2-25-2016

New Strategies for Aligning Libraries with Institutional Goals

Roger Weaver
Missouri University of Science and Technology, weaverjr@mst.edu

Kathleen Spring
Linfield College, kspring@linfield.edu

Maggie Trish
Missouri University of Science and Technology, trishm@mst.edu

Follow this and additional works at: https://digitalcommons.linfield.edu/librariesfac_pres

Part of the Collection Development and Management Commons, Scholarly Communication Commons, and the Scholarly Publishing Commons

Recommended Citation

New Strategies for Aligning Libraries with Institutional Goals

February 25, 2016

Roger Weaver, *Missouri University of Science & Technology*
Institutional Repository & Digital Collections Librarian

Kathleen Spring, *Linfield College*
Collections Management Librarian/Assistant Professor & DigitalCommons Coordinator

Maggie Trish, *Missouri University of Science & Technology*
Assistant Director for Technical Services

MISSOURI S&T

Linfield College

New Strategies for Aligning Libraries with Institutional Goals

Bepress Webinar

February 25, 2016

MISSOURI
S&T

About the University

- Founded in 1870 as one of the first technological institutions west of the Mississippi
- 8,900 Students
  - 6,900 undergraduate
  - 2,000 graduate
  - from all 50 states and 62 countries
- 97 Degree Programs in 39 areas of study

About Scholars' Mine

- Started in 2006
- Transitioned through 3 hosting platforms: Documentum → Dspace → DigitalCommons
- 28,000+ total objects and growing
- 317,525 downloads in 2015, 7505 downloads in 2016
- Consists primarily of:
  - theses and dissertations
  - faculty works
  - conference proceedings

About Scholars' Mine

- Staffing
  - 1 Librarian
  - 1 Full-time staff person
  - 4-6 student employees
- The librarian oversees the management of daily operations and provides strategic planning and guidance
- We will be re-establishing an advisory committee to provide input and an area of participation from key stakeholders

About Scholars' Mine

- High-use services:
  - Student Research & Creative Works – 181,377 downloads
  - International Specialty Conference on Cold-Formed Steel Structures – 40,208 downloads
  - International Conference on Case Histories in Geotechnical Engineering – 38,102 downloads)

Our Vision

The vision for Scholars' Mine is to be an active participant in the creation of new knowledge through integration with research and scholarship activities, and to create and support communities of researchers and scholars.

Our Mission

In support of scholarship and research Scholars' Mine will:

- Contribute to the advancement of knowledge and the betterment of society by acquiring, organizing, preserving and providing scholars and researchers global access to the research and cultural resources of our campus.

- Support cross-disciplinary collaboration and the multidisciplinary and organizational needs of Missouri S&T by building active communities of researchers and scholars and integrating Scholars' Mine into the research and educational endeavors of the campus.

- Support the professional development and research endeavors of our faculty and students by providing a rich and interactive environment where their research and academic achievements can be developed and made easily accessible to scholars and researchers worldwide.

- Create global visibility for our campus by highlighting the institution's research endeavors and culture.
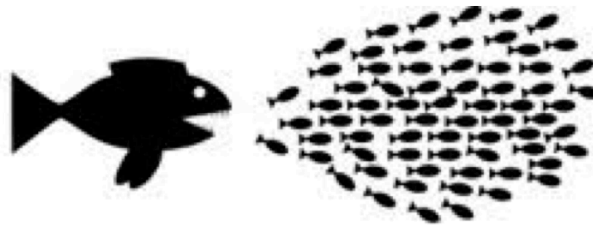
Our Mantra

We don't build collections, we build communities by providing meaningful and useful services.
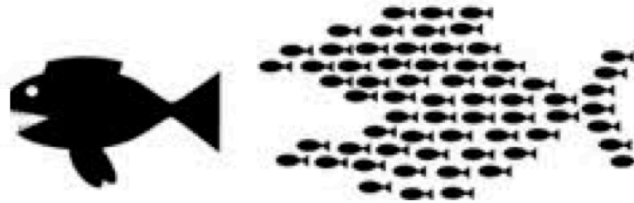
Strategic Alignment

The process and the result of linking the library's structure, resources and services with the strategic goals and objectives of the campus.

Before

STRATEGIC ALIGNMENT!

After

http://johannesmutzke.com/?p=737

Strategic Alignment

- Starts at the top!
  - The library participated in campus-wide strategic planning and advocated for the inclusion of Scholars' Mine in the strategic plan.
  - Resulting in Campus Strategic Plan line 2.4.13: Continue development of Scholars' Mine designed for increasing internal and external communication and globally promoting the intellectual work of the campus

Strategic Alignment

- Our campus strategic plan consists of four main themes:
  - Inspire creative thinkers
  - Raise visibility
  - Ensure return on investment
  - Increase meaningful interaction
- Our vision and mission tie directly to these themes

Strategic Alignment of our Vision

– Inspire creative thinkers

– Increase meaningful interaction

The vision for Scholars' Mine is to be an active participant in the creation of new knowledge through integration with research and scholarship activities, and to create and support communities of researchers and scholars.

