

# ARC17

OCLC AMERICAS  
REGIONAL COUNCIL  
MEETING

Hello.

I'm the **Smarter** Library.



## Strategic planning

ALISON ARMSTRONG, THE OHIO STATE UNIVERSITY LIBRARIES

EVAN SIMPSON, NORTHEASTERN UNIVERSITY LIBRARIES



## **Alison Armstrong**

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University, University  
Libraries



## **Evan Simpson**

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University Libraries



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University, University  
Libraries



THE OHIO STATE UNIVERSITY

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Agility. User-centeredness. Success.

*Strategic Planning at  
The Ohio State University Libraries*

Jennifer Vinopal

Associate Director for Information Technology

Alison Armstrong

Associate Director, Research and Education





## About Ohio State

- Top-20 public university
- Land grant, urban, research
- 63,000 students
- 15 + Colleges
- 13 OSUL locations
- 53 faculty librarians
- 182 staff
- 382 student workers







The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.







**The University is dedicated to:**

- **Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;**
- **Educating students through a comprehensive array of distinguished academic programs;**
- **Preparing a diverse student body to be leaders and engaged citizens;**
- **Fostering a culture of engagement and service.**
- **We understand that diversity and inclusion are essential components of our excellence.**



# Current Strategic Plan (draft)



## Equip Students for Lifelong Success

Promote equitable learning through transformative teaching, services, and employment

### FOCUS AREAS:

- Teaching and learning effectiveness
- Affordability and open educational resources
- 21st century literacies
- Educationally purposeful student employment



## Empower Knowledge Creators

Advance innovative research and creative expression by fostering, preserving, and sharing knowledge and scholarship

### FOCUS AREAS:

- Interdisciplinary scholarship and emerging research methods
- New models for scholarly communication
- Collaborative collection building and access
- Leveraging distinctive collections for use



## Engage for Broader Impact

Pursue initiatives aligned with university priorities to promote a more engaged and better informed society

### FOCUS AREAS:

- Underserved and at-risk communities
- Campus and external partnerships
- Cultural programming and outreach
- Open content for expanded access



## Enrich the User Experience

Center the user experience in services, planning, and decision making

### FOCUS AREAS:

- Seamless discovery, access, and delivery
- Exceptional service
- Inspiring learning and work spaces
- Iterative assessment and development

## Invest in People

Develop the full potential of faculty, staff, and student employees

### FOCUS AREAS:

- Recruitment, retention, and rewards
- Equity, diversity, and inclusion
- Workforce development and organizational learning
- Organization-wide culture of leadership, risk-taking, and accountability



## Model Excellence

Increase effectiveness to achieve strategic and operational objectives

### FOCUS AREAS:

- Agile planning and operations
- Communicating value to stakeholders
- Organizational efficiency and impact
- Resource development



## New Director/VP

- Alignment with campus
- Agile planning process, agile plan
- Culture of leadership, innovation, accountability

