

Ohio University Department: University Libraries

Self-assessment team: You are preparing an organizational profile to your organization in preparation for the self-assessment workshop. This document will be used as the first section of your self-assessment report and is intended as an introduction to your organization. This document will be used throughout the self-assessment process and defines the boundaries within which your self-assessment team will work. Many organizations find it best to use a group discussion to generate material for each question as a first draft. The draft can be revised and shortened to no more than five pages.

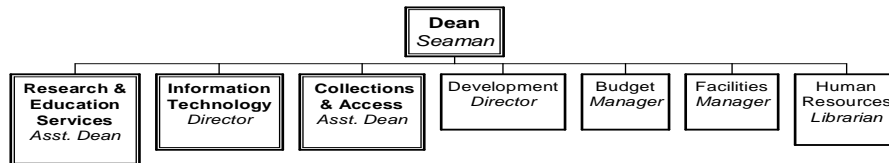
0.1 Mission, Structure and Personnel

1. What is the name of the organization¹, and what is its primary purpose or mission?

University Libraries' Mission: The Ohio University Libraries enrich the academic experience with customer-focused services, collections, and environments that support teaching, learning, research, scholarship and creativity.

2. How is the organization structured?

Alden Library April 2009



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3. What are the key elements of the leadership and governance structure?

The library system of Ohio University consists of the University Libraries of the main campus in Athens and a library at each of the five regional campuses. The Library Director at each regional campus has a dual reporting relationship to the Dean of University Libraries and the respective Regional Campus Deans. The relationship of the Dean of University Libraries and the Library Directors at the Regional Campuses is one of coordination and cooperation. The Dean is assisted by two Assistant Deans, Directors of IT and Development, and several administrative staff members.

¹ 'Organization' refers to the unit, department or program being reviewed

4. Who are the senior leaders, and what are their primary areas of responsibility?

The **Dean of University Libraries** is the chief administrative officer of the University Libraries in Athens. Furthermore, the Dean of University Libraries has overall responsibility for the planning, directing and managing of the University Libraries. Within the University community, the Dean interacts with senior administrators, college deans, school directors and department heads on library matters.

The **Assistant Dean for Collections and Access** oversees an annual acquisitions budget of \$4.7 million and provides leadership to approximately 25 other librarians who select materials to be purchased with acquisitions funds. The AD also leads six units in the acquisition and cataloging of new library collections, the management and preservation of print and digital collections of approximately 3 million volumes, and the circulation and delivery of collections to library users. This position directly supervises the heads of Acquisitions and Resource Sharing, Cataloging and Processing, Circulation and Stacks Management, Preservation, Digital Initiatives, and the Southeast Ohio Regional Library Depository.

The **Assistant Dean for Research and Education Services** leads the Reference and Specialized Research Collections departments in designing innovative services in support of education and research, in assessing services and policies related to these functions, and in communicating with the academic community about library services. The AD directly supervises the Head of Reference, the Curator of International Collections, the Manager of the Media Library, the Head of the Music/Dance Library, and librarians in Archives and Special Collections, government documents and fine arts.

The **Human Resources Librarian** provides human resources services for all contract, classified and student personnel within the Library, exercising broad responsibilities in the areas of employment, staff development and training, employee communications, affirmative action and climate issues, and special projects. The HR Librarian provides direction and leadership in the area of human resource development, working with the dean, department heads, and others to identify needs for staff development and providing programs that help employees improve their technical, managerial, and communication skills.

The **Director of Library Information Technology** leads the Systems/Copy Services department and is responsible for all aspects of planning, development, implementation, and maintenance of information systems and services for Alden Library, Music/Dance Library and the Annex facility. The Director also serves as the Library's lead in cooperative IT efforts with the Office of Information Technology and other campus units. The primary role of this position is to maximize reliability, and effectiveness of library systems.

Director of Development The role of development at the University Libraries is to identify, cultivate, and solicit individual and corporate donors to support the mission and services provided to the Ohio University academic community and beyond. Currently, to facilitate this effort, the Libraries employ a staff of one in the form of the Development Director. The Director is responsible for all activities related to Library fundraising. This includes annual giving through direct mail and telemarketing, individual major giving through direct gift solicitation, and corporate support including foundation giving.

