

Libraries' Strategic Plan:
Strategies & Initiatives
Outline

STRATEGY 2.3.A : Services: Develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact. Supporting University Goal 2 (Put Students First), Goal 3 (Faculty, Staff Talent & Culture), and Goal 4 (Research Prominence)

Teaching initiatives:

- 2.3.A.1 Move from a collections-centered model for library liaisons to an engagement-centered model including campus engagement, content/collection development and management, teaching and learning with particular emphasis on information literacy, scholarly communication, e-scholarship and digital tools, reference and help services, and outreach to the community.
- 2.3.A.2 Expand library instruction and information literacy efforts using a variety of models.

Research initiatives:

- 4.1.B.1 Develop a strategic plan for the creation, discovery, display and preservation of scholarly digital content, including data curation, publishing, and other forms of research support.
- 4.1.B.2 Enhance engagement with the University community of scholars and researchers to (i) broaden understanding of current scholarship practices and resource needs, (ii) evolve current strategies and methodologies, and (iii) inform the development of new knowledge-based services and solutions offered through the Libraries.

STRATEGY 4.1.A : Collections: Manage the evolution of the Libraries' information resources to match the needs and behaviors of users, and to reflect changing technologies and practices in publishing, research and teaching. Supporting primarily University Goal 4 (Research Prominence)

Initiatives:

- 4.1.A.1 Accelerate the transition to electronic formats as content becomes available.
- 4.1.A.2 Expand projects to digitize the Libraries' unique and distinctive collections and expose those collections in environments where users work; e.g., Google.

STRATEGY 6.3A : Library as Place: Enhance the Libraries' place as a cultural, social and intellectual magnet – a gathering place for cultivating intellectual inquiry and the development of critical thinking skills, promoting academic discourse, and fostering lifelong learning and knowledge enhancement. Supporting primarily University Goal 6 (Operating & Financial Soundness & Simplicity)

Initiatives:

- 6.3.A.1 Establish a master facilities plan for appropriate deployment of library services across campus.
- 6.3.A.2 Engage in national, regional, and local solutions for storage of print collections, including with the OhioLINK consortium, for a thoughtful and workable approach for maximizing storage and preservation of distinctive collections and reducing duplication of materials in Ohio depository facilities.

STRATEGY 3.2.A : Infrastructure including human resources: Foster a supportive, respectful and diverse work environment that utilizes and develops the best talents of the Libraries' faculty and staff. Supporting primarily University Goal 3 (Faculty, Staff Talent & Culture)

Initiatives:

- 3.1.A.1 Create an administrative structure that reflects strategic priorities.
- 3.2.A.1 Develop and implement a diversity plan for the Libraries.
- 3.3.A.1 Engage in and adopt culture transformation.

Goal 2: Put Students First: We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

Objective 2.3: University Objective: Provide an exceptional undergraduate, graduate, and professional student experience, and graduate students positioned for success as professionals and citizens.

Library Strategy 2.3.A: Services: Develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact.

Library initiative 2.3.A.1 Teaching initiative: Move from a collections-centered model for library liaisons to an engagement-centered model. This will include for library liaisons a significantly-increased campus engagement, content/collection development and management, teaching and learning with particular emphasis on information literacy, scholarly communication, e-scholarship and digital tools, reference and help services, and outreach to the community.

Initiative Description: Our goal is to transform the role of subject librarians to encompass the multi-dimensional aspects of 21st-century user-centered services and generate individual strategic plans that align with the OSUL strategic plan and that will guide this transformation of their roles.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibilities	Milestones	Resources	Status
Establish a new model for library liaisons focusing on an engagement-centered model	Associate Director for Research & Education; Library liaisons	"Re-Creation Retreat" –SU '11 <ul style="list-style-type: none"> • New general job description drafted by library liaisons SU '11 • New general job description finalized by library liaisons SU'11 • New general job description approved by library administration AU'11 	<ul style="list-style-type: none"> • 1 day devoted to retreat • 2 retreat speakers (hotel, travel, per diem, honorarium) – estimated \$3,000, from Library cash reserves • Retreat food & materials – estimated \$500, from Library cash reserves 	
Create individual strategic plans for every OSUL library liaison	Associate Director for Research & Education; Library liaisons	<ul style="list-style-type: none"> • Individual strategic plans created and finalized AU'11 • Individual strategic plans approved by appropriate 	Staff time	

administrator AU'11

Goal 2: Put Students First: We will place Students First with access to academic excellence to ensure that the needs of students receive the highest priority as we continue to seek excellence in all phases of our operations.

