California State University, Northridge
Oviatt Library Vision-Strategy
Summer 2013

Introduction

Society at large and higher education in particular are in the midst of revolutionary changes in information flow and approaches to learning. In response, the Oviatt Library has embarked on a number of initiatives that will transform the face of our facility and our services. Perhaps our most ambitious endeavor is our goal of building a new Learning Commons, which began construction in late Spring 2013. The Learning Commons, which will extend throughout the core of the 1st floor of the Oviatt, will integrate the new skillsets of librarians with 21st century technologies; provide students with ergonomic, portable, and flexible furniture; create a light and open space; be food friendly; and facilitate a teaching and learning dynamic that allows for both group study and individual reflection. We have high hopes for the Learning Commons as a new pedagogical and technological model for the 21st century academic library.

Technology has radically changed the way that librarians, students, and faculty think about both the process of searching for information and the utilization of library space. Mobile computing is on the rise, and scholarly communication and publication is becoming a much more open enterprise. Library resources will continue to shift toward digital formats, such as electronic texts, data, and streaming media. There are many challenges on the horizon for academic libraries (such as rising costs), but many opportunities as well. With new services and resources, and a major renovation already underway, the Oviatt Library will be well prepared for both the challenges and the opportunities that await us.

Campus Strategic Outcomes Aligned with the Library

Student Success

The Library supports the retention and success of students through the continuation and development of high-impact practices like provision of resources in support of the curriculum; its information literacy program; by offering exemplary services for a positive library experience; and by continuing its partnership in the First Year Experience program. Library assessment efforts contribute to the understanding of how to improve student success rates by piloting learner analytics, and by continually assessing information competency skills via surveys and questionnaires to inform the development of targeted instruction.

The Library continues to address the needs of a large and diverse student population by: meeting the demand for new knowledge resources; providing innovative physical space for study and research; expanding electronic services; and providing the necessary personnel to assist and guide students. The Library's outreach efforts to K-12 and prospective students promote the

Library and its resources and services through tours, library instruction, and by granting privileges to advanced placement high school students.

Faculty Success

The Library is committed to faculty success in research, instruction, service, and the tenure and promotion process.

As CSUN is embarking on a strategic expansion of campus research activity, library faculty and staff play a vital role collaborating in, supporting, selecting resources for, communicating and promoting, and the archiving of faculty research. The Library also actively fosters faculty success university-wide by its participation in faculty governance; recruiting activities; reaching out to new faculty across campus; actively participating in the New Faculty Orientation each year; and establishing and expanding these new faculty relationships over time.

Librarians play a critical role in providing instruction together with faculty. Specifically, it is the goal of the Library's instruction program to not only support student success but also faculty success in the achievement of learning outcomes for each course or program. The support takes place in traditional, face-to-face courses, in online courses, and in individual research consultations. As embedded librarians in the course management system, librarians offer virtual reference consultation for online classes. Instructional support is also provided by insuring that curricular material needs are met for both new and existing courses and programs.

Library faculty and staff provide ongoing guidance, both in person and through the development of online self-service instruction materials, to keep university faculty informed of the expanding breadth of Library resources and services. Librarians participate in the tenure and promotion process by serving on relevant committees; as well as providing information relevant to colleagues' promotion and tenure dossiers, such as citation data.

The Library supports library faculty success in the tenure and promotion process by encouraging librarians, particularly probationary faculty, to engage in research, join and become active in professional organizations, attend conferences and meetings, to obtain grants, and provides the needed funding for these endeavors.

Institutional Success

The Library fosters and develops relationships with other university entities such as the Learning Resource Center, University Corporation, Information Technology and the Tseng College to maximize the ease and efficacy with which services can be accessed. In addition, in cooperation with the Universal Design Center, an integral part of the Library, the goal of comprehensive accessibility to all Library resources and services remains essential.

The Library analyzes its collection and works with institutions across the CSU to negotiate significant discounts in the cost of academic content, software licenses, and vendor training and support services through cooperative purchasing. As a partner in the CSU system, the Library

works to develop a cost effective electronic core collection that ensures all CSU students and faculty have access to a common, highly valued, and heavily used collection of digital library content.

The Library continues to explore the benefits of an open access model, while curating and supporting the university's institutional repository, CSUN ScholarWorks. Open access models improve access to research while at the same time promoting cost efficiencies related to resource acquisition. To address the demand for new knowledge resources while keeping in mind overall costs, the Library also pilots programs for emerging technologies, and expands the use of e-texts and e-materials, lecture capture, digital media, digital asset management, copyright services, and cloud-based technology for research.

