Director’s Report
Libraries General Meetings
December 10, 2012

Strategic Planning
Budget Update
Capital Campaign
Other Highlights
Summer/Fall 2012

- We had our working plan
- College plans were finalized
- Framework for support unit plans created
- Support unit plans due Nov 16th, 2012
What We Did

• Took current plan and transformed it into the new framework for OAA review and approval
• Added new metrics
• Looks very different than earlier plan
• Fewer strategies with an external focus
• Discussed with Admin Plus in October
Strategic Mission

The Ohio State University Libraries is a dynamic partner and campus leader in advancing discovery and learning for OSU, for the state of Ohio, and for an ever expanding community of world scholars.

We create, acquire, organize, disseminate, and preserve scholarship in traditional and digital forms; we foster an environment conducive to academic inquiry, scholarly communication, creative achievement, and lifelong learning; we help students become information literate and globally aware; and we contribute to the University's drive to eminence in teaching, research, and service.
Advance student and faculty success.

Deliver distinctive content.

Foster intellectual connections.
<table>
<thead>
<tr>
<th>Strategic Focus Area</th>
</tr>
</thead>
</table>

1. Engage with faculty and service units across campus to integrate library services and resources to enhance teaching and learning. | Teaching & Learning: X | Research & Innovation: | Outreach & Engagement: | Resources Stewardship: |

2. Increase alignment of library-sponsored programs and exhibitions with University-level teaching and research initiatives. | Teaching & Learning: X | Research & Innovation: X | Outreach & Engagement: X |

3. Offer enhanced and innovative research services to faculty and graduate students. | Teaching & Learning: X | Research & Innovation: X |

4. Increase the scale and scope of distinctive and digital collections and enhance access to and usage of these materials to support research and anytime, anywhere learning. | Teaching & Learning: X | Research & Innovation: X | Outreach & Engagement: X |

5. Increase the effectiveness of local print collection management and act to provide access to the full range of emerging “collective collections” regionally and nationally. | Teaching & Learning: X | Research & Innovation: X | Outreach & Engagement: X |
### Strategic Focus Area

<table>
<thead>
<tr>
<th></th>
<th>Teaching &amp; Learning</th>
<th>Research &amp; Innovation</th>
<th>Outreach &amp; Engagement</th>
<th>Resources Stewardship</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Engage with partners across the University to increase the amount, value, and impact of OSU-produced digital content.</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Develop a talent management program that highlights improvement, innovation, diversity and accountability.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>Meet evolving user needs by engaging in a strategic review of facilities, along with the development and execution of a facilities master plan.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9</td>
<td>Build a robust, reliable, secure technical infrastructure for the Libraries including both human and technology resources.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>10</td>
<td>Raise external funds to support Libraries' priorities of the “But for Ohio State Campaign.”</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Metric</td>
<td>2011 Baseline</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------------</td>
<td>------</td>
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</tr>
<tr>
<td>Program Excellence</td>
<td>Maintain or improve LibQUAL superiority mean score for Library as Place dimension</td>
<td>-.31 (LP)</td>
<td>NA</td>
<td>-.31</td>
</tr>
<tr>
<td>Program Excellence</td>
<td>Maintain or improve LibQUAL superiority mean score for Affect of Service dimension</td>
<td>-.50 (AS)</td>
<td>NA</td>
<td>-.48 (AS)</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Metric</td>
<td>2011 Baseline</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Reputation &amp; Productivity</td>
<td>Maintain ARL ranking within the top 10 tier of public university libraries</td>
<td>5</td>
<td>&lt;=10</td>
<td>&lt;=10</td>
</tr>
<tr>
<td>Reputation &amp; Productivity</td>
<td>Maintain or improve LibQUAL superiority mean score for Information Control dimension</td>
<td>-0.81</td>
<td>NA</td>
<td>-0.79</td>
</tr>
<tr>
<td>Reputation &amp; Productivity</td>
<td>Annual production of digital imaging captures</td>
<td>NA</td>
<td>Est. 120,000</td>
<td>200,000</td>
</tr>
</tbody>
</table>
## Outreach & Engagement Scorecard