Objective 2.3 University Objective: Provide an exceptional undergraduate, graduate, and professional student experience, and graduate students positioned for success as professionals and citizens.

Library Strategy 2.3.A: Services: develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact.

Library initiative 2.3.A.2. Teaching initiative: Expand library instruction and information literacy efforts using a variety of models.

Initiative Description: The models and methods include course-related instruction, eLearning activities, Libraries credit courses, and informal instructional programs with partners.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibilities	Milestones	Resources	Status
Inventory current instructional activities and identify targets for expansion: Prepare and share an activities report, which will inform a library faculty planning process to identify targets for expansion.	Associate Directors for Research & Education, Special Collections and Area Studies; Nancy O'Hanlon; Subject Librarians	<ul style="list-style-type: none"> WI 2011: Distribute report WI 2011: Plan retreat SP 2011: Hold retreat, identify specific targets and deliverables 	One day retreat – approx. 30 people (facility rental, food) – \$500 from Library cash reserves.	
Develop an online tool kit to organize and share instructional resources with university faculty: Identify resources to include, develop organizational plan, create and publicize the tool kit.	Teaching & Learning Committee; Nancy O'Hanlon	<ul style="list-style-type: none"> WI 2011: Tool kit ver. 1.0 – WI 2012: Review feedback and expand 	Staff time	
Embed information literacy instruction into course planning, adding librarian roles in specific modules: Participate in campus course redesign programs and/or market course enhancements.	Associate Director for Research & Education; Nancy O'Hanlon	<ul style="list-style-type: none"> SP 2010: Meet with campus-wide planning group - SP 2010 ongoing. 	Staff time.	Planning group on hiatus, SU 2010.
Increase instructional involvement in existing courses, especially GEC	Associate Director for Research &	<ul style="list-style-type: none"> SP 2011: Subject librarians collect and review course 	Staff time	

<p>courses: Subject librarians review course syllabi for their liaison areas and contact instructors where appropriate.</p>	<p>Education, Nancy O’Hanlon; Subject Librarians</p>	<p>syllabi</p> <ul style="list-style-type: none"> • Au 2012: 20% increase in involvement - by AU 2012. 		
<p>Increase librarian involvement in eLearning activities. Expand support and professional development for library faculty to become proficient users of eLearning tools.</p>	<p>Karen Diaz; Tingting Lu; Nancy O’Hanlon</p>	<ul style="list-style-type: none"> • AU 2010: Professional development plan • WI 2012: 5 library faculty complete program • AU 2012: 80% of participants develop online learning objects 	<p>Additional GTA position. \$25,000, funded by reallocating an existing GTA position; or, funded by credit course revenues.</p>	<p>Developing proposal, SU 10.</p>
<p>Obtain revenues for credit courses currently offered in their entirety by the Libraries. Develop Memorandum of Understanding (MOU) with Arts & Sciences.</p>	<p>Carol Diedrichs; Nancy O’Hanlon</p>	<ul style="list-style-type: none"> • AU 2010: Initial contact with Arts & Sciences College Exec. Dean • SP 2011: MOU in place 	<p>Staff time</p>	
<p>Expand liaison and instructional programming with other partners. Train peer student instruction assistant(s) to develop and make group presentations.</p>	<p>Fred Roecker; Cheryl Lowry; Nancy O’Hanlon</p>	<ul style="list-style-type: none"> • AU 2010: Develop plan • AU 2011: 20 contacts/presentations 	<p>Student assistant(s) 15-20 hours per week, AU 2010 – SP 2011. \$7,500 - \$10,000 per year, reallocated Library student-wage funds. Will investigate using existing Course Enhancement Grant program</p>	<p>Developing proposal, SU 10.</p>

Goal 4: Research Prominence: We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

Objective 4.1 University Objective: Foster preeminence in research.

Library Strategy 4.1.B: Services: develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact.

Library initiative 4.1.B.1.: Research initiative: Develop a strategic plan for the creation, discovery, display and preservation of scholarly digital content, including data curation, publishing, and other forms of research support.