Strategic Alignment of our Mission

– Inspire creative thinkers

– Raise visibility

– Ensure return on investment

– Increase meaningful interaction

- Contribute to the advancement of knowledge and the betterment of society by acquiring, organizing, preserving and providing scholars and researchers global access to the research and cultural resources of our campus.

- Support cross-disciplinary collaboration and the multidisciplinary and organizational needs of Missouri S&T by building active communities of researchers and scholars and integrating Scholars' Mine into the research and educational endeavors of the campus.

- Support the professional development and research endeavors of our faculty and students by providing a rich and interactive environment where their research and academic achievements can be developed and made easily accessible to scholars and researchers worldwide.

- Create global visibility for our campus by highlighting the institution's research endeavors and culture.

Strategic Alignment

- Supported by the Library Strategic Plan
  - 2.1 Explore opportunities to feature and develop Scholars' Mine (S&T plan 3.5.1, 2.4.13)
  - Evaluate new content streams for Scholars' Mine and digital library (S&T plan 3.5.1, 2.4.13)

Benefits of Strategic Alignment

- Secures funding
  - Our Provost's office provides financial support
  - This signals a level of support and importance across the campus

Benefits of Strategic Alignment

- Gives prestige
  - Helps develop partnerships
  - We have developed strong partnerships with:
    - Office of Sponsored Programs
      - Faculty research
      - Data management
      - Scholarly publishing education
      - Copyright education
      - Open access education
    - Graduate Office
      - Student research
      - Scholarly publishing education
      - Copyright education
      - Open access education
    - English and Technical Communication
      - Embedded librarians
        » Copyright education
        » Open access education
        » Scholarly publishing education
      - Student peer-reviewed journal

Benefits of Strategic Alignment

- Provides campus visibility
  - Campus-wide library role in research and educational support
    - Data management
    - Scholarly publishing
    - Copyright education
    - Open access education
  - Rising expectations among faculty for a presence in Scholars' Mine

Benefits of Strategic Alignment

- Provides leverage
  - Gets you in the door and a seat at the table
  - Creates opportunities for collaboration
    - Distance & Continuing Education
    - Curricular support
    - Conferences
    - On-campus publications
    - Missouri Department of Transportation
    - On-campus research laboratories

Benefits of Strategic Alignment

- Shared governance
  - Involves your partners in the governance and strategic planning for the repository
  - Provides a sense of ownership and involvement
  - We will be creating an advisory board

Reporting Out/Measuring Success

- Currently we report a count of new works added and downloads by series.
  - These are tied to goals set in the library strategic plan
- The library has created an assessment committee to review how we measure success and make necessary changes to our assessment strategy
  - I serve on this committee

Reporting Out/Measuring Success

- Future areas of assessment:
  - Satisfaction of students in classes using Scholars' Mine
  - Satisfaction of faculty
  - Journal performance
  - Conference performance

Linfield College

Jereld R. Nicholson Library

Image 2

Image 1

Linfield College

Fast Facts about DigitalCommons@Linfield

- Launched in August 2010

- About 5,200 works in IR; about 49,000 downloads in FY 14-15

- Faculty, staff, student scholarship/creative works, plus history of the college

- Signature/high-use collections include Oregon Wine History Archive, Dory Project, Linfield Magazine

Strategy

+

Partnership

=

Strategic Collaboration

"Strategic collaboration involves intentionality; it represents an attempt to make purposeful connections with partners, connections that will not only **enhance** the **services** that are delivered but that will also **advance the institutional missions** behind those services."