The Director of Development is also a member of the Advancement Department at Ohio University and as such, has a mitigated supervisory line. Each College of the University has its own development officer, who functions in this manner.

5. To whom does the senior leader of the organization report?

The Dean of University Libraries reports directly to the Provost.

6. Does the organization have advisory or governing boards, and if so, what are their roles and responsibilities?

The University Library Committee (ULC) advises the Director of Libraries and University administration on broad policies relating to the libraries and library services. Each year the President of the University, acting on the recommendations of the Committee on Committees and the Dean of Libraries, appoints eight faculty members, two administrators (one of whom is the Dean of Libraries), and three students to the ULC. Examples of issues on which the Committee offers advice include but are not limited to: circulation policies, collection development, acquisitions funds, user services, and space needs and utilization. The Committee further seeks to develop and disseminate information on library and research needs, library concerns from and affecting various segments of the university community, and present and future library services.

The Libraries' Department Heads meets regularly to advise the Dean and Assistant Deans in matters pertaining to library policy, procedure, and operations.

Library Council, which is comprised of two senior administrators (Dean and HR Librarian), and elected staff members (see the Charter of the Council) serves in an advisory capacity to the Dean, and reviews and recommends library policies and program initiatives.

7. How many full- and part-time faculty and/or staff work in the organization? Briefly describe the responsibilities of each employee group. Which groups are unionized?

Collections and Access: There are 11 full-time administrative staff positions in this division, 31 classified staff, and numerous student workers. Classified work includes: ordering, receiving and processing payments for library materials (e.g. books, journals, databases); digitizing print materials, photographs, and other still and moving images; cataloging and processing print and digital content to be added to library collections; repairing or making protective boxes for damaged items from the collections; checking out books; managing stacks; retrieving and delivering library materials; assisting users; and supervising lower level classified employees and/or student workers. Student workers assist with most of these activities, generally at the most routine level, although students with specialized skills are sometimes hired to do higher-level work. Six of the administrative staff manage departments or coordinate important library functions. In these roles they are responsible for hiring, training and performance management, setting policies and procedures for their departments/units, managing budgets of widely varying sizes, and in one case, license negotiation. The remaining administrative staff are professional librarians with specialized skills and training in cataloging, database management, and preservation, most of whom also supervise a small number of classified employees and students. Five of the professional librarians in this group also serve as liaisons to one or more academic units on campus, with responsibility for selecting materials that support research and teaching, and for educating library users in the use of these collections.

Research and Education Services: There are 23 administrative staff, 15 classified staff and numerous student employees in this division. Classified staff perform a variety of responsibilities, including public desk service, student supervision, outreach, materials processing and stacks management. The administrative staff are librarians, archivists, curators and collection heads. Administrative staff manage collections, public service points, acquisition and student employment budgets and have

liaison responsibilities either to assigned academic departments on campus or for their special collections. As liaisons, they are expected to work closely with faculty and students to obtain materials that support research and teaching and to educate library users in the use of these collections. Student employees in this division work at public service points throughout the Libraries

Information Technology: The Library Systems/Copy Services provides and supports the technical resources that are integral to the overall operation of the Library and to the services it provides. It is comprised of a Director, four other administrative IT staff, three classified IT staff, and a number of student employees. Classified staff are responsible for support and maintenance of desktop computers, printers, copiers, and related equipment, and perform routine and major set up, upgrade, and troubleshooting of hardware. Three administrative staff manage the various servers and systems that provide for the overall functions of the Library, and provide technical expertise for enhancements to troubleshooting of Library systems and services. A programmer/analyst is responsible for creating web automation, custom user interfaces, and applications and enhancements to streamline workflows and support library needs. Students work with any and all departmental staff on different tasks, as well as perform independently on assigned tasks.

8. What are the major facilities, equipment, and technologies for which the organization has responsibilities?

Facilities:

Alden Library is located on the College Green in the heart of the Athens Campus. It was built in two phases, the first phase was completed in 1969; the second phase was completed in 1971. The total square footage is 269,868. In addition to housing the University library collection, it is also where the Academic Advancement Center and Faculty Commons is located. Through the years the building has had several minor renovations, but the basic infrastructure is original to the building.