The Library is committed to transforming its space and facilities to meet the need for more collaborative and dynamic spaces for study and research; to expand the range and availability of electronic services; and to provide skilled and customer-service oriented personnel to assist and guide the university community in its learning, teaching and research efforts.

Essential Library Collections for Academic Programs at CSUN

The mission of the Oviatt Library has always been to support the curricular and research needs of the faculty and students. To fulfill that mission, CSUN librarians have continually shaped the monograph titles ordered and serials to which we subscribe. Now, the faculty and students expect that the content they need for their activities will be readily available whenever and wherever they are working. The "brick and mortar" Library has been transformed in their minds to the virtual library. In order to synchronize with this need, over the past five years the Library has migrated from the print and microform environment to the online network. The Library has acquired and subscribed to streaming educational video collections so that time in the classroom can be freed up for discussion rather than devoted to passive watching in the physical classroom. The streaming video complements our Video Furnace Service, which provides classroom access to our DVDs. Providing online access and discovery systems for books, journals, music, and film all serve to support the growing hybrid and online-only classes taught state side and through self-support programs.

The transition from print and microform to digital has resulted in less reliance on physical volumes that have been replaced with exact copies or newer works. For this reason, the Library does not need to retain all of its current print holdings. This is primarily true for journals but it is increasingly true for books as well. The Library currently subscribes to (or owns) ebook collections which include, in total, several hundred thousand titles. However, not all titles are available electronically. Scores and atlases, for example, are generally published only in print. Many works of fiction are only available for the Library to purchase electronically at exorbitant prices.

Adequacy of Current Space to Meet Materials Collections Need

The shaping of the collection is occurring at the same time that the Library is transforming our

space to increase use for learning activities. Based on our projects to shape the physical collection and preliminary reports from Sustainable Collections Services (SCS), we do not anticipate having a space issue. Using data from the SCS preliminary report, we conclude that about 35% of the circulating collection has never circulated, and there has been low circulation (1-3 checkouts) for another 23% of the collection. Most of these titles represent our holdings in our Automated Storage and Retrieval System (ASRS). The Library plans to work with SCS to identify titles that should be retained regardless of their circulation statistics to support holdings in the CSU and California. The Library has also been systematically purchasing the electronic back files for print journals, which can be recycled within the guidelines of WEST (Western Regional Storage Trust). Again, this will open space for learning activities.

During the summer of 2013, librarians will be reviewing the ASRS collection, starting with older reference material, for potential withdrawal of volumes that no longer support the collection. The removal of older reference material will provide ample space to hold safe titles to be retained in the collection during construction.

Ability of Current Facility to Manage Closed Archiving of Materials Collections

The CSUN Oviatt Library is the site of the world's first library Automated Storage and Retrieval System (ASRS). Currently this storage facility holds about 860,000 volumes, including bins that contain 15,000 linear feet of archival and special collections materials. ASRS consists of 13,260 steel bins on a rack structure that occupies a room of 8000 square feet and forty feet high. Librarians are currently in the process of redefining the parameters of what titles will be stored in the ASRS. The Library is implementing an ongoing "shaping" policy so that titles that are not used will not be held indefinitely in the ASRS. This will provide increased long-term capacity to hold our physical collection that still supports the research and learning activities of our faculty and students.

In light of the changing space needs due to the construction of the Learning Commons, the entire non-circulating Reference room collection of about 10,000 titles (many multivolume) were reviewed by bibliographers for the location decision. About 2,180 items were moved to the open stacks on other floors, and about 3,000 withdrawn. Almost 4,700 items were designated for ASRS storage. ASRS is currently 85.04% in use (full and partially full bins), which leaves just under 15% of empty space.

In addition, 5,800 items were designated for temporary storage in ASRS for the duration of construction. The Library intends to adopt the model of using ASRS as temporary storage for Special Collections and mainstream materials in the forthcoming years of space redesign and re-purposing.

Special Collections and Archives

The Special Collections and Archives is in need of expanded space that would also allow for all student assistants and staff members to work in the same area and house most, if not all, of their holdings (especially rare and fragile items) in fewer locations in the Library. It will also address several security issues present in the current area. Specifically, there is a need for new location for climate-controlled storage and new location for additional compact shelving. In the current

plan, Special Collections and Archives will be expanding into the Southwest section of the second floor. Based on calculations on our space, this should not negatively impact the open stacks.

