OSU Libraries Strategic Implementation Plan

In response to the University's realignment, OSU Libraries submits their final plan for strategic alignment and budget reduction. The OSU Libraries has used this opportunity to seriously review library functions and organization. We believe this new organizational structure will allow us to deliver library services that address anticipated needs of the OSU community.

1. **The Collections and Resource Sharing Department (CRSD)** brings together into a single unit the operations related to ensuring that library users have the information they need for learning, teaching and research. The creation of CRSD acknowledges the importance of resource sharing, including collaborative collection development, and user-driven collection building as strategies to meet this goal.

   The Collections and Resource Sharing Department will:
   - Acquire books, serials, media and other information sources identified by users and library staff; methods used include purchasing, leasing, subscribing, or borrowing
   - Distribute information sources directly to users, to library stacks, to the Center for Scholarly and Digital Production for digitization, or through links on the Libraries Webpage and/or Catalog
   - Provide mediated, unmediated, and electronic circulation/delivery of information sources
   - Manage print and electronic collections responsibly, balancing space, preservation, and access priorities

   CRSD will also:
   - Prepare an annual library collections budget based on known and predicted inflation rates, with bi-monthly updates and three-year projections
   - Be good stewards of donors and donor gift funds
   - Participate in resource sharing, consortial purchases and collaborative collection development
   - Assess our collection and resource sharing practices to ensure that we are meeting our users needs and maximizing our financial resources and collaborative partnerships
   - Monitor and establish trends and best practices
   - Promote our collections

2. **Teaching and Engagement Department** - there will be an increased focus on the importance that information literacy plays in the part in OSU student success which leads to increased retention of students and the development of life long-long learners which will result in an information literate society. This department will focus not only on the teaching aspects of information literacy but will also concentrate on developing physical and virtual learning environments which are conducive to student learning and success.

   The Teaching and Engagement Department will:
   - Analyze the current ways that OSU Libraries provides library instruction and in the context of the library reorganization and the campus realignment, reshape the OSU
Libraries instructional program and devise a framework to provide library instruction to maximize the impact/outcome of OSU Libraries.

- Develop an instruction program assessment plan designed to articulate and measure information literacy learning outcomes for the OSU community
- Assess the impacts of OSU Libraries instructional outcomes with a goal to increase the academic success of OSU students
- Assess and prioritize the development of instructional services, tools and methods to conduct library instruction in person and virtually
- Develop instructional partnerships with OSU and the community to promote life-long learning
- Conduct publicity and outreach of library services and resources to OSU campuses and branches.
- Identify and develop best practices for library instruction to develop knowledgeable, expert library teachers
- Administration and management of the OSU Libraries Learning Commons including coordination of non-library services points housed in the commons
- Assess the student use of space and services in learning commons to develop an environment and services that are conducive to and enhance library services.
- Monitor Trends/Best Practices in Academic Instruction

3. **The Center for Digital Scholarship and Services** is dedicated to the organization, delivery, management and preservation of a wide range of digital and print resources for scholars and students at Oregon State University and beyond in support of the research enterprise of the University.

The Center for Digital Scholarship and Services will:

- Describe, manage, curate and deliver research data produced by faculty and graduate students.
- Manage, preserve and deliver digital repository services in support of digital scholarship of the University.
- Digitize text, images, audio and video for storage and access in digital repositories.
- Manage search and retrieval of library information resources through discovery services.
- Create, map, harvest and manage metadata in digital repositories and provide expertise in metadata creation for other University discovery tools and portals.
- Promote open access and retention of copyright for faculty publications to enable broader dissemination of University scholarship.
- Publish open access electronic journals. Publish web resources that add value to OSU publications (including OSU Press books) such as supplementary photographs, data, maps and blogs.
- Catalog and preserve library resources.
- Accommodate access to electronic resources through link resolution and proxy management tools.
4. **Emerging Technologies and Services (ETS)** leads the development and support of the Library’s IT infrastructure and its online environment. ETS also monitors trends and new technologies. It pursues and supports new tool and service development as well as collaborative partnerships to position the Library to respond to the evolving information landscape.

ETS is responsible for:

- system infrastructure including web, database, file, and print servers, backups, thin clients, and a SAN
- system support for the Libraries’ ILS, digital collections, and web and desktop applications for public and internal use
- system support for interlibrary loan and document delivery technologies
- desktop support for the computers in the learning commons, other non-staff workstations, electronic classrooms, and laptops
- maintenance for equipment such as scanners, barcode scanners, printers and the self-checkout machines
- programming, web development, and usability analysis
- technical consultation for evaluation of new technologies in collaboration with other library departments
- researching technology trends and making recommendations of possible pilot projects to other library departments
- strategic technology planning to identify applications and resources to support current and future technological needs
- collaborating with other IT groups on campus for resource and knowledge sharing, and representing the Libraries’ technology concerns at the campus level

5. **Branch Libraries Department** - This department includes the multifaceted operations of the OSU Libraries’ two branch libraries, the Guin Library at the Hatfield Marine Science Center and the OSU-Cascades Library embedded in the Central Oregon Community College Library. While separated by physical distance, the branches address similar challenges of providing seamless and appropriate services for our users. Our user groups are distinct from each other yet share characteristics with the large population served by the Valley Library. The users and institutional settings require different approaches to providing services and resources, yet also require alignment with overall OSU Libraries’ policies, mission and vision.

**The Guin Library:**

Audience: 300 person research and natural resources management community that is comprised of both university and agency personnel.

