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# Libraries and Strategic Change: The Role of Institutional Repository+ Services

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# Libraries and Strategic Change: The Role of Institutional Repository+ Services



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January 17, 2010

[http://works.bepress.com/marilyn\\_moody](http://works.bepress.com/marilyn_moody)

# The “New Normal” for Higher Education

**"For universities the new normal means the budget crunch is not going away," Gergen said. Seventy percent of all U.S. college and university students go to public institutions using state funding from budgets so stressed that "more than half of the states anticipate deficits for fiscal year 2011," added Muriel Howard, president, AASCU. "We're not going to spend our way out of this budget crunch," Gergen said. "We're not going to tax our way out of it. We're going to have to innovate our way out of it as a country."**

David Gergen, professor of public service at Harvard's JFK School of Government and a director of its Center for Public Leadership, speaking at the TIAA-CREF Institute conference, "Smart Leadership in Difficult Times," on November 5, 2009. <http://www.tiaa-crefinstitute.org/press/news/120309helc.html>



# New Library Missions and Roles

***“Our current mission affirms that the library is no longer the center of the information universe; rather, its strategic advantage comes from a broader portfolio of assets: our expertise and value-added services have become paramount. The University Libraries have two roles: as leader in areas such as information literacy, copyright, and authors’ rights and as provider of extraordinary information experiences — that is, engaging fundamentally in the lives of students, scholars, and citizens to improve individual productivity and the achievement of their goals.”***

Karen Williams. “A Framework for Articulating New Library Roles.” *Research Library Issues: A Bimonthly Report from ARL, CNI, and SPARC*, no. 265 (August 2009): 3–8.

<http://www.arl.org/bm~doc/rli-265-williams.pdf>



# The Library Environment: Change

- Accelerating rate of change for libraries.
- Change is not just technological.
- Many of our past roles have become or will rapidly be obsolete (and ultimately dysfunctional...).
- Many libraries are expending precious energy and resources trying to hold on to old roles.
- Libraries that don't change will become irrelevant to their organizations.



# Aligning Library and Campus Mission and Vision

- Libraries must aggressively realign resources to align with their university's mission, vision, and strategic goals and priorities.
- Universities are changing directions and emphasis and libraries must be part of those changes.
- The library must be seen as an integral player in fulfilling the university mission and vision.



# Institutional Strategic Plan

## Charting the Course

A Strategic Vision for Boise State University

DESTINATION

### Academic Excellence

Academic Excellence denotes high quality student focused programs that integrate theory and practice, engage students in community based learning, and are informed by meaningful assessment

### Public Engagement

Public Engagement links the University's academic mission with its community partners to address issues of mutual benefit

### Vibrant Culture

A Vibrant Culture embraces and fosters innovation, responsiveness, inclusiveness, accessibility, diversity, and effective stewardship

### Exceptional Research

Exceptional Research is defined by progressive scholarship and creative activity, and graduate programs that have groundbreaking applications locally, regionally, and globally

## METROPOLITAN RESEARCH UNIVERSITY OF DISTINCTION

MILESTONES

Recognized for integrating research with teaching and learning in high quality programs

Recognized for faculty and students who excel in research

Recognized for partnerships that contribute to regional growth and development

Recognized as a center for cultural and intellectual exchange that enriches the community





# Library Strategic Plan

**MISSION:** *The mission of Albertsons Library is to actively participate in learning, teaching, and research at Boise State University.*



## IN SUPPORT OF THIS MISSION THE LIBRARY:

- Serves as an intellectual and cultural center
- Provides access to, and assistance with, information resources
- Collaborates with the individual, the University, and the community to support life-long learning.



## Academic Excellence; Exceptional Research

*Goal 1. Serve the campus population by providing an effective library collection.*

### STRATEGIES:

- 1.1. Optimize electronic access to journals, e-books, and research databases for faculty, staff, and students.
- 1.2. Increase awareness and promote the use of electronic resources.
- 1.3. Provide collections that serve the diverse populations and needs of the University community.
- 1.4. Constantly review and revise library processes and acquisitions resource allocations to ensure support of campus academic programs and research.
- 1.5. Assess user satisfaction with the library collection.
- 1.6. Review and modify collection development and related policies in order to effectively develop the library collection.
- 1.7. Continue the transition to electronic access as the preferred format for most library resources.