Initiative Description: A group appointed by the Director of University Libraries, and assisted by a temporary, full-time researcher, will create a strategic plan for the creation, discovery, display, and preservation of digital content. Many of the initiatives identified by the strategic plan will fall under the Knowledge Bank (KB) umbrella, which currently includes the institutional repository and electronic publishing. The group will gather information from, and include representatives of, other units on campus engaged in supporting research. The researcher's work will allow the group relatively quickly to create a plan based on data. The individual hired will have ethnographic and other research skills, and will be responsible for gathering data from faculty and staff at the University Libraries and the University about their research support needs. They will follow a research plan developed by the KB strategic planning team. The team will also gather information by means of a literature review, and consultation with colleagues at other institutions. When data gathering is completed, the group will analyze the data and create a draft strategic plan. After a period of gathering feedback, the group will finalize the plan and release it to the Director of University Libraries, who will distribute it more widely.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibilities	Milestones	Resources	Status:
Convene a strategic plan team: Identify sponsors and participants. Invite participants and charge the team.	Carol Diedrichs; Libraries Executive Committee	AU 2010: Charge group by mid-September 2010	Staff time	Begin to plan in SU 10.
Strategic plan team determines types of data needed; identifies rationale for and drafts a position description for "researcher"	Strategic plan team leader (to be named)	AU 2010: Team meets in early October 2010. Researcher position posted by mid-October 2010	Staff time	
Strategic plan team creates a more detailed list of specific data needs, constituencies and data sources	Strategic plan team leader (to be named)	AU 2010: Plan for gathering data completed by mid-November 2010	Staff time	
Hire researcher	Strategic plan	AU 2010: Have	Staff time	

	team leader (to be named)	researcher on board by late November 2010	Researcher fee: \$6,400, from Library cash reserves. The researcher will work full-time for approximately two months, gathering data that can be used, along with the literature review and consultations with other institutions, to inform the strategic plan. The data gathered by the researcher will identify needs and opportunities for the Libraries to participate in supporting research activities at OSU, and will allow for a much more effective plan than could otherwise be achieved on such a short timeline.)	
Gather and analyze data from constituencies identified. See draft report of findings	Strategic plan team leader (to be named)	WI 2011: Report delivered to KB strategic plan team by mid-January 2011	Staff time	
Gather data from professional colleagues at peer institutions. Perform literature review. Consult with peers	Strategic plan team leader (to be named)	WI 2011: Literature review and consultations to be completed and summarized by mid-January 2011	Staff time Travel expenses to peer institutions: \$2,000 from Library cash reserves.	
Prioritize needs, goals, and strategies for the KB. Draft strategic plan.	Strategic plan team leader (to be named)	WI 2011: Completed draft by mid-February 2011.	Staff time	
Gather feedback. Determine what individuals or groups should have a chance to provide feedback, provide those groups/individuals with the draft plan and a way to respond to it, compile feedback.	Strategic plan team leader (to be named)	SP 2011: Feedback gathered by mid-March 2011.	Staff time	

Create final draft. Analyze feedback, revise plan as necessary, release plan	Strategic plan team leader (to be named)	SP 2011: Final draft of plan released by April 15, 2011	Staff time	
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Goal 4: Research Prominence: We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

Objective 4.1 University Objective: Foster preeminence in research.

Library Strategy 4.1.B: Services: develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact.

Library initiative 4.1.B.2.: Research initiative: Enhance engagement with the University community of scholars and researchers to (i) broaden understanding of current scholarship practices and resource needs, (ii) evolve current strategies and methodologies, and (iii) inform the development of new knowledge-based services and solutions offered through the Libraries.