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-Campus Programs &amp; Awareness</td>
<td>Items produced in OSUL digital publishing programs</td>
<td>14,297</td>
<td>Est. 15,000</td>
<td>30,000</td>
<td>40,000</td>
<td>15,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>Off-Campus Programs &amp; Awareness</td>
<td><strong>U15</strong> Enrollment in Non-Credit Courses and Programs sponsored by the Libraries[^4]</td>
<td>5,872</td>
<td>6,718</td>
<td>7,000</td>
<td>8,000</td>
<td>9,000</td>
<td>10,000</td>
<td></td>
</tr>
</tbody>
</table>

[^4]: COVID-19 update

*Note: Numbers reflect updates as of 2020.*
## Resources Scorecard

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metric</th>
<th>2011 Baseline</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources – People</td>
<td>U17  Workplace Culture Index</td>
<td>TBD</td>
<td>NA</td>
<td>NA</td>
<td>TBD</td>
<td>NA</td>
<td>TBD</td>
<td>NA</td>
</tr>
<tr>
<td>Resources – People</td>
<td>U19  Non-Retirement Turnover for Faculty</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Resources – Dollars</td>
<td>U20  New Fundraising Activity</td>
<td>$23 M</td>
<td>$23.5 M</td>
<td>$24 M</td>
<td>$24.5 M</td>
<td>$25 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources – People</td>
<td>Percentage of faculty and staff positively reporting “My department/unit fosters development/ advancement from diverse backgrounds”</td>
<td>69</td>
<td>NA</td>
<td>NA</td>
<td>72</td>
<td>NA</td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>
What Comes Next

- OAA review of plan
- Review of plan by 5 other support units such as OCIO, Graduate School, Undergraduate Education etc.
- Creation of a strategy tracker – Sarah Murphy and Nancy O’Hanlon working with us on that
- Continue executing the plan

http://oaa.osu.edu/support-unit-strategic-plans.html
Budget Update
## FY13 Libraries General Funds

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel + Benefits</td>
<td>$18,784,454</td>
<td>57%</td>
</tr>
<tr>
<td>Operating (Supplies &amp; Services)</td>
<td>$2,410,436</td>
<td>7%</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>$12,025,127</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$33,220,017</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Does not include endowments, trademarks, earnings
Expenditures by Year

OSUL Expenditures by Type FY2011

- 55% Personnel & Benefits
- 36% Acquisitions
- 9% Operating

OSUL Expenditures by Type FY2012

- 56% Personnel & Benefits
- 38% Acquisitions
- 6% Operating

Note: Cash from FOD for favorable bid for THO renovation & Depository Utilities not included in operating cost above.
Trademark Allocation

[Graph showing Trademark Allocation and University Libraries over the years from 1994/95 to 2011/12, with line graphs for Total Trademark Allocation and University Libraries.]
Budget Requests
what we asked for

• Inflation funding for the materials budget
• New OhioLINK formula costs
• Increases for salaries and benefits – to pay for any increases to salaries and benefits for FY13
• New positions to support strategic plan
• Operating funds for storage rental in Ackerman
• Operating funds increases for POM increases
Recurring Funding for Acquisitions
Models used

- **Model 1** - flat $1 million per year
- **Model 2** – 7.5% each year for 5 years; an average of the books and journals inflation
- **Model 3** - Inflation based on type of materials and type of library
- **Model 4** - Includes inflation using one of the models above plus growth funding based on addition of students and faculty
Recurring Funding for Acquisitions
Annual new PBA needed – FY13

- **Model 1** - $1,000,000
- **Model 2** – $1,060,999
- **Model 3** – $847,057
- **Model 4** – One amount from models 1-3 plus
  - $5,698 for each new faculty member
  - $321 for each additional student
Materials Budget Inflation

• Use 5 models to predict increases
  – Range from $847,000 to $1.06 million needed for FY13
  – To prevent cancellation of content particularly electronic resources with continuing commitments year to year
  – Reduction in OhioLINK budget also a factor

Outcome

Recommended by Senate Fiscal Committee and funding of $1 million received
Increased Costs for Collections Storage

Requested $360,000 in recurring operating funds

- Additional storage costs off site for collection growth

Outcome

Recommended by Senate Fiscal Committee and funding of $360,000 received
Costs for salary and benefit increases