Functions:

- Develop and maintain a collection focused on the marine and coastal environment of the northeastern Pacific Ocean and the marine resources of interest to Oregon;
- Identify and facilitate making unique material electronically accessible through digitization and integration into the OSU Libraries various systems;
- Provide mediated, unmediated and electronic access to information resources;
• Circulate material to OSU users;
• Participate in resource sharing through ILL and collaborative collection development;
• Assess services;
• Work with the HMSC management and faculty to identify and address challenges and opportunities.

The OSU-Cascades Library:
Audience: upper-level undergraduate population with a growing graduate student contingency and a small group of faculty.
Functions:
• Develop collections that support basic and signature programs (e.g. Tourism and Outdoor Leadership and Sustainability) as well as compliment the COCC collection (e.g. lower level undergraduate material).
• Work with COCC Library staff to provide seamless access to OSU and COCC collections as appropriate.
  o Provide mediated, unmediated and electronic access to information resources;
  o Participate in resource sharing through ILL and collaborative collection development;
  o Circulate material.
• Assess services;
• Teach students the intricacies of searching for and using information.
• Work with OSU-Cascades Administration and faculty to identify and address challenges and opportunities.

6. Special Collections Department - The purpose of all the materials which make up Special Collections is to provide research opportunities to historians of science, biographers, social and political scientists, working scientists, and scholars in many different fields. The Ava Helen and Linus Pauling Papers alone consist of approximately one-half million items, comprising some 4400 linear feet of materials related to the life and work of Ava Helen & Linus Pauling.

The Special Collections Department will:
• Assist patrons with reference questions concerning the collections
• Provide digital database access to researchers working with the Pauling Papers
• Assist patrons in retrieving Special Collections holdings
• Continue the development and maintenance of the department website
• Assist special classroom projects through the University Honors College
• Provide tours and information about the collection
• Develop educational displays accessible to all visitors

Special Collections will also:
• Communicate with and support scholars through grants and conferences
• Oversee the reception and preservation of rare materials within the OSU libraries system
• Provide real world training and a positive work environment for student employees
• Promote our collections through public events and online media
• Provide top-quality research opportunities for historians of science

7. University Archives is responsible for developing and managing unique collections of records, manuscripts, and visual materials that provide the official documentation of the University. The University Archives also provides records management services to the University. In addition to collections documenting the University’s history, the Archives acquires and makes available collections focusing on natural resources in the Pacific Northwest and cultural and ethnic groups in Oregon. Materials from all of the Archives collecting areas are used to create significant digital collections, such as the Oregon Multicultural Archives, the Braceros in Oregon Photograph Collection and the Gerald Williams Collection, that support research and learning at OSU. The University Archivist is the department head and supervises 4 Archivists, 1-2 on-call librarians and 2 FTE student workers. The University Archivist also serves as the University’s Records Officer.

The University Archives
• Works with departments and offices on campus to identify and facilitate the transfer of those records, regardless of format, that document the history of OSU.
• Works with faculty to identify and facilitate the transfer of collections of personal papers that document OSU’s core mission of teaching, research, and outreach and engagement.
• Identifies and acquires collections that document natural resources issues in the Northwest.
• Identifies and acquires collections that document the history of various cultural and ethnic communities in Oregon, including African Americans, Native Americans, Latinos and Asian Americans. The collections documenting and the collaborative relationships developed with these communities define the core mission of the Oregon Multicultural Archives.
• Provides access to its collections by creating online finding guides to its collections and assisting researchers one-on-one.
• Provides instruction to OSU classes wishing to use primary sources – on both collections at OSU and at other repositories, and on how to use primary sources.
• Creates digital collections of materials drawn from its three major collecting areas to enhance access to those collections.
• Works with the OSU Foundation, University Advancement and other OSU departments and offices in promoting the university.
• Collaborates with other archives and special collections to implement tools for better collections management, create digital collections that serve the needs of multiple institutions and/or communities, and facilitate the use of collections.
• Provides records management services and training to the OSU community, including storage of non-permanent records; reviews of departmental records; advisement on files management and digitization of public records; and interpretations of the records retention schedule.
Works with Oregon University System and State Archives colleagues on creating and updating the OUS records retention schedule and addressing other state records policies that affect higher education.

Engages with the OSU, Corvallis and other communities in Oregon by conducting historic tours of campus, lecturing on various aspects of OSU history, and imparting information on the care of personal historical materials.

8. **Oregon State University Press** serves as the book-publishing arm of the university. The Press provides a publishing venue for OSU faculty and other U.S. authors in subject areas including the signature area of advancing the Science of Sustainable Earth Ecosystems. The Press's mission is to stimulate and recognize superior scholarship and creativity, and to extend the benefits of the university’s teaching, research, and public service beyond the usual boundaries of the university community. Each year the Press publishes 18-20 scholarly and general interest books in the environmental humanities; forestry; natural resource management; environmental and natural history; Native American and Indigenous studies; and the history, culture, and arts of the Pacific Northwest.

OSU Press:

- Acquires proposals and book-length manuscripts from potential authors, and works with authors and external peer reviewers on final manuscripts
- Negotiates author contracts, including royalty payments and conditions of publication
- Edits and designs books; employs freelance editors, designers, indexers, and proofreaders. Manages the production of books, working with printers in the U.S. and overseas
- Promotes and markets Press books to local, regional, and national audiences; oversees sales and distribution of books in bookstores and on-line
- Attends academic conferences and book fairs to meet with potential authors and manuscript reviewers, and market OSU Press books
- Identifies potential authors and maintains network of expert peer reviewers
- Convenes and participates in regular meetings of the OSU Press faculty advisory Editorial Board
- Participates in collaborative activities with other scholarly presses and with campus partners
- Advises campus scholars and students about academic book publishing
- Provides OSU students with work opportunities in various aspects of academic book publishing