Hwa -Wei Lee Library Annex is located on Columbus Road in Athens and serves as one of five regional high density book depositories for the state of Ohio. The total square footage of the Annex is 31,400. The Annex is currently undergoing renovations to add another 4000 square feet, to complete the flood protection levee, and to expand the parking lot.

The **Music Library** occupies 7,810 square feet on the fifth floor of Robert Glidden Hall and houses the recordings, scores, and books of the university music collection.

Technology:

In addition to the large base of basic computing resources, the library has responsibility for all technologies that directly support its academic mission to provide information resources to students, faculty, and staff. These resources include systems that electronically integrate a variety of services from the online public access catalog (OPAC) to proxy services for off-campus user to interlibrary loan services (ILLiad) to web services that provide a variety of instructional and technical services.

Collection:

The University Libraries holds nearly 3,000,000 bound volumes, has nearly 27,000 electronic and print journal subscriptions, over 2,000,000 microforms, 45,000 maps, 35,000 sound recordings, and 36,000 films and videos in support of the research and curriculum of the University.

9. What is the legal, regulatory, licensing, and/or accrediting environment in which the organization operates? Briefly describe any mandated standards, review processes, and financial or environmental regulations that apply.

In addition to adhering to all campus, state and federal legal, regulatory and accounting processes, our library is a member of the Association of Research Libraries (ARL).

The mission of the Association of Research Libraries is to influence “the changing environment of scholarly communication and the public policies that affect research libraries and the diverse communities they serve. ARL pursues this mission by advancing the goals of its member research libraries, providing leadership in public and information policy to the scholarly and higher education communities, fostering the exchange of ideas and expertise, and shaping a future environment that leverages its interests with those of allied organizations.” ARL is a not-for-profit membership organization comprising the libraries of North American research institutions and operates as a forum for the exchange of ideas and as an agent for collective action.

Membership in the Association of Research Libraries is necessarily limited to research institutions sharing common values, goals, interests, and needs. Single institutions, not systems, form the membership base. The members of ARL are research libraries distinguished by the breadth and quality of their collections and services. Each member also makes distinctive contributions to the aggregation of research resources and services in North America. Ohio University Libraries reports annually to ARL extensive statistics pertaining to the purchase and use of the collections, usage of the facilities, and salaries.

American Library Association (ALA) helps to define the ethics, values, and foundational principles of the library and information profession. Furthermore, it establishes the role of library and information professionals in the promotion of democratic principles and intellectual freedom (including freedom of expression, thought, and conscience).

At this point in time there are no accrediting organizations for academic research libraries. However, ALA does accredit the masters programs that are completed by all library professionals.

10. Has the organization participated in self-assessments, external assessments, or other reviews within the past five years? What were the major conclusions and recommendations, and what, if any, actions have been undertaken in response to those assessments?

The University Libraries most recent strategic plan (<http://www.library.ohiou.edu/info/libstratplansummary.pdf>) was completed in 2006. Key goals identified in that plan included strengthening information literacy, revising acquisition funding allocations, improving physical facilities, educating the University community about changes in scholarly communications, and increasing Libraries’ involvement in professional activities at the regional, national, and international levels.

The Libraries make regular use of traditional input measures such as counts of materials circulating, people in the building, classes taught and questions answered in order to make decisions such as hours of operation and public desk staffing levels. General feedback from users is also routinely sought. A feedback form is found on every page of the Libraries’ Web site. Comments submitted to the Libraries are reviewed daily by appropriate personnel and often result in improvements.

The Libraries routinely engage in assessment and evaluation. Some examples include ARL's LibQual+™, a rigorously tested Web-based survey that helps libraries assess and improve services, the engagement of the external consulting firm, R2, to examine workflows in technical services, and a great variety of locally produced surveys and other mechanisms to measure both user interest and satisfaction, such as the technology survey which measured student's receptivity to Web 2.0 applications and a customer service survey aimed at the users of the Music/Dance Library.