## All-Staff

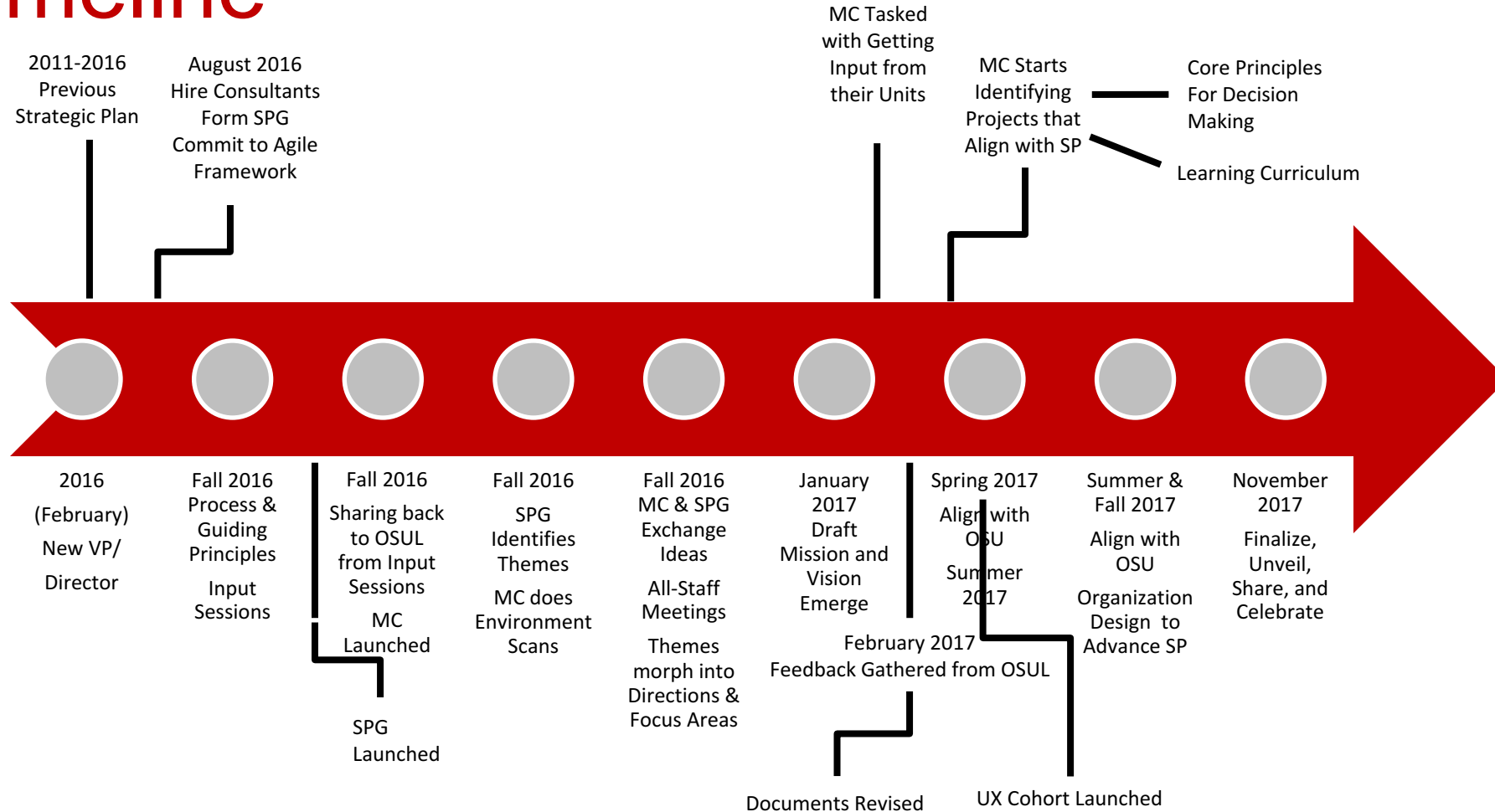
- Desire for a participatory process
- See myself in the plan

## Shared Recognition

- Success depends on staff engagement and development, and on user-centered services