Initiative Description: This initiative aims to enhance engagement with the University community of scholars and researchers to broaden understanding of current research practices and resource needs and help inform the planning and development of new research support and information management services and solutions offered through the Libraries. While often understated, academic research libraries have always played a pivotal role advancing and sustaining the work of our campus community of scholars. Digital advances in information management, application, and delivery are clearly changing how all communities pursue discovery, access information, and interact with one another. While traditionally focused on the downstream stages of discovery (e.g., information organization, search and retrieval), libraries have the opportunity to broaden their efforts across the discovery continuum (e.g., study design, data curation, new modalities of publishing). Much has been written about the impact academic research libraries can have across the research continuum compelling us to re-envision the role libraries can play in advancing knowledge discovery, application and dissemination.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibilities	Milestones	Resources	Status
<p>Assemble a Working Group with representative domain expertise to compile best practices, assess the current landscape, benchmark gaps in our institutional efforts, and develop a roadmap for enhancing the development and delivery of enhanced knowledge-based services and information solutions.</p> <p>Identify sponsors; appoint and task team; representative membership.</p>	<p>Joint library leadership of Libraries, Prior Health Sciences and Law; Working Group leader (to be named)</p>	<p><u>AU 2010:</u> Develop a charge and focus; appoint Working Group; perform environmental scans of both the University and external worlds; interview librarians currently providing research-focused services; leverage the effort and outcome of digital content management study [Library Initiative 4.1.B.1; benchmark our activities; refine best practices list of potential research support services to one that makes sense for our institution.</p> <p><u>WI 2011:</u></p>	<p>Staff time</p>	<p>Begin to plan in SU 10.</p>

<p>Plan to include:</p> <ul style="list-style-type: none"> • Proposed service offerings • Service models/changes • Staffing needs • Leadership recommendations • Other resource considerations 		<p>Define audience (e.g., grad, junior faculty, senior faculty) and disciplines; develop surveys; conduct at least 3 focus groups with representative campus constituencies; develop survey for internal library community, analyze findings</p>		
<p>Determine next steps based upon findings, to include, for example:</p> <ul style="list-style-type: none"> • Evaluate the need for new hires with specialized subject backgrounds and expertise. • Identify new partnerships to complement/synergize library research service and solution offerings. • Develop in-house training or re-tooling opportunities to ensure readiness. • Invited lectures • Staff development activities • Re-tooling offerings; • Staff off-site training/conferences • Develop and pilot new service offerings and information 	<p>Joint library leadership; Working Group leader (to be named)</p>	<p><u>SU 2011</u>: Use fit-gap analysis to inform staff and resource planning.</p> <p>AU 2011 on</p>	<p>Vacant position lines.</p> <p>Staff time.</p>	

<p>solutions. Evaluate the effectiveness of new programs. Refine program offerings to ensure we are meeting the needs of our campus</p>				
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Goal 4: Research Prominence: We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

Objective 4.1 University Objective: Foster preeminence in research.

Library Strategy 4.1.A. Collections. Manage the evolution of the Libraries' information resources to match the needs and behaviors of users, and to reflect changing technologies and practices in publishing, research and teaching.

Library Initiative 4.1.A.1 Library Initiative: Accelerate the transition to electronic formats as content becomes available.

Initiative Description: Today's library collections are in many formats: print, digital and multimedia. Libraries must manage the evolution of information resources to match the needs and behaviors of users, and to reflect the changing technologies and practices in publishing, research and teaching. With this initiative we seek to accelerate the transition to a predominantly digital-format collection wherever this is appropriate, placing an emphasis on making content both easily accessible and discoverable. This will most often involve the purchase of the electronic, online versions of journals, monographs and databases from the world's most important publishers, maximizing our buying power through consortia efforts (OhioLINK and CIC) whenever possible and feasible. Inflationary cycles in publishing have made keeping up with subscription and unit-purchasing very difficult. Central University funds (\$1 million) for the Libraries in fy2011 have protected the materials-acquisition budget from substantial cuts, and have covered have inflationary costs for fy2011.

<ul style="list-style-type: none"> • For the 2008-09 fiscal year, expenditures for all library materials totaled \$12,667,516 <ul style="list-style-type: none"> ○ Expenditures for electronic resources: \$5,598,596. Current per cent of total that is in electronic format: 44.2%
<ul style="list-style-type: none"> • Expenditures for all serials: \$8,789,376 <ul style="list-style-type: none"> ○ Expenditures for serials that are in electronic format: \$5,324,103 (All subscriptions and annual license fees): Current per cent of total that is electronic: 60.5%
<ul style="list-style-type: none"> • Expenditures for all monographs: \$2,511,656 <ul style="list-style-type: none"> ○ E-book expenditures: \$250,140: Current percent of total that is electronic: 10%