Current Ability to Meet Library Collections and Service Needs

The lack of adequate funding is the Library's main impediment to continue supporting the learning and research needs of the students and faculty. Our current budget dates from 2001 and the costs of single subscriptions, package subscriptions, and books have increased exponentially. In the last ten years, librarians have carefully cancelled subscriptions and changed the scope of books purchased to live within the budget. However, starting in 2013/14 the Library will need to target content that we can no longer support. This is due not only to inflation but also changes in the Electronic Core Collection (content supported centrally by the Chancellor's Office), which has shifted more of the costs to the campuses. This review for reducing costs will not include content for which we have partnered with various departments and colleges on campus. We have long considered the collective work of the CSU libraries with the Chancellor's Office to be among the best advantages of the CSU system. We hope that the Chancellor continues to support the cost savings through cooperative purchasing, centralized licensing and shared services as highlighted in the LOFT report. Inflation has negatively impacted the ability of SDLC (Systemwide Digital Library Content) to maintain the ECC at past levels and hope that their budget is adjusted to the reality of costs in 2013 and beyond.

The Library utilizes several systems to manage its print and digital resources. The online library catalog (Innovative Interfaces) contains records for print, electronic and video streaming materials; ContentDM manages digital archives; Archon encompasses finding aids; and ScholarWorks (DSpace) archives and provides access to CSUN scholarly output. In addition, the Library uses a centrally implemented SFX link resolver tool to connect database citations and abstracts to full text.

Improving library asset management requires that various silo systems adopted by the Oviatt Library be better coordinated and integrated. Our overall goal should be one of improved asset interoperability and system integration, which would most likely be carried out specifically by indexing each in Xerxes/Summon, and implementing a Unified Library Management System at the local or consortial level. To that end, the Library just finished recruiting for the newly created position of Systems and Emerging Technologies Librarian. The scope of the priorities for this new librarian includes ensuring interoperability and efficacy of the existing Library systems, as well as the implementation of cutting edge tools supported by the CSU system and obtained locally.

The maintenance and growth of digital collections, archives, and services call for robust and coherent digitization operations. The Library digitization equipment is currently distributed throughout the Library. A dedicated lab would simplify maintenance, enable multiple tasks across software and hardware, and most importantly protect archival or other valuable resources from theft or misplacement during the digitization process. Such a lab would require devoted space, equipment and staff with the appropriate expertise. As faculty and departments create,

collect and organize physical and digital assets, needs for the professional management of these resources are apparent. The Library is well positioned to assist local stakeholders and to disseminate emerging trends and best practices in these areas. Assisting in data management will provide much-needed support in the application of grants from funders that have mandated Open Access data management plans.

Another area of growth and corresponding deficit is the cloud and long-term digital preservation for streaming services. The Oviatt Library is currently unable to support access to large in-house digital streaming collections. Audio and video files should utilize a dedicated streaming server, such as Kaltura, to support this service. Materials on this server will receive a maintenance regimen provided by the CSU, ensuring adequate preservation.

The colleges and departments on campus look to the Library not just for support of research needs but also management of content. The focus groups conducted at the request of the Chancellor's Office, as well as interactions at various faculty meetings and events, demonstrated that faculty members would like the Library to help them manage large data sets and to provide tools to manage personal research content (survey results, qualitative and quantitative data). This expands the traditional role of an academic library and reflects the respect that faculty members hold for the Library in terms of knowledge and information management.

Vision for the Future of the Oviatt Library's Resources and Services

Library Services within a Learning Commons Framework

A Learning Commons framework has been adopted by the Oviatt Library. The physical Learning Commons, currently under construction during the summer 2013, will extend throughout the core of the 1st floor of the Oviatt, and will facilitate a new teaching and learning environment. We will also be welcoming the Learning Resource Center into the Library, which provides a variety of services such as writing assistance. From within the Oviatt Library Learning Commons (opening in the Fall of 2013), research, instruction, and outreach services will continue to be delivered. In addition to these traditional core services, the Library is also extending our computing offerings by offering more extensive laptop and tablet checkout services to students. The addition of seven new technology equipped group study rooms on the first floor of the learning commons area will also provide students with enhanced access to computing and collaborative spaces to afford peer learning and knowledge creation opportunities. Assistance with desktop and mobile computing and circulating technology equipment, provided by the Library, will be delivered from a dedicated service point on the first floor learning commons. In addition, the CSUN Information Technology Division will also be stationed at a new help desk on the first floor of the Learning Commons to assist students with campus IT infrastructure needs such as wireless connectivity, virtual software issues and account lookup assistance. We will also be adding a new multimedia lab in 2014, in our current Friends of the Library bookstore space, through Campus Quality Fee (CQF) funding.

