

**California State University, Northridge
Academic Affairs**

COLLEGE/UNIT: Oviatt Library

ACHIEVEMENT OF OUTCOMES FROM 2013/14 PLAN

- We completed oral histories of two past presidents, one past provost, and the current provost.
- We finished planning for and construction of the Learning Commons.
- We successfully recruited a new Director of Library Information Technology.
- We hired a new systems and emerging technologies librarian (faculty position).
- We hired an archivist to replace longtime archivist Robert Marshall who retired in 2010.
- We continue to recruit a Director of Development (in conjunction with the division of Information Technology).
- We hired a new business and data librarian (faculty position).
- We hired several new staff positions, including the special collections and archives coordinator, a project archivist, a serials cataloger, an interlibrary loan assistant, a government documents assistant, a digital materials cataloging assistant, a web developer in the Universal Design Center, and a music and media adaptive cataloger.
- We finished the current cycle of strategic planning with reports sent to the dean by five “Diagonal Slice Groups,” and recommendations from these reports are starting to be implemented.
- We successfully planned and constructed the Learning Resource Center on the 3rd floor, East Wing, and we continue to make efforts to integrate the LRC into the Library.
- We continue to make progress on a plan for reshaping the print collection to make more room for student study rooms and learning spaces.
- We continue to plan for other renovation projects in the future including the expansion of Special Collections and a CQF-funded “Digital Creative Commons.”
- We successfully rolled out our new online discovery system (“Summon”) which now has a prominent place on the library’s homepage.
- We successfully implemented our new library website in January 2013 (in compliance with the WebOne standards as they existed at that time), and we continue to make adjustments to our website to bring it into full compliance with WebOne.

2014/15 PLANNING FORM

1. Demonstrating Student Success (through access, advising, retention, graduation rates, student involvement in faculty research, and assessment)

The Library plans to continue assessing student learning outcomes for information competency (IC) using a mixed methodology of direct and indirect measures. Direct measures may consist of targeting courses with faculty who are willing to give librarians access to student work in order to apply IC rubrics to measure information competency skills, as demonstrated through the quality of cited resources and/or search journals. Indirect measures may include web-based pretests and posttests conducted in hybrid or totally online courses, which will

assess students' IC knowledge, skills, and attitudes, as well as the efficacy of related in-person and/or virtual Library instruction.

Assessment of outcomes related to the Library's collections will consist of both direct and indirect measures. Direct measures may include examining student and/or faculty work to determine if Library resources were sufficiently cited in their research, and to determine if Library resources were available or lacking. Indirect assessment may include environmental scans (comparing Library holdings to syllabi, course proposals, course reserves lists, standard bibliographies, benchmarking data from similar institutions, interlibrary loan borrowing data, and other analytics).

Library services, including public service points, reference and Library instruction, access to resources (physical and virtual), and facilities, will continue to be assessed through such indirect measures as user satisfaction surveys, comments and/or complaints received, use data, and environmental scans.

The Library continues to address the needs of a large student population. These challenges include meeting the needs of our students in terms of 1) the demand for new knowledge resources; 2) the physical space for study and research; 3) the expansion of electronic services; and 4) the necessary personnel to assist and guide students.

The Library has several major thrusts to support retention, the first being our information literacy program. Last year, more than 26,000 students attended 946 information research sessions. These sessions are vital, because they provide students with a core skill that in turn helps them with their academic achievement as they grow more confident and comfortable with the uses of information.

The Library is an active partner in the First Year Experience program, because we want to assist in helping students during this critical time. We also are partners with many other student activities on campus. For example, last year, we had 16 booths at various events to market our services and help the students to feel more comfortable asking us questions and using the Library.

2. Supporting New Faculty

As in the past and as the Library budget allows, we will continue to allocate equipment and travel funds as needed for all of our faculty. We encourage all librarians, particularly probationary faculty, to join and become active in professional organizations, including authorizing time and providing funding to attend conferences and meetings.

The Library also reaches out to new faculty across campus, including active participation in New Faculty Orientation each year. As part of this annual orientation, we conduct tours of and offer presentations about Library services. We work with faculty in selecting materials to support their curricular and research needs, and provide training as needed in using our equipment and services. The Oviatt Library has co-sponsored the New Faculty Orientation for the past three years through the use of the Ferman Presentation Room and through a lunch provided by the Library.

The Library is in the midst of recruiting for a faculty position (Instructional Design and Education Librarian) within the RIOS department. Last year we hired two new faculty members in the Library.