The results of these measures have been and continue to be useful in all facets of planning and service development. The results of the technology survey helped to shape priority setting for the implementation of changes in our local online catalog. The results of focus groups consisting of student employees from the second floor improved the group study room checkout procedures.

0.2 Programs, Services and Constituencies

1. What are the major programs and/or services provided by your organization?

The Ohio University Libraries enrich the academic experience with customer-focused services, collections, and environments that support teaching, learning, research, scholarship and creativity

2. Who are the customers of your programs and services? What is the approximate size of each of these groups, and in general terms, what are their expectations and/or requirements?

a) "Who are your main suppliers? N/A

b) "Who are your main stakeholders?

Faculty, students, and the University community; scholars, the region, and the profession.

3. With what other organizations does the unit have formalized collaborative relationships, alliances, or partnerships? Briefly describe the nature and purpose of each. Also list and describe any key informal relationships with external groups or organizations. List other institutions or units with which the organization interacts on a regular basis?

Libraries by nature are collaborative with academic units on campus, with other libraries within the state, and at a national and international level.

The Libraries maintain a formal relationship with each academic unit on campus through the activities of subject librarians, 23 administrative staff who (in addition to other duties) have an assignment to serve as the liaison to one or more departments/schools/programs. Each subject librarian is expected to become familiar with assigned subjects as they are taught at Ohio University, to become familiar with the research interests of faculty in assigned units, and to engage with their academic units in ways that work best for the faculty and students in those units. Activities of subject librarians include: providing faculty and students with information about library collections and services, educating students in research strategies and use of the collections, selecting library materials that support teaching and research in the assigned subject areas, and communicating faculty and student needs for collections and services back to the appropriate library administrators.

The Libraries became a full member of OhioLINK in 1995. OhioLINK "is a consortium of 88 Ohio college and university libraries, and the State Library of Ohio, that work together to provide Ohio

students, faculty and researchers with the information they need for teaching and research.” OhioLINK is recognized as one of the premier library consortia in the world and is a significant driver of work in the libraries. Not only do OhioLINK cooperative purchasing and services influence the daily work of many units in the Libraries, but also OhioLINK is driven by a committee structure that relies nearly exclusively on the membership. Committees comprised of member librarians from around the state evaluate, recommend and oversee the selection and implementation of resources and services, including databases, electronic journals and books, multimedia, and services such as lending physical items across the state and building digital repository systems.

0.3 Peers, Competitors and Leaders

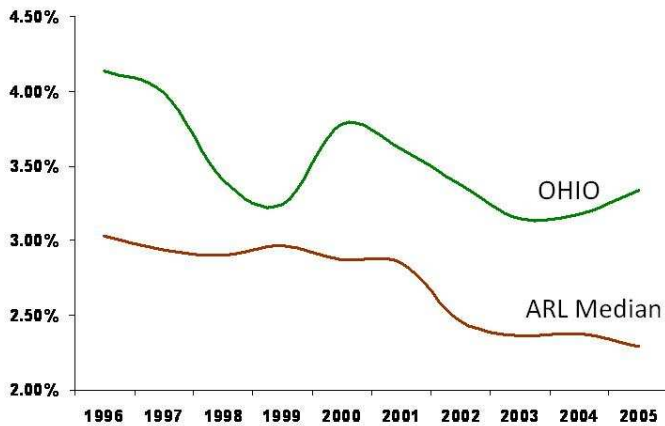
1. What other organizations are considered to be peers, competitors, and leaders in the field or discipline?

The Association of Research Libraries (www.arl.org) was founded in 1932 and currently has 123 North American members. Membership is based on the research nature of the library and the parent institution's aspirations and achievements as a research institution as reflected in the Carnegie Classification of Institutions of Higher Education published by the Carnegie Foundation for the Advancement of Teaching. During the 75 years since its founding, ARL has grown from 42 members to 123 members throughout North America. ARL influences the changing environment of scholarly communication and the public policies that affect research libraries and the diverse communities they serve. ARL pursues this mission by advancing the goals of its member research libraries, providing leadership in public and information policy to the scholarly and higher education communities, fostering the exchange of ideas and expertise, and shaping a future environment that leverages its interests with those of allied organizations. It has programs and activities that address all facets of scholarly communication and research library management and assessment. These include everything from serials price increases, electronic publishing, open access, intellectual property and copyright, institutional repositories, portals, leadership development, diversity, and statistics.