In addition to all of these learning commons focused changes, the Oviatt Library will continue to strive toward delivering outstanding services and collections in the future through the acquisition

of targeted materials that support campus curricular needs. We are also engaged in the myCSUNtablet Initiative, which the learning commons services desks will support in addition to our own tablet checkout. Several library faculty members are actively engaged in the myCSUNtablet initiative, which is a partnership between CSUN and Apple, Inc. that seeks to reduce the cost and increase the quality of learning materials for students. Participating students will use iPads to gain immediate access to e-books and related e-learning materials in a suite of courses in select majors. Participating library faculty will received an iPad and are working with professional course designers to learn more about the relationships among effective teaching, creative use of authoring tools, and accessible design. We plan to use this knowledge in the programming and services offered in the Learning Commons.

Developing Existing Synergies

The Oviatt Library is fortunate to have many strong relationships and synergies with existing groups on campus. With the creation of the Learning Commons we have further strengthened ties with the Learning Resource Center (now being relocated to the 3rd floor of the Oviatt Library) and the CSUN IT Division. We are working collaboratively to see how we can offer collaborative programming and services in the Learning Commons and beyond. Examples of synergistic projects currently under development include the development of Oviatt Library/CSUN-IT delivered workshops on box.com storage solutions, iPad applications supported by the myCSUNtablet Initiative, and the Virtual Software Library (VSL).

The Oviatt Library is also engaged in many projects with the CSUN Faculty Development office CIELO (Center for Innovative and Engaged Learning Opportunities). We currently have library faculty actively engaged in many existing CIELO projects including: Academic First Year Experiences (Freshmen Common Reading Program, University 100 instruction provided by library Faculty), and participation in both leading and attending pedagogical workshops designed to help all faculty thoughtfully integrate new approaches to teaching and learning. In addition to all of these efforts, a library faculty member has also been selected to be the project director for Faculty Development on the myCSUNtablet initiative.

Through our instructional and outreach program which provided hundreds of sessions in 2012-13 reaching over 20,000 students, Oviatt Library faculty are deeply engaged in the curricular offerings of all of CSUN colleges and programs. We currently support both research, teaching and learning in both face to face settings and online environments including our presence in our Learning Management System (Moodle) and the creation of multiple digital learning options. Highlights of our digital support of research include the development and growth of our institutional repository CSUN ScholarWorks, which is an open-access institutional repository for capturing, organizing, preserving and disseminating the intellectual output of the faculty, staff, and students at CSUN. We also offer many videos and tutorials that support outreach to student services programming and faculty teaching and learning initiatives through our Research Therapy videos and Message in a Minute video programming.

The Oviatt Library plans to make better future connections to campus functions and operations that support research and scholarship through the growth and further development of our institutional repository CSUN ScholarWorks and an open source publishing initiative. The

efforts of our digital services library faculty will undoubtedly support campus data curation needs in the future enabling access and preservation for campus research needs. The Library is also working diligently to try to provide leadership to the campus community about copyright and accessibility concerns through workshops and the work of the Universal Design Center.

We will continue to work to expand the success of our outreach programming which provides vital community services to numerous local K-12 institutions and community organizations through information literacy educational programming such as our Oviatt Library's Advanced Placement Program. We also hope to develop new synergies with other student centered services.

Campus Priorities and Initiatives Aligned with the Library of the Future Vision-Strategy

The Oviatt Library's future vision strategy is well aligned with the campus priorities and initiatives. Some strong examples of this alignment can be found in the alignment of library programming with CSUN's *IT Vision@2015*. With the drafting of the IT Vision 2015 Cal State Northridge engaged in a collaborative campus process in 2010-2011 to create a campus digital master plan. Much like the campus physical master plan establishes a blueprint for the future look of the physical campus, the *IT Vision@2015* establishes a five-year vision for information technology. The Oviatt Library is strategically aligned to IT Vision 2015 and working diligently to meet the plan's four designated themes which are: Enabling Education and Research; Supporting Data Informed Decisions; Exemplary Service; and Providing Agile and Affordable Technology.