## Academic Excellence; Vibrant Culture

*Goal 2. Promote an environment that enhances learning.*

### STRATEGIES:

- 2.1. Provide both physical and virtual interactive learning spaces for students.
- 2.2. Encourage student use of the physical library by making it a more welcoming, comfortable place to study, work with others, and conduct research.
- 2.3. Use assessment measures to improve and adapt the learning environment.

## Academic Excellence

*Goal 3. Actively participate in teaching.*

### STRATEGIES:

- 3.1. Provide instruction in the location, access, retrieval, and use of information resources and research strategies.
- 3.2. Support teaching by providing access to library and information resources supporting the curriculum in all disciplines.

- 3.3. Partner with faculty to develop information literacy skills in students.
- 3.4. Continuously review and assess effectiveness of library instruction.
- 3.5. Support opportunities for collaborative teaching and learning partnerships with campus programs and student groups/organizations.

## Exceptional Research

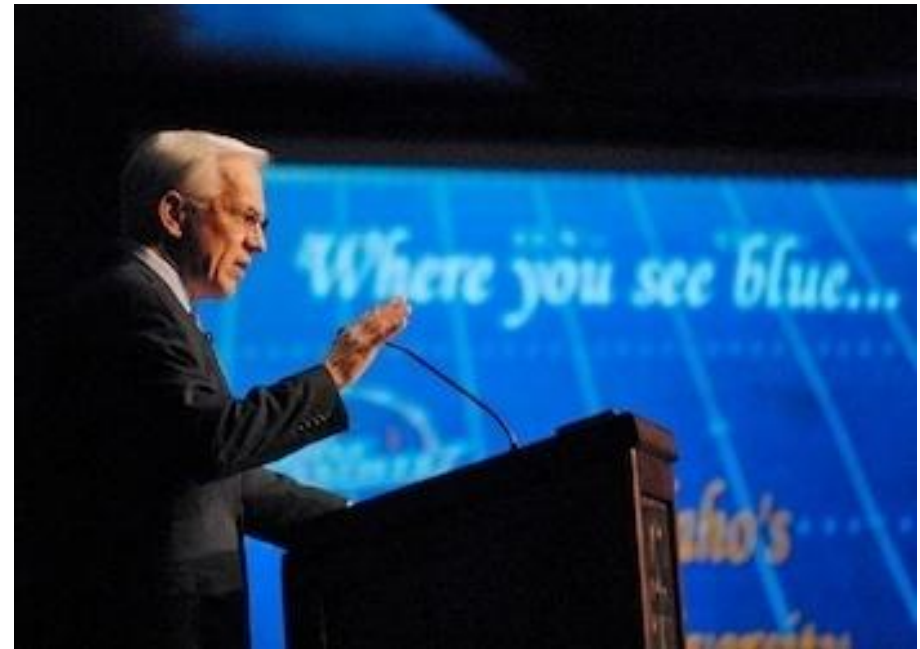
*Goal 4. Provide support for the research needs of our faculty, staff, and students.*

### STRATEGIES:

- 4.1. Provide access to the journals, books, databases, and other information resources needed for research.
- 4.2. Develop and provide researchers with specialized access tools and services that support their use of library and information resources.
- 4.3. Identify areas where library collections need to be strengthened to support research needs.
- 4.4. Provide support for new masters and doctoral programs.
- 4.5. Institute ways for library users to communicate needs and request library resources and services in support of research.

# Framing the Conversation About Institutional Repository+ Services

- Focus on making research and scholarship available to an external audience.
- Emphasize benefits to faculty and students.
- Stress institutional strengths, such as undergraduate research.
- Emphasize institutional priorities.



# University's Role In the Dissemination of Research and Scholarship

The creation of new knowledge lies at the heart of the research university and results from **tremendous investments of resources** by universities, federal and state governments, industry, foundations, and others. The products of that enterprise are created to benefit society. In the process, those products also **advance further research and scholarship**, along with the teaching and service missions of the university. Reflecting its investments, the academy has a **responsibility to ensure the broadest possible access** to the fruits of its work both in the short and long term by publics both local and global.