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
Increase access to electronic journal content, including <ul style="list-style-type: none"> • Acquire the Elsevier publishing back file • Acquire additional publishing back files 	Associate Director for Collections, Tech. Svc. & Scholarly Communication	Timing based upon availability of the entirety of Elsevier 's publishing record. Fy2011 Timing based upon timing for the leveraging of OhioLINK's budget	\$670,000 cash from materials budget, plus funds from OhioLINK investment Unknown dollar figure, dependent upon availability and OhioLINK investments	

<ul style="list-style-type: none"> Evaluate and purchase other journal title content 		<p>Increase percentage spent on electronic journals by 10%, from 60.5% to 66%, fy2011</p>	<p>Funds redirected within materials budget, and dependent upon OhioLINK</p>	
<p>Increase the availability of full-text sources</p> <ul style="list-style-type: none"> Evaluate and purchase offerings from OhioLINK on an annual basis Evaluate options for making the HathiTrust full-text e-books accessible through the Libraries' local catalog Evaluate appropriate areas to implement purchase of e-books in lieu of print editions Target disciplines in which we have gaps and / or lack content 	<p>Associate Director for Collections, Tech. Svc. & Scholarly Communication; subject specialists</p>	<p>Increase percentage spent on e-books from 10% to 15%, fy2011</p> <p>WI 2011</p> <p>Au 2010 and ongoing</p> <p>Evaluate needs in high priority areas based on space-savings needed.</p>	<p>Funds redirected within materials budget, dependent upon OhioLINK Staff time</p> <p>Re-directed materials budget funds</p> <p>Staff time. Materials funds to be redirected.</p>	

Goal 4: Research Prominence: We will achieve world class research prominence by supporting innovative, cutting edge, within and across discipline research that will be the basis for achieving excellence in all that we do.

Objective 4.1 University Objective: Foster preeminence in research.

Library Strategy 4.1.A. Collections. Manage the evolution of the Libraries' information resources to match the needs and behaviors of users, and to reflect changing technologies and practices in publishing, research and teaching.

Library Initiative 4.1.A.2. Expand projects to digitize the Libraries' unique and distinctive collections and expose those collections in environments where users work. (e.g., Google).

Initiative Description: The University Libraries' collections are rich in analog-format materials which -- to make them more findable, accessible and usable -- must be converted to digital formats. The Libraries is well connected to the massive Google Book Search effort, and is a supporter of the HathiTrust, a trusted digital repository organized and supported by the CIC among others. Projects and programs to convert the Libraries' unique and distinctive analog collections to digital formats must proceed with increased speed, all the while avoiding duplication of effort among other mass digitization efforts underway worldwide. This will be accomplished through strategic planning, thoughtful selection, realistic goal-setting, external funding proposals, and through both inhouse and outsourced approaches for image conversion and display. With this initiative we seek to accelerate the transition to a predominantly digital-format collection wherever this is appropriate, placing an emphasis on making content both easily accessible and discoverable.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
<p>Complete <i>the Lantern</i> student newspaper imaging project, 1881-1997.</p> <p>A. Complete microfilm conversion and make accessible via www B. Complete paper conversion and make accessible via www</p>	Wes Boomgaarden	AU 2010 AU 2010	Funds have been allocated and encumbered	
<p>Expand the Libraries' efforts through a series of imaging efforts to convert collections of distinction to digital formats for access through the WWW.</p> <p>A. Call for proposals B. Vet proposals C. Undertake scanning and delivery of content</p>	Wes Boomgaarden; Digital Initiatives Steering Committee;	AU 2010 Develop plan WI 2011+ Undertake projects	Funds from Libraries cash reserves and re-directed funds from the materials budget	