(Spring & Marshall, 2013, p. 6, emphasis added)
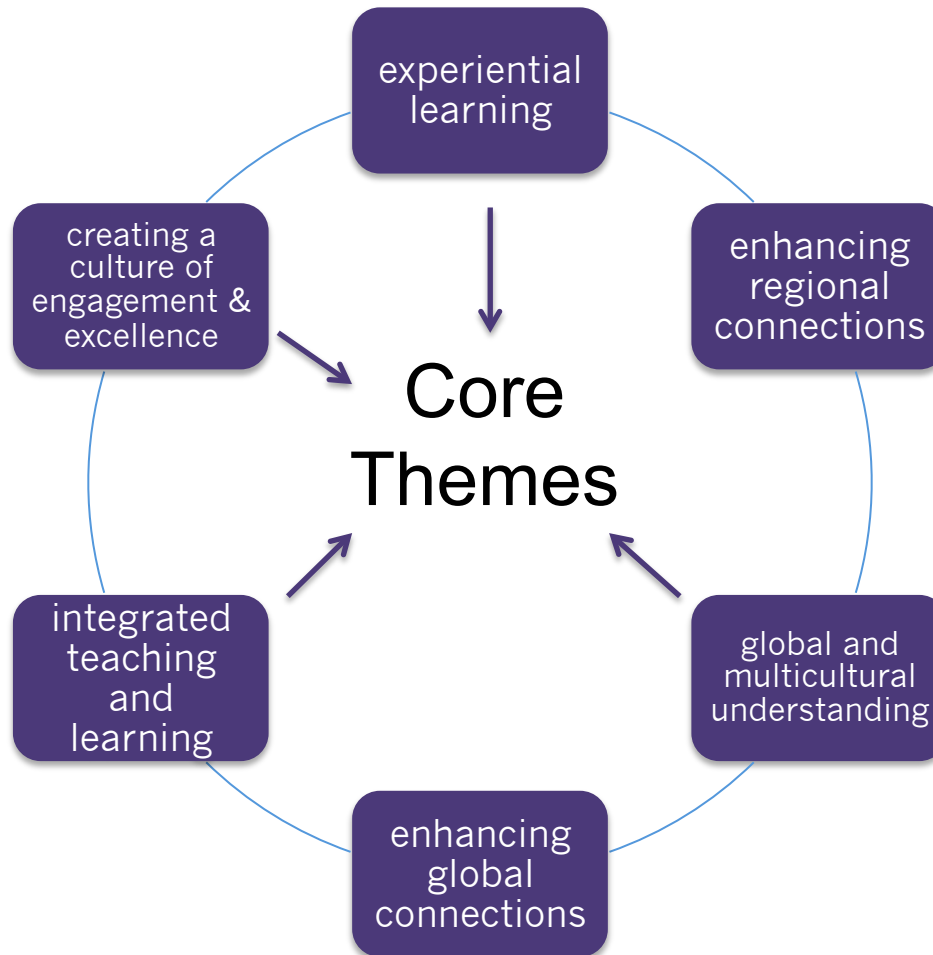
Linfield College

Early Strategic Supporters of DigitalCommons@Linfield

- Susan Barnes Whyte, Library Director
- Dr. Jeff Peterson, Director of the Linfield Center for the Northwest (LCN)
- Dr. Shaik Ismail, Director of International Programs
- Numerous faculty interested in launching undergraduate research journal

Connections to Strategic Plan

Planning
+
Integration
(+)
Serendipity
=
Strategic Alignment (SA)

What's your way in?

Linfield College

What contributes to our strategic advantage?

Linfield has:

- a president who really likes wine
- 4 trustees in the wine industry
- 100-200 wineries within a 30-minute drive from the McMinnville campus
- been host to the International Pinot Noir Celebration for 30 years

Linfield College

SA Timeline: 2010

Linfield Center for the Northwest (LCN) is formed

Board of Trustees begins conversations about next strategic plan

Linfield rolls out new brand identity (website, logo, marketing materials)

Linfield College

SA Timeline: 2010 (cont.)

LCN launches Oregon Wine History Project™

Informal campus-wide discussions RE: "big questions"

Linfield College

SA Timeline: 2011

Working group meetings/public hearings to gather input from campus constituencies

Archivist hired (.5 FTE) – charged with oversight of college archives & getting a wine archive (OWHA) up and running

Linfield College

SA Timeline: 2012

Multiple drafts of strategic plan produced & circulated for comment

After adoption by Board of Trustees, strategic plan goes into effect on July 1, 2012

Departmental strategic planning for Collections Management in advance of library retreat

Archivist moves to 1.0 FTE (soft funding)