3. Demonstrating Integrated Planning: Actions to Meet IT Vision@2015 and the Campus Sustainability Plan

CSUN librarians will spend the 2013-2014 year analyzing the Oviatt Library collections in terms of usage, age, and condition with a view toward some de-selection and repurposing of space in the building. As more and more information resources become digitized (or are born digital), fewer print materials are required. Thus, more space for students will become available for teaching, learning, and research. Oviatt Library faculty and staff members are following closely the work of LOFT (Libraries of the Future Taskforce), a group of provosts, library deans, and faculty in the CSU who are making recommendations for collection analysis and space repurposing on all 23 CSU campuses.

Expanding opportunities for faculty development and faculty self-service tools

- 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 title 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 open access institutional repository, will be expanding its Scholar Spotlight program, building digital collections of individual faculty members’ published scholarship and unpublished research. 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 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 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 subsite -- 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. Thanks to a close working relationship with Library faculty and responsive interactions with patrons, Library Systems 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.

Expanding online programs, redesigning priority courses and expanding support for assessment and quality rubrics

- The Library supports faculty instruction through the development and deployment of digital learning objects (tutorials, lecture-capture and screen-capture videos, websites) that can be incorporated into Moodle sites. Library faculty members are also available as “embedded librarians” to offer virtual reference consultation for online classes.
- The CSUN ScholarWorks Learning Object Repository serves as an archive and distribution platform for digital learning objects.

Piloting emerging technologies (tablets, gaming, simulations), expanding use of e-texts and e-materials and lecture capture

- Collection Development is moving toward selecting more E-books as part of the permanent collection. Some titles are being used as E-textbooks. E-books allow 24/7 access to the content from anywhere that has Internet access.
- Library faculty participation in the ScholarWorks Digital Learning Object Grant will produce learning objects that advance student adoption of E-textbooks. Library faculty participation in Affordable Learning Solutions and Chancellors Office programming promotes the replacement of print textbooks with digital resources, using both deep-linking to subscribed services and electronic reserves.
- The Library Learning Commons is piloting lending programs for tablets and E-readers, as well as laptop media equipment checkouts. In addition, the new “Digital Creative Commons” will incorporate opportunities for the use of gaming, simulations, and collaborative digital workspaces.
- CSUN ScholarWorks is available as a repository for products of these emerging technologies. Plans are underway to develop ScholarWorks as a distribution platform for

campus-based E-journals, as well as to partner with Academic Technology to support faculty-authored Open E-text solutions.

- Library faculty members are encouraged to use lecture capture when creating online tutorials or digital learning objects.

Developing technology standards for learning spaces of the future (video streaming, mobile device integration)

- Collection Development has increased its streaming video offerings, both through paid subscriptions and outright purchases. Delivery platforms provide alternative access through captioning or transcripts. Recently, we have been purchasing streaming rights for individual titles that faculty want to provide access to through Moodle. We are expecting to increase access to individual titles as faculty demands and video distributors allow.
- The Library has used Video Furnace video encoding and streaming system to encode over 1,700 of its most heavily requested video titles for classroom streaming. The Library is in the process of testing Video Furnace streaming direct to students over their course Moodle pages for home viewing. Upon successful completion of testing, we hope to expand Video Furnace Moodle streaming to a wider selection of classes.
- In addition, the Library also offers streaming audio and video reserve services for selected cloud-based streaming media titles.
- The new Learning Commons now includes the addition of digital wayfinding kiosks, collaborative digitally-connected spaces (MediaScape), and many more available power outlets and recharging stations.
- CSUN ScholarWorks will be integrated with the Kaltura streaming server to provide streaming video from the repository.

Expanding the use of digital media, digital asset management and copyright services

- The Library had adopted a number of "asset management" systems to organize, manage, and provide access to digital collections, including: (1) an electronic resources management system (ERM) to manage licensed resources, licenses (restrictions, terms of use, and storage of licenses), statistics, and access to these materials, which is integrated within our Library system; (2) the CSUN ScholarWorks institutional repository for faculty, student, and administrative digital collections, which supports a variety of digital media; (3) a digital collections repository to organize and provide access to the Library's digital collections (e.g., images, scores, etc.) as well as (4) an archival system (Archon) for Special Collections and Archives, which provides information about collections, including copyright services governing use of materials.
- Over the past two years, the Library has requested and received \$50,000 in CQF funding to replace approximately 400 of the most heavily requested analog videotapes with DVDs, both for preservation and ease of access.
- Library Course Reserves provides information regarding the Copyright Clearance Center to instructors for use of materials beyond the Fair Use guidelines, and information about use of specific licensed resources is made available through the Library catalog. The Copyright Team will provide outreach services for copyright education, including tutorials, learning objects, pamphlets, interactive flow charts, etc. An in-depth copyright policy for digital media is in development.

Improving student success by piloting learner analytics

- The Library offers LibAnswers mobile reference text service, which builds a knowledge-base of answered questions and tracks user analytics for customer service.