<p>Seek external funding opportunities for imaging and access</p> <ul style="list-style-type: none"> • Re-submit a joint proposal to NEH, with U of South Carolina as PI, for imaging project to convert 800 manuscript leaves dating prior to the year 1600, held collectively by several institutions. • Submit a grant proposal to the Council on Library & Information Resources (CLIR) to target improved accessibility to Louis Bromfield papers. (\$298,351) • Seek other funding such as through the NEH – Library of Congress digital newspaper effort, IMLS, etc. 	<p>Eric Johnson</p> <p>Geoff Smith</p> <p>Wes Boomgaarden</p>	<p>SU 2010 submission SP 2011 NEH decision SU 2011 work commences SU 2013 work completed</p> <p>SP 2010 submission AU 2010 CLIR decision SP 2011 work commences</p> <p>AU 2010 and WI 2011 submissions</p>	<p>Staff time: Cost share is \$25,000, coming primarily from staff time in RBMS.</p> <p>Staff time: Cost share is \$75,135 in the form of Libraries' RBMS staff time.</p> <p>Staff time in proposal-writing phases</p>	
<p>Investigate routines to digitize on demand from Interlibrary Services requests to Special Collections.</p>	<p>Jennifer Kuehn; Wes Boomgaarden</p>	<p>AU 2010</p>	<p>Staff time</p>	
<p>Launch the Libraries' participation in the CIC cooperative with Google Book Search (GBS) and the HathiTrust</p>	<p>Tony Maniaci</p>	<p>Calendar 2011</p>	<p>Staff time.</p>	

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Goal 6: Operating & Financial Soundness & Simplicity: We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.

Objective 6.3 University Objective: Maintain financial soundness and responsibility.

Library Strategy 6.3.A. Enhance the Libraries as a cultural, social and intellectual magnet.

Library Initiative 6.3.A.1: Establish a master facilities plan for appropriate deployment of library services across campus.

Initiative Description: The Libraries will evaluate the use of current Library space in terms of the multi-dimensional aspects and requirement of 21st century user-centered services. Library space must be flexible, functional, inviting, safe, and technology-equipped for both users and staff to do their work. Space assigned for Library purposes must serve the colleges and the University.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
<p>Focus on near-term opportunities where physical changes are highly desirable or imminent</p> <p>A. Evaluate the need for the Music/Dance Library to vacate Sullivant Hall on a temporary or permanent basis. Consider its optimum relocation in existing Library space elsewhere on campus.</p> <p>B. Evaluate an optimized space share in the Biological Sciences Pharmacy Library (BPL) with the colleges of Pharmacy and Biological Sciences.</p> <p>C. Evaluate optimized space usage in the Food Agriculture Environmental Sciences Library (FAE) in the context of the College of FAES's planning and service needs.</p>	<p>Carol Diedrichs; Ryan Langhurst</p>	<p>SU 2010</p> <p>SU 2010</p> <p>SU-AU 2010</p>	<p>Evaluation phase requires only staff time. Funds for moving collections and services will come from the Cartoon Library & Museum project capital budget.</p> <p>Staff time</p> <p>Staff time</p>	
<p>Develop models for service to the colleges</p>	<p>Carol Diedrichs; Assoc. Director</p>			

<p>Review assessment data of each location; determine appropriate models ranging from a branch library to service points and touchdown suites. Consult with stakeholders.</p>	<p>for Research & Education; Ryan Langhurst</p>	<p>AU 2010 – WI 2011: Begin review; update assessment studies of any locations that need updating</p>	<p>Staff time</p>	
<p>Complete a Master Plan document for all Library facilities Using all steps outlined above, draft a plan outlining the details and recommendations of each facility space assigned to the University Libraries.</p>	<p>Carol Diedrichs; Assoc. Director for Research & Education; Ryan Langhurst</p>	<p>SP 2011</p>	<p>Staff time</p>	

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Goal 6: Operating & Financial Soundness & Simplicity: We will establish operational and financial soundness along with simplicity in processes to ultimately be known for our robust financial position using transparent, simple, and flexible systems.

Objective 6.3 University Objective: Maintain financial soundness and responsibility.

Library Strategy 6.3.A. Library as Place: Enhance the Libraries as place as a cultural, social and intellectual magnet.

Library Initiative 6.3.A.2.: Engage in national, regional, local solutions for storage of print collections, including with the OhioLINK consortium, for a thoughtful and workable approach for maximizing storage and preservation of distinctive collections and reducing duplication of materials in Ohio depository facilities.

