Organizing Around a Suite of Services for 21st Century Research Libraries

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Agenda

• Organizing Around Services
• Organizing Around Spaces
• Organizing Around Knowledge Creation – The 3rd Space
Mount Nittany

Nittany Lion Shrine
Beaver Stadium

Pattee Library and Paterno Library
Higher Education in the Third Millennium

- Online Revolution
- Globalization
- Scarcity of Resources
- Public Confidence
- Accountability
- Cutting Edge/Fast vs. Conservative/Slow

Research Libraries in the Third Millennium

- More Important than Ever!
- Human Touch – We’re More than Computers
- Partnerships Across “Boundaries” and Institutions
- Abundance of Information
- Teaching Role is Critical
- Myriad of Formats
- Inspirational for Future World Problem-Solvers and Life-Long Learners
What is Organizational Structure?

Overarching Concepts for New Organization

- Addresses changing 21st century research library operations, formats/ways of creating scholarship, new technologies
- Focused on strategic and programmatic approaches
- Provide clarity
- Agile and flexible
- Leverages collective expertise
Overarching Concepts for New Organization

- Student (grad, undergrad) and faculty centered
- Encourages culture of assessment
- Emphasizes public engagement across the Libraries
- Reflects one library geographically dispersed

Overarching Concepts for New Organization

- Enhances internal and external communication
- Expanded leadership and collaboration opportunities
- Advance partnerships across the Libraries & the University
- Stronger correlation with University priorities
- Administration load balancing
Libraries Organization 2012

Univ. Librarian

Development

Finance & Facilities

Communications

Mintex

Research & Learning

Health Sciences

Data & Technology

Content & Collections

Organization Development

University of Minnesota LIBRARIES
What's Missing…
Core Values & Traits

- Selfless and User Centered (as opposed to selfish and ego-centric)
- Mutual Respect (as opposed to disrespect)
- Collaboration (as opposed to working in silos)
- Flexibility (as opposed to rigidity)
- Outwardly Focused (as opposed to inwardly focused)
- Proactive (as opposed to reactive)
Skills/Abilities for 21st Century Libraries (Farkas 2006)

- Embrace Change
- Learn New Technologies
- Troubleshoot Technologies
- Flexibility
- Comfort with Constant Learning
- Good Communication Skills

Organizing Around Services – Drivers for Transformation
Got silos?
We've got these 4.


Intensive Partnerships

- Information Technology
- Colleges and Academic Departments
- Research, Undergraduate Education
- Operations, General Counsel, Budget and Finance
- Institutional Research
New Roles for Connecting Librarians to the Academic Enterprise

- Strongly tied to University priorities (see strategic plan) and Libraries’ priorities (KC concept, content stewardship, discovery—developing programs to work with users throughout the life cycle of research, teaching)
- User-centered and service driven—emphasis on proactive outreach
- Focused on what current/future students need to be successful (resources, space, instruction, etc.)

New Roles for Connecting Librarians to the Academic Enterprise

- Considers providing services outside of libraries
- Incorporates visible engagement and support of priority interdisciplinary research and teaching
- Supports research centers, research teams (what if expert librarians were assisting teams conceiving of grants at the beginning with strong lit searches). Engagement with research deans who have the overview of college research activity
New Roles for Connecting Librarians to the Academic Enterprise

- Consider customized services, programs for different user groups—undergraduates, graduates, faculty in collaboration with other library faculty and collegiate partners
- Connect through robust web presence and innovative tools to support use of scholarly resources
- Proactive involvement with others in scholarly communication activity (education, repository, consultation—research, data management, support visibility of Penn State output (repository ingest for example)

Organizing Around Spaces

- Address 21st Century Research Library Environments— Increasingly digital and technology-rich
- Student-centered
- Virtual Spaces
Spaces – Guiding Principles

• **Student-centeredness is key to our strategic plan.**
  - Maintain or increase student seating.
  - Multiple types of spaces are important – quiet study space, group collaborative space, collaborative workspace, consultation space.

• **Print collections are decreasing and digital collections increasing.**
  - How much space do we need for collections for the future? What is needed onsite/offsite?
  - Collections space needs may vary by broad discipline. How do we take that into account?

Spaces – Guiding Principles

• **Special Collections needs appropriate space for the collections and services and outreach activities.**
  - How can we most effectively showcase our very special collections and provide spaces to use the wonderful materials and teach classes?

• **The integration of new technologies have an impact on our space needs.**
  - How can we leverage technology to best serve the needs of the students?
  - Services we have now may not be in existence in the future. How can we plan for the future?
Spaces – Guiding Principles

• Faculty and staff need appropriate workspaces based upon the types of jobs that they do and the people that they serve.
• As we think about space we need to build in an ongoing program of assessment of our space.
• “Library” spaces are not always in the library!

Lending Services Area
Group Instruction Room

Group Instruction Room
Nike Multimedia Classroom

Media Commons
Audio Recording Room

Presentation Practice Room
“Living Room”

Green Walls
Doorway Looking into Leisure Reading Room from Knowledge Commons

Franklin Atrium
Franklin Atrium “Living Rooms”

Franklin Atrium Green Walls
Franklin Atrium Aerial View

Special Collections

The Special Collections Library is located on Penn State's University Park Campus. Here, researchers can find more than 200,000 printed volumes, more than 25 million archival records and manuscripts, and another million photographs, maps, prints, and audio-visual items. Our mission is to provide primary source materials for researchers from Penn State and around the world.

What's different about using special collections?

What materials are available online?

Major Collecting Areas

- University History
- State & Local History
- Labor History
- Literary History
Organizing Around Knowledge
Creation – The 3rd Space

University Publishing Investments

Scholarly Publishing: The Third Space

- Commercial Publishers
- Scholarly Society Publishers
- Library Imprints
- Library / University Press Initiatives
- Repository "Publishing"
- Open Access Publishing
- Discovery Tools
- Born Digital Creation and Curation
- University Presses

Knowledge Creation: Individual to Integrative

- Suite of services on top of existing content
- Help integrate researchers/institutions integrate existing personal or enterprise data with content
- Bundling content with technological infrastructure – research directed, learning systems directed
- Creating discovery systems
- “Publishing” data and developing mining models/tools as opposed to browsing models/tools
- Building assessment systems for research output, learning outcomes
Organizing Around a Suite of Services – Summary of Key Characteristics

- Multiple Dimensions
- Open and Persistent
- Forward Trajectory
- Zeal and Determination
Comments & Questions

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