- Incoming information competence skills of University 100 students are assessed informally using a SurveyMonkey questionnaire. Library faculty use the learner analytics gathered to target instruction.
- To inform planning of the Learning Commons, the Library Assessment Team will conduct surveys to gather information about the capabilities, habits and needs of the constituents the Learning Commons will serve, including students.

Expanding use of cloud-based technology for research

- Library instruction to train students in Box.com campus solutions is planned for the future.
- CSUN ScholarWorks platform will be expanded to include cloud-based storage, which will provide stable backup for large formats, especially video, audio, and datasets.

Improving Accessibility and Universal Design throughout the Campus

The Universal Design Center, reporting to the Dean of the Library, will:

- Provide reports and training for administrative websites in compliance with ATI policies.
- Conduct research and maintain repository of training materials in support of ATI policies.
- Ensure all technology related purchases and contracts are accessible in compliance with ATI policies.
- Provide consultation with faculty in designing or choosing accessible instructional materials in support of ATI policies.

Alignment with Campus Sustainability Plan

- Recycle paper in blue bins placed in all departments and public areas of the Library.
- Reduced number of printers in individual offices.
- Encourage staff to print only when necessary.
- Weeding collection and printed materials are being offered to a book reseller for reuse.
- Encourage bibliographer selection of electronic resources.
- Provide recycling bin for glass and plastic in Presentation Room and department offices.
- Library representative on sustainability committees participated in the faculty pilot of the Sustainable Office Program.
- Twice a semester book recycling sales by Friends of the Library.
- Participate in campus office material recycling (printer ink, etc.).
- Purchase recycled printer paper.
- Reserve textbooks purchased through CQF funding which facilitates sharing of books.
- Institutional repository managed by Library which provides permanent archiving of campus output by faculty, staff, and students.
- Campus switch to electronic theses which are deposited into the institutional repository (photocopying and travel to campus by off-site Library users reduced).
- Digitize legacy masters theses (photocopying and travel to campus by off-site Library users reduced).
- Librarians have reduced use of handouts for Library instruction courses by putting course guides online on Library website and providing links in Moodle.
- Increased electronic Library marketing – banner ads on website, Message in a Minute videos, social media including Facebook and Twitter.
- Online surveys instead of paper.
- Reduced print journal subscriptions and increased electronic journal subscriptions.

4. Increasing Basic and Applied Research and Sponsored Programs

We are planning to continue apply for federal grants for the Library. Last year the Oviatt Library was awarded a \$50,000 grant from the National Institutes of Health.

5. Increasing Revenue Generation

The Library will continue to pursue the following revenue enhancements: fund-raising, cultivating donors, pursuing grants, and partnering with the colleges in programs such as our recent collaboration with Extended Learning and Humanities in offering a graduate certificate in “Advanced reasoning, writing and research for professionals.”

Additionally, we recommend that the campus consider that the Library be part of any revenues from the applied doctorates, as these programs increase our costs in terms of providing resources. We also recommend that the campus insert into grant proposals, as appropriate, that the Library receive some funds for providing information resources.

The Library is currently recruiting a shared Director of Development position with the division of Information Technology. While some donors to the university continue to support the Library through traditional means (donation of rare books and archives, support of cultural events in the Library, etc.), other donors are interested in giving to initiatives that support cutting edge technology in the Library and throughout the campus. A Director of Development that is shared by the Library and by Information Technology will be able to reach out to individuals in the community, to corporations, and to foundations to build support for the university, solicit significant gifts, and cultivate major donors.

6. Creating and Maintaining Partnerships with the Community

For the past four years we have partnered with the University of North Texas to offer a Master’s of Library and Information Sciences degree. Some analysts predict a critical shortage of librarians in the upcoming years, and with this program we are helping to close this gap and open educational opportunities to our local residents.

We have also formed enduring and valuable partnerships with many community groups: The Friends of the Oviatt Library, the SAGE Society, and the Women in Science and Engineering (WISE), to name a few, that help supply us with a variety of unique resources and opportunities for both the Library and the surrounding community to use.

In addition, our Library’s Teacher Curriculum Center (TCC) offers in-house, hands-on “lab” use of its collection of K-12 curriculum materials to local community educators. It has an ongoing outreach program to inform local teachers of this service. The TCC’s collection includes both print and non-print materials that would actually be used within an elementary or secondary school classroom.

The Library makes an effort to be an active partner with the community in terms of marketing the campus to prospective students, particularly through our significant outreach program to K-12 schools. This includes tours, library instruction, and advanced placement privileges. Last year, over 2,000 K-12 students attended a Library lecture here at the Oviatt Library.

The Library attempts to increase the visibility and reputation of the university through a variety of means, including an electronic newsletter sent out four times per year; a print newsletter sent out once per year; and press releases sent out to the community regarding special events held in the Library, significant faculty and staff accomplishments, and important donations to the Library that raise the profile and enhance the reputation of Cal State Northridge.