Initiative description: A thoughtful and workable approach is needed to maximize the storage and preservation of distinctive collections at Ohio State, in an environment where storage space is a growing cost and concern. This initiative will develop a long-range plan and will identify shared goals with other OhioLINK libraries for withdrawing duplicated print materials in Ohio depository facilities and library collections across the state. This effort will formulate local plans and continue to reduce duplication of content, regardless of format. It will communicate strategy to campus constituents for maximizing storage space in order to retain and preserve distinctive print collections in the University Libraries and at Ohio depository facilities. It will promote partnerships statewide and with regional and national library consortiums for cooperative preservation programs to make content available to users.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
<p>Formulate plans & implement the Libraries' "Print Retention and Withdrawal: Guiding Principles" Identify next steps</p> <p>Develop new procedures to streamline OSU review process for materials to be withdrawn</p> <p>Establish timeframe for implementing local plans</p>	Marsha Hamilton	<p><u>SU 2010</u>: Library planning group meets</p> <p><u>SU / AU 2010</u>: Review existing documentation and draft any proposed changes</p>	Staff time	
<p>Accelerate weeding of duplicate OSUL copies:</p> <ul style="list-style-type: none"> • phase 1: STX serials; • phase 2: STX & OSUL serials; 	Jennifer Kuehn; Nancy Helmick; Donna DeGeorge; Subject librarians	<p>Phase 1: Identify duplicate volumes (serials) at STX</p> <p><u>SU 2010</u>: Phase 2 : on-going review/weeding of duplicate serial volumes held by STX and</p>	Staff time	Phase 1 completed.

<ul style="list-style-type: none"> phase 3: STX & OSUL monographs) <p>Finalize or update policies as necessary regarding print retention and appropriate number of local copies</p>		<p>OSUL libraries – SU 2010, and on-going until completed</p> <p><u>AU 2010</u>: Phase 3: begin review/ weeding of duplicate monographs held by STX and OSUL libraries – AU 2010 and on-going until completed</p>		
<p>Review plans and address overlap of OSUL print journals with electronic versions (JSTOR, EJC, etc.) at OSU.</p> <p>Identify next steps and determine objectives, in concert with OhioLINK planning, to retain appropriate print resources. Develop a tool kit for subject librarians to enable them to effectively communicate with faculty groups.</p>	<p>Jennifer Kuehn, chair Depository Working Group</p>	<p><u>SU 2010</u>: Assess local information; continue gathering data as needed – SU 2010 and on-going</p> <p><u>SU 2010</u>: Communicate developments, plan & respond to feedback – SU 2010 and on-going</p>	<p>Staff time</p>	
<p>Participate fully in OhioLINK Depository planning process.</p> <p>Decide who participates, negotiate agreements, communicate plans & respond to feedback</p>	<p>Jennifer Kuehn, chair Depository Working Group; Library Directors (OSU, HEA, LAW & Regional campuses)</p>	<p><u>SU 2010</u>: Designees attend OhioLINK depository summit meeting(s) – June 2010 and on-going</p> <p><u>AU 2010</u>: OhioLINK Depository Agreement signed by Directors (projected) – Dec. 2010</p>	<p>Staff time</p>	
<p>Develop local plans based on state-wide OhioLINK agreement for retaining / withdrawing appropriate number of print copies in Ohio depositories</p>	<p>Jennifer Kuehn, chair Depository Working Group; Library Directors (OSU, HEA, LAW &</p>	<p><u>WI 2011</u>: Initiate local planning and implement changes in response to OhioLINK objectives – Jan. 2011 & on-going</p>	<p>Staff time</p>	

<p>Planning group meets</p> <p>Develops & implements local plans in accordance with OhioLINK objectives</p>	<p>Regional campuses)</p>	<p><u>WI 2011</u>: Communicate with all constituents & respond to feedback – Jan. 2011 and on-going</p>		
<p>Participate in CIC project focusing on science-technology-engineering-medicine (STEM) journals As arranged by the CIC CLI.</p>	<p>Lynda Hartel</p>	<p>As arranged by the CIC CLI</p>	<p>Staff time</p>	

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Goal 3: Faculty Staff Talent & Culture: We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.

Objective 3.1 University Objective: Enhance academic reputation and rankings.

Library Strategy 3.1.A. **Foster a supportive, respectful and diverse work environment that utilizes and develops the best talents of the Libraries' faculty and staff.**

Library initiative 3.1.A.1 Create an administrative structure that reflects strategic priorities.