**Outcome**

Received full funding ($747,478)
POM inflation

Requested full funding of any increase to POM inflation

Outcome
Received full funding ($73,371)
**FY13 Budget Reduction Implications**

<table>
<thead>
<tr>
<th>Schedule A (General Funds)</th>
<th>PBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12 Ending PBA 5/31/12</td>
<td>$ 31,223,726</td>
</tr>
<tr>
<td>Mis. Adjustments</td>
<td>$ 1,276</td>
</tr>
<tr>
<td>Development Assessment</td>
<td>$ (33,401)</td>
</tr>
<tr>
<td>1% Reallocation</td>
<td>$ (202,000)</td>
</tr>
<tr>
<td>POM space reduction (Sullivant)</td>
<td>$ 269,565</td>
</tr>
<tr>
<td>Funded Inflationary POM</td>
<td>$ 73,371</td>
</tr>
<tr>
<td>Funded Salary Increases</td>
<td>$ 439,526</td>
</tr>
<tr>
<td>Funded Benefit Increases</td>
<td>$ 307,952</td>
</tr>
<tr>
<td>FY12 Operating Support</td>
<td>$ 360,000</td>
</tr>
<tr>
<td>Inflationary Support - Materials Budget</td>
<td>$ 780,000</td>
</tr>
<tr>
<td><strong>Basic Reductions</strong></td>
<td><strong>$ 33,220,017</strong></td>
</tr>
</tbody>
</table>
Capital Campaign
Our Capital Campaign Committee

http://library.osu.edu/news/giving-to-the-libraries/
Great libraries are never finished

Since the construction of the Thompson Library nearly a century ago, virtually everything about learning, accessing and storing information—and the very nature of libraries themselves—have changed. The Ohio State University Libraries are at the forefront of that change. While the Ohio State Libraries are ranked among the top five academic libraries in America, we are not content to simply maintain the status quo. Our libraries are living laboratories for the future of library resources, research and services.

Regardless of the tools, technologies or trends that shape The Ohio State University Libraries, the mission remains the same: to find, share and preserve information while offer user-centered services to
Place Students First

$1 Million

- Undergraduate Student Support
- Meaningful Employment
- Research Commons for Graduate Students
Elevate Faculty &
Academic Excellence

$7 Million

• Endowed Chair for the Director of Libraries
• Endowed Professorships for Library Faculty
• Distinctive Collections
Create Modern Learning Environments

$16 Million

- Renovate Sullivant Hall to house the Billy Ireland Cartoon Library & Museum
- Reconceive the Science and Engineering (18th Avenue) Library
- Book Depository Module
Drive High-Impact Technological Innovation

$1 Million

- Technology Support for supporting and managing digital scholarship.
Goal = $25 million

- Includes fundraising dating back to 2011—asked Gay for precise date
- Current progress = $23 million
- Most of that is gifts in kind, Schulz challenge, and some of the final Thompson renovation budget
Sullivant Hall & Schulz Challenge

- Friends pledge of $400,000
  - $360,000 raised
  - $40,000 needed to complete pledge
- Remainder of Schulz Challenge
  - $120,000 yet to raise
- Additional construction costs
No one ever tells me anything!
Comparison with ARL Peers

Using 2011 data, OSU was ranked:
# 14 among all 125 ARL Libraries
among public university libraries

Using 2010 data, OSU was ranked:
# 23 among all 125 ARL Libraries
#12 among public university libraries

<table>
<thead>
<tr>
<th>Top Ranked Public University Libraries</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>UCLA</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>California, Berkeley</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Penn State</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td><strong>Ohio State</strong></td>
<td><strong>5</strong></td>
<td><strong>12</strong></td>
</tr>
<tr>
<td>Illinois</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>North Carolina</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Minnesota</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Washington</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Texas</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Texas A &amp; M</td>
<td>12</td>
<td>8</td>
</tr>
</tbody>
</table>
18th Avenue Library

- Formerly known as the Science & Engineering Library
- Approved November 9, 2012 by the Board of Trustees
- Transitional name until a donor is identified
- Soft implementation beginning in January
- New signage once the University finalizes new brands and logos
Innovation Fund Projects