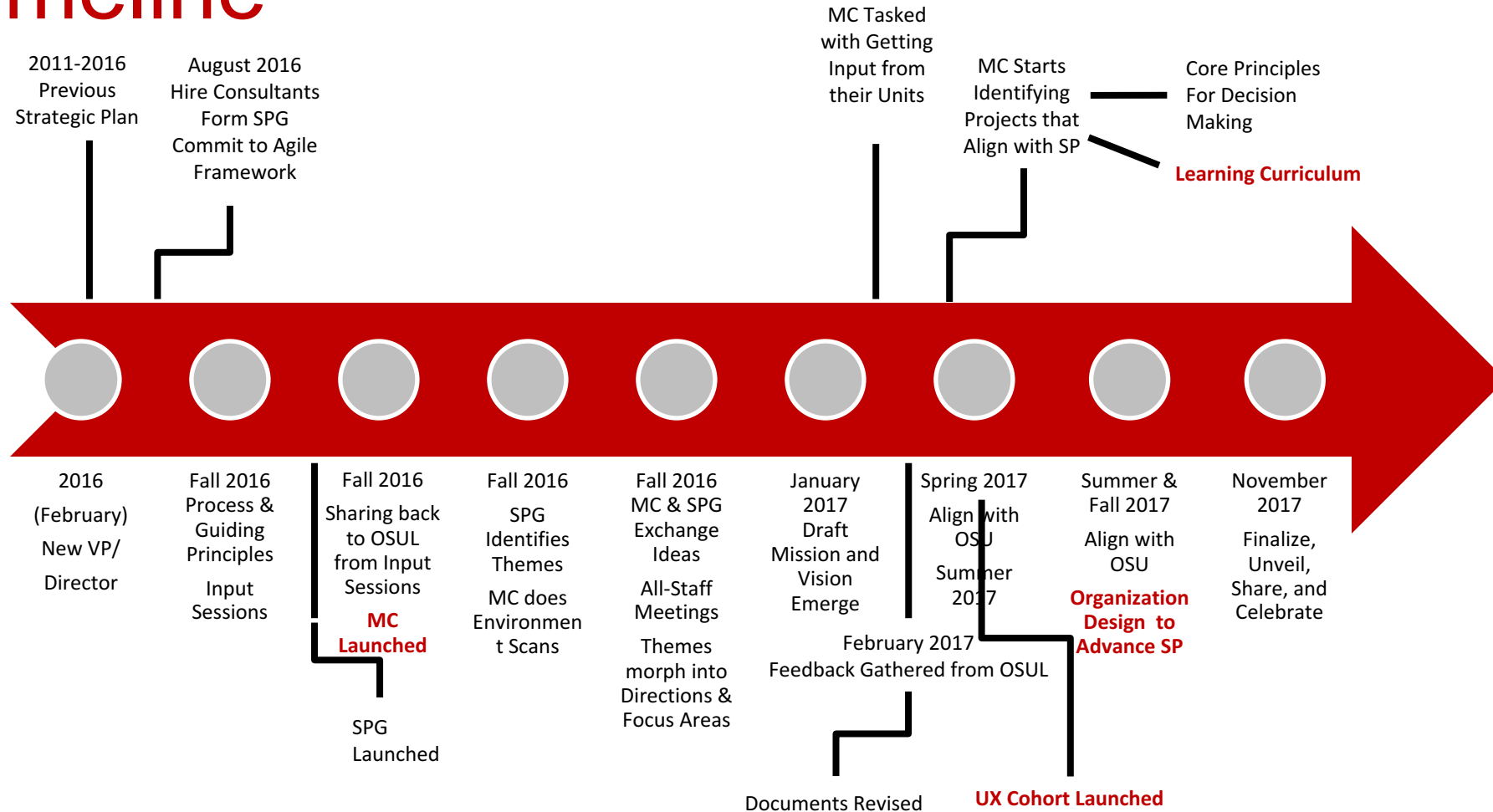
# Timeline







# Timeline







## Modeling Excellence through Strategic Planning

- Develop the full potential of employees
- Develop a culture of leadership, risk-taking, and accountability
- Center the user experience



### **Management Committee**

**Sponsor:** Vice Provost and Director

#### **Meeting Structure:**

- Bi-weekly for 1.5 hours
- Vice Provost and Director sets agenda with input from the committee  
Any committee member can suggest an agenda item
- Agenda and pre-reads will be submitted 1 week before the meeting.

#### **Charge:**

This group serves as a platform to facilitate the organizational development of the University Libraries by discussing strategic priorities, capacities and needs.

#### **Membership:**

Management Committee includes all members of the University Libraries and the Chairs of Faculty Advisory Councils in Arts and Sciences, Health Sciences, Law and the regional campus. The committee discusses the topics under discussion.