*“The University’s Role in the Dissemination of Research and Scholarship—A Call for Action” p.1. February 2009. <http://www.arl.org/bm~doc/disseminating-research-feb09.pdf>*



# Aligning the Institutional Repository With Strategic Priorities

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# Boise State University ScholarWorks: Institutional Repository +

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# Exceptional Research

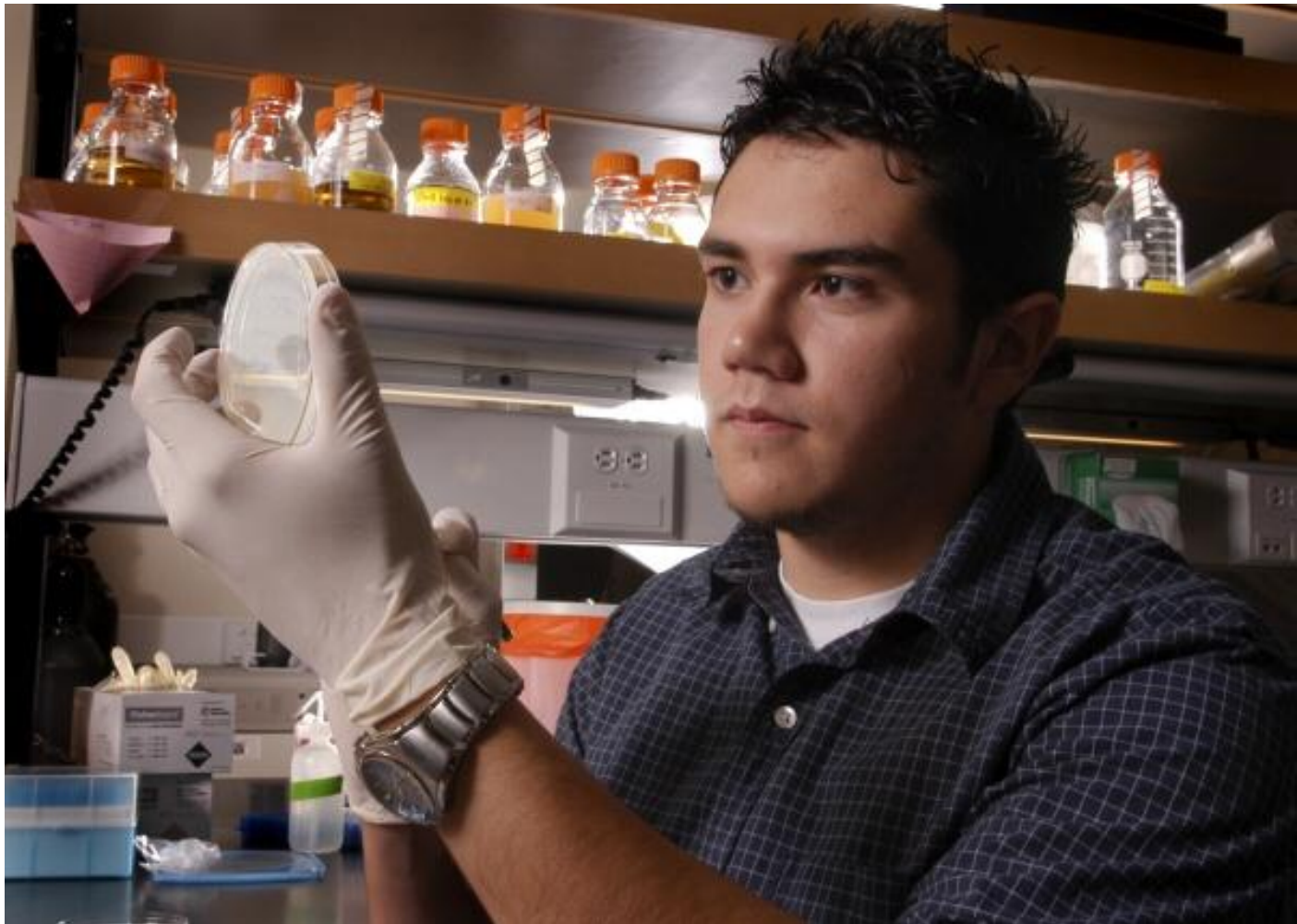


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# Academic Excellence



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The Graduate College is the only academic unit at Boise State University whose sole concern and primary advocacy is graduate education. The Graduate College provides institutional oversight for more than 70 graduate curricula established across six academic colleges, with approximately 2,000 registered graduate students each semester. These programs span the breadth of graduate education, from practice-oriented master's programs that prepare students for leadership roles in a wide variety of professional settings, to research focused Ph.D. programs that develop the next generation of scholars.

Visit the [Most Popular Papers](#) for a list of the most frequently downloaded theses and dissertations.