Initiative description: We are defining a new organizational structure and will be recruiting several new senior administrators. This new structure will be aligned with our strategic plan and allow us to begin redeploying our resources to our highest priority strategies.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
Re-organize the Libraries administrative structure Draft models for review	Carol Diedrichs	March-April 2010	Staff time	Completed
Consult with Libraries personnel	Carol Diedrichs	April – May 2010	Staff time	Completed
Weigh options and choose optimal model	Carol Diedrichs	May 2010	Staff time	Completed
Undertake transitions	Carol Diedrichs	May-Aug 2010	Staff time	
Recruit and hire	Carol Diedrichs	SU –AU 2010	Funds for hiring new positions of leadership are available from existing vacant position lines	Underway SU 10
Charge a working group to determine the details of the new structure	Carol Diedrichs	AU 2010	Staff time	
Launch the new organizational structure	Carol Diedrichs	January 2011	Staff time	

Goal 3: Faculty Staff Talent & Culture: We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.

Objective 3.2 University Objective: Enhance Diversity

Library Strategy 3.2.1 Foster a supportive, respectful and diverse work environment that utilizes and develops the best talents of the Libraries' faculty and staff.

Library initiative 3.2.A.1 Develop and implement a diversity plan for the Libraries.

Initiative description: To reach our goal to foster a supportive, respectful and diverse work environment it is essential that we increase the diversity of our faculty and staff. This initiative sets forth a plan to realize this.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
<p>Draft a Diversity Plan for the Libraries Review other libraries' diversity plans Draft a Diversity Plan for the Libraries Develop diversity programming within the Libraries Complete an annual Diversity Action Plan</p>	Chair of Diversity Committee; Greg Newman	SU 2010 AU 2010 AU 2010 SP 2011 (March)	Staff time	
<p>Reinstate the Mary P. Key Residency Program Announce to Libraries' faculty and staff via General Meetings, staff intranet and <i>NewsNotes</i> Announce a call for proposals from Library department heads Evaluate proposals based upon how they fit with the Strategic Plan; and with their potential for filling vacancies with regard to succession planning Recruitment of one to two residents</p>	Carol Diedrichs; Greg Newman	SU 2010 SU 2010 AU 2010 WI 2011	Staff time \$55,000 (salary and benefits) to fund each resident for one year. (\$110,000 for two	

			residents, annually.) Funds from Library cash reserves.	
<p>Send up to 10 Staff members to the National Conference on Diversity, Race & Learning Call for volunteers to attend in late Feb. early Mar. 2011</p>	Greg Newman	SP 2011	Staff time Estimated total cost \$10,000 for 10 individuals; funds from Library's cash reserves.	
<p>Send two faculty or staff to National Diversity in Libraries Conference (NDLC) in July 2010. Call for participants or selection of 1 or 2 participants to attend this conference by May of 2010 or 2012</p>	Carol Diedrichs	July 2010 and July 2012	Staff time \$3,000 each year for 2 people for 3-day conference, cost depending upon locale. Funds from Library cash reserves.	One faculty member identified SU 10.

Goal 3: Faculty Staff Talent & Culture: We will further develop our highly diverse faculty, staff talent and create a high performance culture driven by common principles of excellence in accountability and achievement.

Objective 3.3 University Objective: Instill a high-performance culture.

Library Strategy 3.3.A. Foster a supportive, respectful and diverse work environment that utilizes and develops the best talents of the Libraries' faculty and staff.

Library initiative 3.3.A.1. Engage in and adopt culture transformation.

Initiative description: The Libraries is committed to recruiting, rewarding and retaining a well-qualified, motivated and diverse workforce. We have also committed to training all library faculty and staff in culture transformation and to support and reward innovation, initiative and creativity tied to the goals of the Library and the University. We will develop the skills and expertise of the Libraries' faculty and staff to meet the changing demands for our services and the expectations of users.

Metrics, Responsibilities, Milestones, Resources, Status:

Metrics	Responsibility	Milestones	Resources	Status
Implement nine (9) two-day Culture Transformation Retreats for all Libraries' full-time employees	Greg Newman	SU 2010 organization AU 2010: all staff will have attended	Staff time \$12,000 for refreshments, lunch; from Library cash reserves. (No external facilities or training / facilitator costs.)	
Conduct Pre-survey prior to Culture Transformation Retreats	Greg Newman	SU 2010	Staff time	
Conduct Post-Retreat Surveys for all Libraries' Staff	Greg Newman	SP 2011	Staff time.	
Develop plans for the reinforcement of the learning and values taken from the culture transformation effort.	Greg Newman	SU 2010 +	Staff time	