### **University Libraries Management Committee**

#### **Community Expectations and Responsibilities:**

**Revised 9.8.17**

1. Bring excitement, enthusiasm, and a sense of humor
2. Invite everyone into the conversation and avoid a few voices dominating the conversation
3. Create space for dissent: disagreement is necessary and healthy
4. Seek diverse and multiple perspectives and let the outsider in
5. Ask questions, don't take it personally
6. Challenge the status quo and past precedent
7. Leverage, appreciate, and respect each other's expertise and value our collective wisdom
8. Speak up if you are unsure about something, need more time, see a better way, etc. Silence equals agreement
9. Be prepared for the meeting
10. Assume positive intent
11. Own your own communications: you are responsible for sharing appropriate information with and gathering input from all relevant stakeholders to support decision making



# New post on **Libraries News and Information**



## [Sign Up for the UX Cohort Mailing List](#)

by [Larry Allen](#)

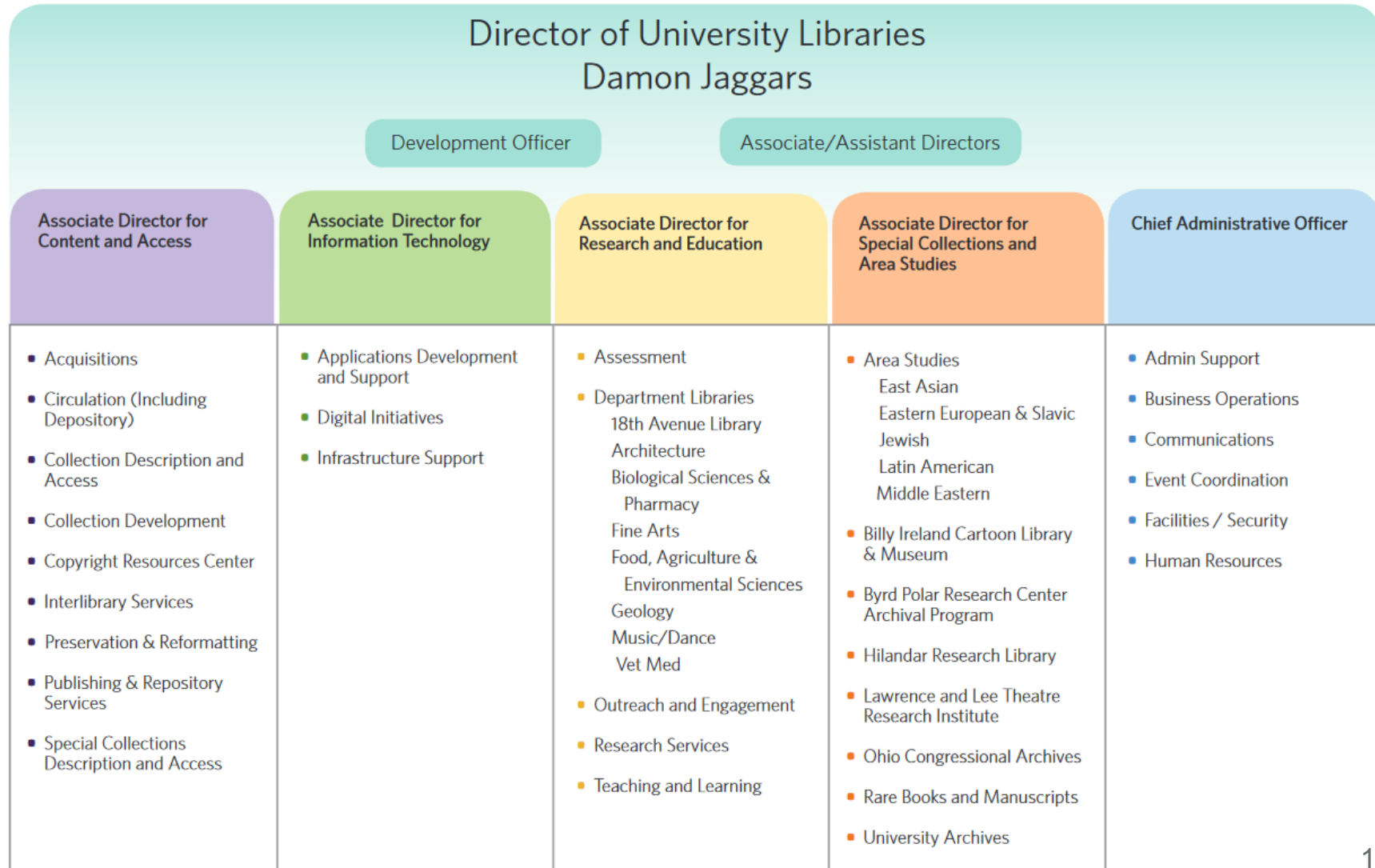
*Submitted by Robyn Ness:* It's official! We now have a mailing list for the UX Cohort, OSUL's internal group for user experience research and user-centered service design. Using this list we'll coordinate meetings, user testing and observation sessions, as well as share occasional UX readings.