### Theses/Dissertations from 2009

[Boeing's Impact on Seattle](#), William Anderson

[Household and Property Relations in Tuva](#), Tayana Arakchaa

[Phase Change Memory: Array Development and Sensing Circuits Using Delta-Sigma Modulation](#), Mahesh Balasubramanian



# Vibrant Culture



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## AHSAHTA PRESS

[Ahsahta Press](#), a not-for-profit literary publisher, was founded at Boise State University in 1974 to preserve the best works by early poets of the American West, including many underpublished women poets. Beginning with the works of "Objectivist" writer Norman Macleod in 1975, poetry by Peggy Pond Church, H.L. Davis, Hazel Hall, Gwendolen Haste, Haniel Long, Genevieve Taggard and others was restored to print. Ahsahta Press editors Dale Boyer, Orvis Burmaster, and Tom Trusky soon added works by contemporary Western poets to their list, including David Baker, Linda Bierds, Richard Blessing, Wyn Cooper, Gretel Ehrlich, Ken McCullough, and Carolyne Wright. The Modern and Contemporary Poets of the American West series was continued until 2002, when The New Series was established under the editorship of Janet Holmes. It comprised 56 titles, of which 45 are contained in ScholarWorks.

### Books

[Jerusalem of Grass](#), David Axelrod

[Laws of the Land](#), David Baker

[Few and Far Between](#), Dick Barnes

# Public Engagement

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- ▶ Osher Institute Offers Its First Summer Session for Adult Learners
- ▶ Job Search Boot Camp for Boise State Students, New Grads and Alumni May 28
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## SERVICE-LEARNING PROGRAM

### Corpus Christi Day Shelter

[Michelle Nielson](#), Boise State University

[Nicole Underwood](#), Boise State University

**Document Type**

Student Project

**Publication Date**

2008

**Instructor**

Dr. Teresa England

**Abstract**

Quotes from Shelter Volunteers

"The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!"

"I have personally helped and enabled individuals to no longer be homeless."

"I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover."

**Recommended Citation**

Nielson, Michelle and Underwood, Nicole, "Corpus Christi Day Shelter" (2008). Service-Learning Program. Paper 1.

<http://scholarworks.boisestate.edu/sl/p/1>

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## Corpus Christi Day Shelter

"Homelessness can happen to anyone." - M. Fritz

### Quotes from Shelter Volunteers

- "The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!"
- "I have personally helped and enabled individuals to no longer be homeless."
- "I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover."

"My service experience increased my compassion of the everyday needs of homeless men, women and children. I am more thankful for my warm shower, full plate of food and safe bed to sleep in."

Nicole Underwood



Mixed on the courtyard wall. "Angel smiling sunflower"

Michelle Nielsen, Nicole Underwood  
Social Studies Methods 330- Dr. Teresa England

The learning objective for this course was to demonstrate how teachers can integrate service-learning into the elementary social studies curriculum.

"From my service at Corpus Christi I gained new appreciation for a sandwich with meat and cheese. We felt quite blessed when a generous donation of sandwiches arrived. Being homeless reflects the money in one's wallet not the value of their soul."

Michelle Nielsen

### Providing Boise's Homeless:

The mission of Corpus Christi House is to offer hospitality and services to those in need in the city of Boise.

- Mail services
- Local phone services
- Showers
- Monthly storage
- Laundry
- Bus & YMCA passes
- All the hot coffee you can drink!

"Be with,  
not  
Do for."  
~ Henry





# Can We Afford it?

“Some may wonder if libraries can afford to develop repository services, especially in a time when research institutions face shrinking resource bases. The Task Force members believe that neither research libraries, nor the institutions they serve, can afford to do without repository services. Such services have a powerful potential to enable key work and enhance the effectiveness of a wide range of functions across research institutions. Researchers and scholars with access to a spectrum of repository services will possess a substantial advantage in conducting cutting edge research, delivering high quality teaching, and contributing valuable services to society.”

*The Research Library's Role in Digital Repository Services. Final Report of the ARL Digital Repository Issues Task Force, p 41. January 2009. <http://www.arl.org/bm~doc/repository-services-report.pdf>*

# Libraries Must Invest in the Future

- Investment in institutional repository+ services is one of the most strategic investments a library can make in this change environment.
- Libraries must make reallocations from lower priorities to fund institutional repository services and support scholarly communication initiatives.
- There is a short window of time for libraries to make themselves indispensable to their institutions in this change environment.

# Concluding Thoughts

- It's all about the students, staff, and faculty.
- It's not about the library; it's all about the university.
- Accountability is key.
- Change is constant and the rate of change is immense.
- The university's strategic priorities are the library's strategic priorities.
- This IS the new normal for libraries.

# Contact Information



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**Marilyn K. Moody**

*Boise State University*

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