the OSU community and individual meetings between college deans and the university librarian. These focused discussions were held early in the planning stages and facilitated by the planning consultant and representatives of the library planning committee.

### **Group Discussions**

- Library Advisory Committee: membership external to OSU representing interest in technology, industry, law and business.
- Research representing OSU Departments of Horticulture, History, Biochemistry and the College of Atmospheric Sciences.
- Instruction representing OSU Departments of Human Development and Family Science, Forest Engineering, Botany, Sociology, and Wood Science.
- Outreach representing the OSU Graduate School, Dean of Students, Extension, Difference, Power and Discrimination; Students with Disabilities; and the Honors College.
- Associate deans representing the OSU School of Education, College of Atmospheric Sciences, College of Science, College of Liberal Arts, Health and Human Sciences, College of Business, Pharmacy, and the College of Engineering.
- Undergraduate students.
- Graduate students.