To sign up, send a message from your OSU email account to [libuxcohort-join@osu.edu](mailto:libuxcohort-join@osu.edu) and then reply to the automated confirmation message to show you really mean it. Once enrolled, you will be able to send and receive messages to [libuxcohort@osu.edu](mailto:libuxcohort@osu.edu) as we continue to build our user experience community.

Learn more about the UX Cohort: <http://go.osu.edu/ulux>



## Departmental Assignments to Divisions





Associate Director for  
Content and Access

- Acquisitions
- Circulation (Including Depository)
- Collection Description and Access
- Collection Development
- Copyright Resources Center
- Interlibrary Services
- Preservation & Reformatting
- Publishing & Repository Services
- Special Collections Description and Access

Content & Access Division Design

Content & Access	Access Services	Thompson Circ and Stacks ILS Depository
	Collections Strategy	Collection building, collection space management, collection analytics, fund manager support, etc.
	Acquisition & Discovery	Acquisitions, MARC & non-MARC metadata, special collections processing
	Preservation & Reformatting	Conservation, reformatting, labeling, binding, disaster planning, etc.
	Scholarly Sharing	Copyright Publishing



Associate Director for  
Research and Education

- Assessment
- Department Libraries
  - 18th Avenue Library
  - Architecture
  - Biological Sciences & Pharmacy
  - Fine Arts
  - Food, Agriculture & Environmental Sciences
  - Geology
  - Music/Dance
  - Vet Med
- Outreach and Engagement
- Research Services
- Teaching and Learning

Research & Education Division Design

R&E	Cohorts	Arts
		Humanities & Social Sciences (Reference)
		Sciences
	Research Services	RC as Program & Space
		Data Mgmt;GIS;DataVis
		Research Impact
	Teaching & Learning	Digital Humanities
		Undergraduate Student Success
		Instructor Development & Support
	18th Ave Library Operations	Support Locations
		Project Work
		Textbooks & Reserves
	Assessment	Organizational Learning and Improvement
		Reflective Practice and Change
	Professional & Organization Development	T&L Support
		Cohort Support
		Liaison Institute



## Modeling Excellence through Strategic Planning

Develop the full potential of employees

### During Strategic Planning

- Inclusive process
- Improve communication and partnership
- “Invest in People” is key supporting pillar

### After Strategic Planning

- Staff development
- Professional development
- Organizational design





## Modeling Excellence through Strategic Planning

Develop a culture of leadership, risk-taking, accountability

### During Strategic Planning

- What does leadership, risk-taking & accountability mean?
- Agility and adaptability in process

### After Strategic Planning

- Leadership opportunities for initiatives
- Include leadership in performance evaluation
- Model learning behavior