Linfield College

SA Timeline: 2013-2016

Library strategic planning

⬇

LCN introduces year-long Oregon Wine Industry Experience for students
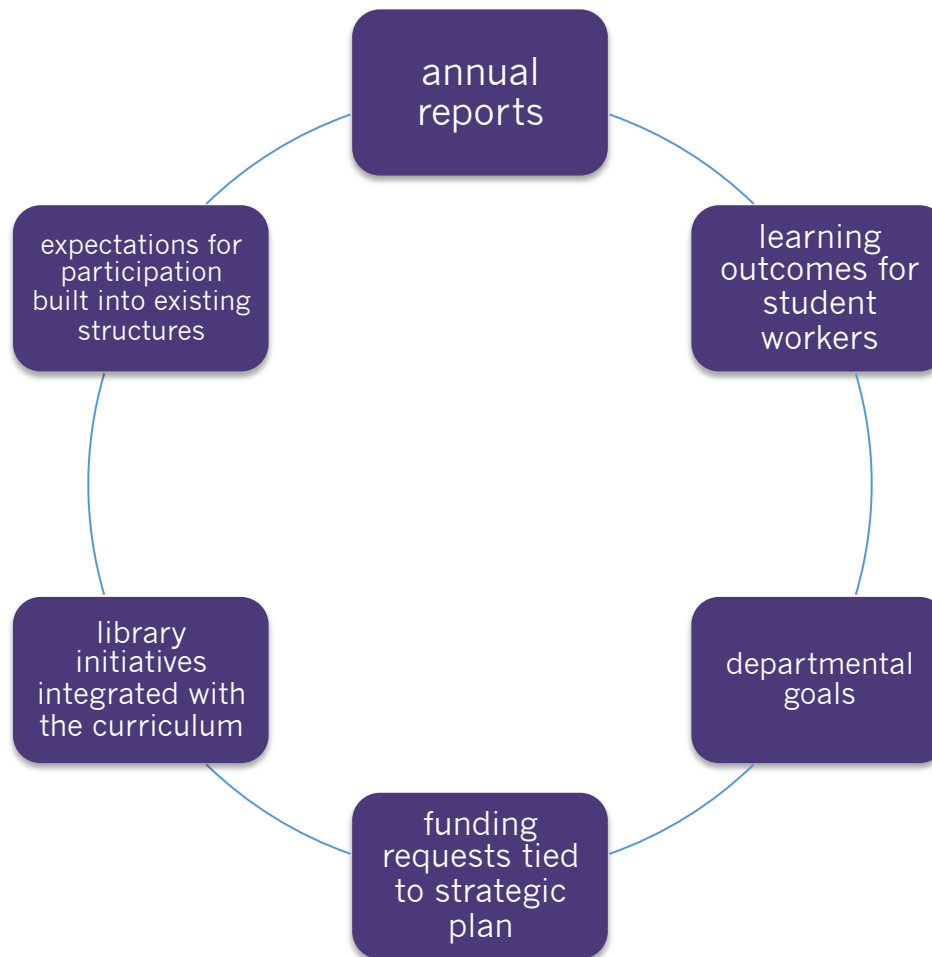
⬇

Planning begins for Wine Studies minor

⬇

Wine Studies minor approved by Faculty Assembly

Linfield College

How can you codify your alignment?

Create & Promote Strategic Connections

- annual reports
- learning outcomes for student workers
- departmental goals
- funding requests tied to strategic plan
- library initiatives integrated with the curriculum
- expectations for participation built into existing structures

Linfield College

Challenges

- Staffing to allow us to pursue additional initiatives, even those that clearly align with the college's overall strategic plan

- Academic calendar

- Responsiveness of strategic partners

- Funding $$$

Linfield College

Know Thyself!

- Mission, Vision, Goals, Strategic Plan, Performance Measures, Marketing Plan.
- Partners – Don't just think about who has or might have content, think about who has needs that might be met by your services.
- What is your institution's claim to fame? Research, special collections, local partnerships, conferences?
- Look at both history and the future for opportunities to provide needed services.

Next Steps

- If you can, get included in the institutional strategic plan. Make sure your part in the library's strategic plan is up-to-date.
- Quick Hits – If you haven't already, pick a quick project or two that fits the mission of the institution and which will make both the partner and IR shine.
- Word of mouth is critical – Happy partners create good buzz! Testimonials can be used in reporting.
- Keep it real – It's easy to become the snake swallowing the elephant.

Grow towards the Future

- Change is good – Develop new services and content streams that meet the varied needs of the institution.
- Provide assessment tied to the strategic plan that goes beyond usage – Show that the IR is a vital part of the institution's landscape.
- Look for opportunities for increased funding to meet partner and institution needs.
- Create a sense of excitement and ownership – The IR is a showcase that we facilitate, but that demonstrates the success of the institution and all the partners.

Q & A

References

Spring, K., & Marshall, B. D. (2013). Building bridges with boats: Preserving community history through intra- and inter-institutional collaboration. In A. Woodsworth and W. D. Penniman (Eds.), *Mergers and alliances: The operational view and cases* (pp. 3-29). Bingley, UK: Emerald. doi:10.1108/S0065-2830(2013)0000037004

Oregon Wine History Archive – http://digitalcommons.linfield.edu/owha/

Image Credits

1. Image courtesy of Laura Davis. Used with permission.
2. Image courtesy of Daniel Hurst. © Daniel Hurst Photography, 2006. Used with permission.