• THATCamp OSU
  – Unconference for 60 participants
  – Sat., April 28, 2012
  – Begin conversation about digital humanities
  – Outcome – formation of a Digital Arts and Humanities Working Group by College of Arts and Sciences
    • Co-chaired by Lisa Carter and Lewis Ulman
CIC Shared Print Repository
Phase 1 underway

- Secure content for Elsevier, Wiley and Springer – vol 1 through 2010 – about 150,000 volumes
- Initial ingest of serial content by Indiana from their existing collection (72,000 volumes)
- Pilot test for holdings analysis with OSU, Illinois and Purdue
- Define process, requirements and protocols for the actual transfers
- Call for content pilot with OSU underway now
Shared Print Repository

• Phase 2 – begins December 2012
  – Determine next set of content
  – Focus to remain on STM
  – Considering
    • Royal Society of Chemistry
    • American Geophysical Union
    • American Physical Society

• Phase 3 – July 2013?
  Contract with another CIC host site with suitable facilities and backfile journal runs from IEEE and American Chemical Society. This content is accessible electronically, and would be an obvious extension of the STM holdings archived at IU. This will test our ability to integrate standards, services, and work processes across multiple CIC institutions.
Graduate Student Listening Sessions

• First steps in determining what we might include in a research commons focused on graduate students
• January-June 2012
• Discussion in Research & Education
• Forthcoming recommendations
Writing Center Collaboration

- Satellite location for OSU Writing Center in Thompson Library – academic year 2011-2012
- Located in THO 460
- Monday – Thursday, 11:30 a.m. to 1:30 p.m. and 5:30 p.m. – 7:30 p.m.
- Objectives
  - Seamless delivery of writing and research services
  - One stop shopping
  - Integrated resource for student success in high visibility location
- Tutors taught to assist students with navigating library web site, exploring their research question including key terms
- Referrals to OSUL Call Center/Reference Desk or subject librarians
Writing Center Statistics

• Visits to Writing Center in THO
  – Autumn quarter 2011 – 635 visits
  – Winter quarter 2012 – 607 visits
  – Spring quarter 2012 – 401 visits
    • Decline in spring consistent across all locations and years
• Served both undergraduate and graduate students
• Agreed to continue in academic year 2012-2013
  – Library GAA assigned to Anne Fields (who led our engagement in this project will move from Denney Hall to THO Writing Center)
Improved Cellular Coverage in THO

- Project of the OCIO to improve including the Stadium, Medical Center and THO
- Partnership with Verizon
- Network can be used by other carriers if they chose to participate
- Target completion for THO – June 13, 2013
OSUL will be starting its participation in Google Books in February 2013.

Tony Maniaci has been our lead with lots of consultation with others.

Items in the public domain (usually pre-1923).
Google Books

• Google gives us list of what they’d like to have
• We decide if we’re willing to send it
• Google borrows the book, scans it, and returns it to us
• Copy will be in Google Book Search and in the HathiTrust in time
Enhancing the discoverability of OSUL Resources

- All tech services units have been addressing items that have been in problematic statuses for excessive amounts of time such as long lost, missing, in-transit, at bindery etc.
- All short bib records for STX (except for a small group of Hebrew records) have been addressed
- Testing a new workflow for expediting cataloging of Charvat collection materials
- Loading local data for OSU holdings into WorldCat Local and planning a batch reclamation of all OSUL records within OCLC
IT Projects

• OSUL Project and Service Hub – website allowing library staff to log in and interact with the Issue Tracking system to check on the status of their requests
• Room Reservation system – improving the response time for patrons’ requests for study rooms
• Partner with Communications on new capital campaign web site
• Using 3D technology and iPads in our exhibits portfolio
• Workshop with Beverly Serrell funded by the Barbara Van Brimmer award around improving exhibits and developing an assessment program
• Three innovation fund grants
• Newly created Brazilian approval plan in response to development of OSU’s gateway program in Brazil
I could go on and on
Don’t Forget

• News Notes
  – http://library.osu.edu/staff/newsnotes/

• Quarterly Reports
  – https://portal.lib.ohio-state.edu/intranet/display/quarter2012
Questions?