# Modeling Excellence through Strategic Planning

Center the user experience

During Strategic Planning

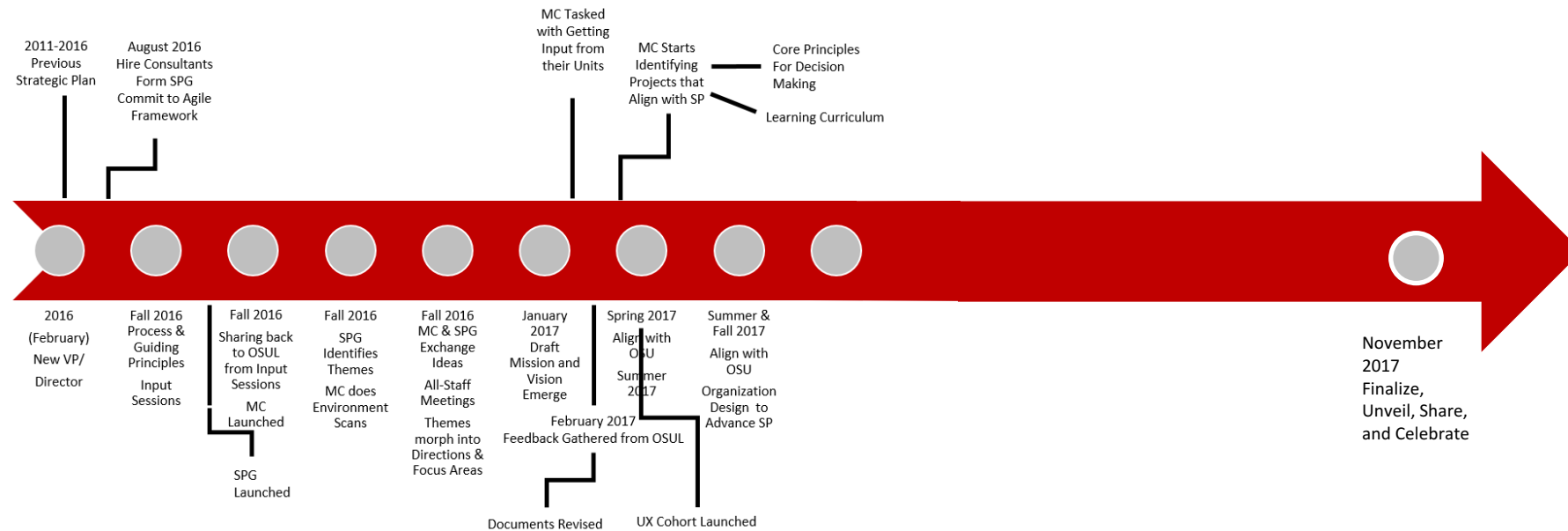
- Started with consultant engaging stakeholders
- Models for user-centered service design

After Strategic Planning

- Formalizing staffing commitment to UX
- Assessment initiatives
- Developing Quality of Service initiatives



# Timeline





# Challenges

- Organizational change is hard
- Some staff need tangible, not abstract
- Need for shared definitions & mental models
- Not falling back on old habits, comfortable space
- Time and attention



# Thank you!

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personal gender pronouns: she/her/hers



# Evan Simpson

Associate Dean for Research and Learning Services

# ARC17

OCLC AMERICAS  
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Hello.

I'm the **Smarter** Library.



## Collaboration is Key

EVAN SIMPSON  
NORTHEASTERN UNIVERSITY LIBRARIES



# Why collaborate?

Provide good service:

- We identify and fill the gaps
- We reinvigorate/strike new partnerships to fill them

Improve our position: become embedded, gain influence

- What are our priorities? Where do we need to grow collaboration?  
Who can help us? Who can be a champion?

# Northeastern University: landscape

## The University

- 30k+ students
- Boston campus, regional campuses, & online
- Rapid ascent to top 115 Research University
- Commitment to teaching
- Experiential/Service learning

## University Library

- 2 million+ visitors in Boston
- Recording Studios, 3D Studio, Digital Scholarship Group
- A digital library that serves all campuses
- E-resources/robust discovery
- Community engagement

# Strategic agenda

Focused on R1 research and researchers:

- Support the research lifecycle: develop RDM services, etc.