2. In terms of overall quality, stature, or standing, how does your organization compare with peers, competitors, or leaders?

The Association of Research Libraries membership includes most of the top-tier libraries in North America. Harvard, Cornell, Yale, University of Illinois, University of Pennsylvania, Princeton, McGill, Georgetown, and Ohio State are included in the membership. The median ARL member expenditures in 2006-2007 were \$21,324,759 compared to Ohio University's \$13,632,399. Of 113 members reporting, Ohio University ranks 103rd in 2006 expenditures. Consequently, many other traditional library input measures (monographs purchased per FTE student, serials purchased per FTE student, etc.) also rank towards the bottom of the membership.

This, however, is not a reflection of the campus commitment to the Libraries. The chart below tracks Educational and General allocations to Association of Research Libraries members with the 2005 median being approximately 2.5%. Ohio University funds the Libraries at about 3.5%. The actual dollar funding for Ohio University Libraries is, however, significantly lower because the overall campus budget is lower than the median.



3. What are the principle factors that influence the organization's standing relative to others in the field?

The [principles and procedures](#) for academic library membership in ARL are based partly on quantitative data that provide a view of the range of resources deployed among the [existing members](#) of the Association.

Each year, ARL calculates an index for the university library members of ARL. The index is a summary measure of relative size among the university library members of the Association. The sole purpose of the index used to be a membership criterion for the Association of Research Libraries; it currently serves as one indicator of potential for membership. The ARL Membership Criteria Index comprises the five quantitative data elements in which ARL university libraries most resemble one another, and does not attempt to measure a library's services, quality of collections, or success in meeting the needs of users. The Membership Criteria Index allowed ARL to evaluate potential new members and track the maintenance of membership requirements.

Starting with 2005–06 data, ARL is calculating a Library Investment Index (previously named Expenditures-Focused Index) as an alternative to the historical index known as the ARL Membership Criteria Index. The Library Investment Index replaces the public availability of the ARL Membership Criteria Index. The Library Investment Index is highly correlated with the Membership Criteria Index and less affected by changes in the collections variables. The methodology behind this new index is described by Bruce Thompson in his October 2006 paper, [“Some Alternative Quantitative Library Activity Descriptions/Statistics that Supplement the ARL Logarithmic Index.”](#)

0.4 Challenges and Opportunities

1. What are the most critical organizational challenges at this time?

The most critical challenges, similar to those of most large research libraries, include concerns over reductions in resource budgets, changing expectations of the Libraries' workforce, migration from print to electronic resources, support for our special collections, and the need to meet user expectations.

The Libraries is currently in the bottom 10% of ARL when considering the dollars spent per FTE student. These lack of resources impact our ability to adequately support emerging services; particularly the human resources needed to match those new services. As we complete the migration from print to electronic resources we will need to provide appropriate staffing to support that transition.

The facility will need to be continually refreshed, to meet the wide-range of user needs: from quiet study space to accommodations for lively discussions; that need to balance space use will continue to challenge the Libraries resources.

Marketing the services we provide to the University community by raising our profile, and meeting the needs of our virtual user through refined digital content access are also among the most critical challenges our organization will face in the coming months.

2. What special opportunities exist for advancing the quality, stature, or standing of the organization?

The challenges enumerated above also provide opportunities to meet our needs in the coming years. Anticipated retirements in the next five years will provide opportunities to rethink the priorities of the libraries. Emerging technologies (e.g. Google Books, Google Scholar, etc.) will help us meet our goal of expanding access to information with relatively no cost to us. This will provide an opportunity to re-think Ohio's regional library depository system: reducing reliance on the historical print collection, with reduced need to dedicate financial resources in support of that system. We will be able to focus on teaching and support of research. We will also be able to focus our resources on our 'special' collections.

Additionally, Alden Library is a relatively flexible, well-maintained facility. The Learning Commons serves as an example of the excellence that can be achieved through collaboration with other campus users, providing a model that will serve us well as we continue to re-invent ourselves to meet the changing needs of 21st century users.