Many of our programs and services meet *IT Vision 2015's* theme of Enabling Education and Research. For instance we provide assistance with technology within the campus curriculum via our library instruction program and database offerings. We are also meeting the plan's call to provide Technology Rich Flexible Learning Spaces with the construction of our Oviatt Learning Commons (opening Fall 2013).

Our expanding opportunities for faculty development and faculty self-service tools have included the production of digital learning objects as well as expanding opportunities for faculty development and faculty self-service tools, such as:

• The Library produces short video tutorials, titled "Message in a Minute," highlighting Library services and resources for faculty. After each viewing, professors are encouraged to provide feedback and suggest new topics through a brief online survey.

• The growth of the Library's e-Reference, e-Book, and e-Journal collections supports self-service compilation of downloaded research and instruction materials. While library faculty publicize these tools to campus faculty and students in a number of different ways, the Library will endeavor to find even more ways to publicize these important information resources to the campus community.

•   CSUN ScholarWorks, the university's institutional repository, will be expanding its Scholar Spotlight program, building digital collections of individual faculty members' published scholarship and unpublished research that can be referenced dynamically. The ScholarWorks team will conduct outreach sessions to increase self-submission into ScholarWorks by faculty. In addition, the ScholarWorks team will be working with IT Academic Technology to investigate storage of campus digital learning objects.

•   At the 2012 and 2013 Course Redesign Institute, Library faculty gave instruction on topics related to embedding Library resources in Moodle and copyright/fair use.

•   The Library supports the campus Drupal-based Web-One project and its content management goals, including uniform institutional branding and graphics standards, programmatic content workflows, and persistent navigation menus. The Library is well-positioned to partner with IT and Academic Affairs in the continued development of the project, as it has managed its own website -- with mobile sub site -- using Drupal 6 since June, 2010 and has recently migrated to Drupal 7. The Library Drupal CMS supports 40 faculty and staff content authors and integrates content from six library systems, as well as syndicated content from YouTube, Facebook, Twitter and Pinterest. Library webpages experienced over 11 million page views by over 1.3 million unique visitors in 2012. Thanks to a close working relationship with Library faculty and responsive interactions with patrons, Library Information Technology staff members are able to implement enhancements to the interface and functionality of the website with a relatively short development cycle. While the Library will retain its separate CMS instance for the moment, Library technology staff are encouraged to share solutions and collaborate with developers on Web-One, with the goal of establishing campus-wide best practices and shared standards in Drupal theme and module development, across all instances. The Library looks forward to merging with Web-One when the application development workflow become sufficiently dynamic to accommodate Library faculty and patron needs.

•   The Library has adopted the branding and graphics standards of the Web-One project and will continue to participate in the advisory Web Content Group (WCG) as it guides decisions about approaches to mobile access, content expiration workflow, and other development. The Library's primary charge on the Web-One project has been consulting on website taxonomy. Taxonomy – the organizing topical structure of content on a website – influences navigation, URLs, and the underlying metadata attached to content that allows it to be found through a search or discovered through link browsing. Website content structure forms a bridge of communication between the organization and its customers, as it (a) facilitates access to the content the organization deems most valuable, and (b) helps users find the content they want, the way they want to find it. Structuring content, therefore, requires consultation within the content providers in the organization and with "typical" users of the site. The Library has recommended the steps necessary to develop, test, and maintain content taxonomy for top-level CSUN websites and the websites of individual units within the CSUN web presence, and Library personnel will continue to offer consultation as the process rolls out.

Conclusion

Student success, faculty success, and institutional success are all important parts of the mission of the Oviatt Library. To fulfill our mission, we need to ensure that the collections of the Library (both print and digital) **and** the physical space of the Library are sufficient for the needs of our students and faculty. A long term renovation project is planned for the Oviatt Library, and the first phase of this project (the Learning Commons) is already underway. A goal to reshape the physical collection of books and journals in the Library is also a necessary aspect of our strategic plan. The slow but steady migration of scholarly information from print to digital will change the face of academic libraries over the next 25 years, but library spaces will continue to be used by students and faculty for research, learning, study, and knowledge creation. The Oviatt Library will be prepared for these changes through careful planning, continual data gathering, and practical implementation of our strategic goals.