Focused on teachers, learning, and undergrad/grad scholarship:

- Position information literacy as a critical component of a Northeastern education
- Support online learning, integrate into emerging infrastructure
- Align library thinking/strategy with the experiential learning model

# Collaboration with CATLR

Services, programming, and applied research around

- Faculty development
- Accreditation and assessment
- Curricular design
- Course design/teaching transformation: classroom, online, hybrid
- Inclusive classroom and learning experiences
- SAIL: Student Assessed Integrated Learning
- Driving the experiential learning model...

# Finding common ground(s)

- Common **philosophy**: service! Commitment to serving all regardless of discipline, standing, status
- Shared **mission**: support faculty/teaching; create inclusive educational experiences that are learner and learning-centric
- Overlapping/converging **services that drive mission**: outreach, consultations, and programming
- Spheres of influence: connections to Office of the Provost and deep involvement in teaching/learning initiatives

# Going deeper

Services and programming:

- What “gaps and floods,” what pressures/challenges do we see?
- What does teaching/course support actually look like for each group?
- How are we working to support and drive change? What change?
- What are the opportunities to support each other?

Experiential learning

- How can a library support/contribute? **How can we be part of the model, not beside it?**

# Plans

Leverage CATLR programming:

- Seed new thinking about pedagogy and engaging with library resources, services, and expertise
- Position library as source of experiential learning opportunities
- Open up broader conversations about digital scholarship

Leverage CATLR consultation services

- Help faculty integrate info literacy components into their course(s)



# Programming

*Teaching with Artifacts: Integrating Student Voice to Promote Deep Learning*

- How can artifacts engage students in the process of meaning making and authentic experiences to achieve deep learning?
- In this session, we will explore how the rich resources in NU Libraries' Archives and Special Collections can serve as a springboard for a pedagogical framework that invokes student voice, prior knowledge, and diverse perspectives through inquiry.

# Services

Focus on online course design: matching tools with gaps

- CATLR tool: course-design rubric scores engagement across learning dimensions, resulting in refinement/development of new assignments
- Gap: how can we help faculty easily integrate online learning objects that support the development of research skills?
- Library tool: Fedora-fed WordPress site provides access to learning objects organized by the ACRL Framework

# Fedora and WordPress

**Type of resource:**

Moving image

**Genre:**

Training

Presentations (communicative events)

**Format:**

Video

electronic

00:03:47

**Digital origin:**

born digital

**Subjects and keywords:**

Searching as Strategic Exploration

Research as Inquiry

Information literacy

video tutorial

ACRL Framework for Information Literacy

**Permanent URL:**

<http://hdl.handle.net/2047/D20254347>

**Subjects and keywords:**

Searching as Strategic Exploration

Research as Inquiry

Information literacy

video tutorial

ACRL Framework for Information Literacy

CATLR consultants and faculty can  
reference overarching info literacy  
concepts and identify  
corresponding learning objects

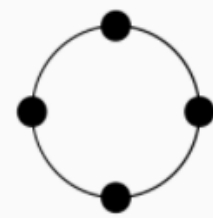
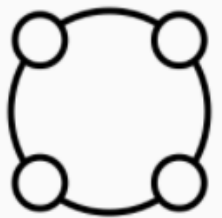
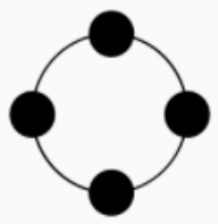
# Future

- Connect info literacy to the curriculum: map connections between ACRL Framework and curricular frameworks for course development: what skill areas/learning objectives of the Gen Ed curriculum map to/are supported by info/data/media literacies?
- Experiential learning: identifying specific collections, opportunities to create assignments/projects that provide hands-on experience exploring, conceptualizing, building, and experimenting with making things: metadata, datasets, online exhibits
- Integrating into orientation and other faculty programming

Q collaboration

Icons for “collaboration”

426 icons



# Thank you

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# Strategic Planning

Questions/comments  
from the audience

# Thank you!