University Futures, Library Futures: aligning academic library services to emerging institutional needs

Constance Malpas
Strategic Intelligence Manager and Research Scientist, OCLC

Jeff Steely
Dean of Libraries, Georgia State University

Rona Stein
Researcher, OCLC
University Futures, Library Futures

• OCLC Research and Ithaka S+R collaboration with support from Andrew W. Mellon Foundation

• Examining impact of increasing differentiation of US higher education on the organization of academic libraries

• Shift from collection-centric model of excellence to engagement-oriented model supporting distinctive needs of parent institution; teaching, learning, research workflows

• More information: oc.lc/libfutures
Key questions

• Can we move **beyond Carnegie** to explore institutional differentiation in terms of universities’ investments and enrollment profiles?
  • Institution typology and index

• Is a shared view emerging of **what an academic library should look like** in different institution types?
  • Survey
  • Focus Groups
Institution Typology: working model

• **Population:** 1506 US higher education institutions (HEI) comprising four-year public and private non-profit degree-granting colleges and universities

• **Unit of analysis:** institution as defined by IPEDS unit ID

• Institutional profiles derived from 2015 IPEDS survey data:
  • **What** colleges and universities do (research, liberal education, career-directed education)
  • **How/for whom** they do it (traditional vs. ‘new traditional’)

University Futures, Library Futures
In this session . . .

• Explore application of University Futures, Library Futures working model to the University Innovation Alliance (UIA)
• Examine institutions directions, and library directions in UIA universities
• Hear from Jeff Steely, Dean of University Libraries, about how the university libraries are assisting in scaling innovation at Georgia State University
Who We Are

The University Innovation Alliance is the leading national coalition of public research universities committed to increasing the number and diversity of college graduates in the United States.

We share a sense of urgency about this work because we are public universities with a public mission. Higher education needs to do a better job of graduating students across the socioeconomic spectrum, particularly low-income students, first-generation students, and students of color. Raising graduation rates is imperative for individual social mobility and U.S. global competitiveness.

For too long, colleges and universities wasted time and resources trying to solve this graduation challenge by themselves. It was inefficient and ineffective, and students paid the price. In 2014, we flipped the script. We decided to innovate together. We set ambitious goals, opened up our data, and agreed to share everything we learn.

http://www.theuia.org/#about
UNIVERSITY DIRECTIONS
‘Doctoral Highest Research’ University Directions
(N=115)

Syracuse University
R: 0.40, LE: 0.33, C: 0.26

Caltech
R: 0.55, LE: 0.34, C: 0.11

SUNY Albany
R: 0.39, LE: 0.59, C: 0.01
University Innovation Alliance: Institutional Directions
(N=11)

Purdue University - Main Campus
R: 0.42, LE: 0.35, C: 0.23

University of Kansas
R: 0.45, LE: 0.37, C: 0.18

UC Riverside
R: 0.40, LE: 0.49, C: 0.11
New Traditional Enrollment and Educational Offer
UIA (N=11) and Doctoral Highest Research (N=115)

- Part-time
- Exclusively online
- Pell
- Hispanic enrollment
- Black enrollment
- Students age 25 and over

UIA average
Doctoral Highest Research

UIA enrollment profile is more diverse than Doctoral Highest Research as a whole.
Percent Change in Enrollment Profile 2011-2015
UIA (N=11) and Doctoral Highest Research (N=115)

- University Futures, Library Futures
- 10%
- 5%
- 0%
- 5%
- 10%
- 15%
- 20%
- 25%
- 30%

Part-time enrollment
Pell
Hispanic enrollment
Black enrollment
Students age 25 or more

- UIA average
- Doctoral Highest Research average

Diversity is increasing among Doctoral Highest Research as a whole: opportunity to scale learning from UIA
ARL Library Director Perceptions (n=58)

- University Directions
- Library Directions

Research

Career

Liberal Education

38

28

34
UIA Library Director Perceptions (n=7)

10 point gap between university and library directions
‘UFLF’ Survey Respondents (N=581)

Ideally, the primary focus of library investment

---

- Convene Campus Community
- Enable Academic Success
- Facilitate Information Access
- Foster Scholarship and Creation
- Support Off-campus Users
- Preserve and Promote Unique Collections
- Provide Study Space
- Showcase Scholarly Expertise
- Transform Scholarly Publishing

Percent of Total Library Expenditures

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<td>Transform Scholarly Publishing</td>
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Ideally, remains a primary focus of library investment
Ideally, the primary focus of library investment

More investment in **new traditional students**
More investment in **reputation management**
More investment in **transforming publishing**
Food for thought

• Are UIA library directors responding to **distinctive institutional context**, aligning library investments around priorities of increasing access, improving retention/graduation, maximizing institutional research reputation?

• ... or are they led by **directors** who would make similar changes in *any* R1 library?

• Do service models developed in UIA libraries represent a ‘**new** research library paradigm’, more focused on outcomes than inputs?
Jeff Steely
Dean of Libraries
Georgia State University
Context
Strategic Plan

**PREAMBLE**
An introductory statement to Georgia State's strategic goals.

**GOAL 1**
Become a national model for undergraduate education.

**GOAL 2**
Strengthen and grow the base of distinctive graduate and professional programs.

**GOAL 3**
Become a leading public research university addressing the most challenging issues of the 21st century.

**GOAL 4**
Be a leader in understanding the challenges of cities and developing effective solutions.

**GOAL 5**
Achieve distinction in globalization of the university.
Student Success

success.gsu.edu
Research Growth

TOTAL SPONSORED FUNDING
FY2011 – FY2017

252% FUNDING INCREASE over the past six years

FY17: $147,006,200
FY16: $121,806,300
FY15: $100,870,100
FY14: $81,206,570
FY13: $71,447,820
FY12: $66,258,230
FY11: $58,186,712
Consolidation
Feeling Stretched
Feeling Stretched

Amount

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Strategic Intentions, 2017-2021

**Student Success**

The University Library will partner with faculty to develop students' information and data fluency. Students will graduate with the ability to find, critically examine, and create information resources, both for the workplace and in their day-to-day lives.

- **Instruction.** Use pedagogical best practices to deliver scalable information, data, and technology instruction that is integrated into the curriculum.
- **Finding Information.** Help students find the information resources they need for success.
- **Access to technology.** Connect students with technology that meets their needs while also providing exposure to emerging technologies.

**Research Life Cycle**

The University Library will share its expertise in data and information resources in support of faculty, graduate students, and undergraduates throughout the research life cycle.

- **Support innovation.** Build out our capacities to support data services and digital scholarship.
- **Information expertise.** Provide the expertise in information discovery and management required of a research university.
- **Graduate student support.** Develop a cutting-edge approach to academic library support of graduate students.
- **Open strategy.** Articulate our strategy and support infrastructure that facilitates the open sharing of scholarship, data, and educational materials.
- **Promoting research.** Provide a suite of services to faculty which promotes their research accomplishments and facilitates interdisciplinary conversations.

**MISSION**

Provide resources and services that enhance student learning and success, inspire creative expression, enable the creation of new knowledge, and facilitate informed dialogue.

**VISION**

The Georgia State University Library will be looked to as a national model of the innovative research library: the intellectual commons of the 21st century.
Student Success

Freshman Learning Communities and Meta Majors

Freshman Learning Communities are organized into freshman cohorts of 25 students by common academic interests, otherwise known as "meta majors." Students attend their classes together, building friendships, study partners and support along the way. Read More ->

Summer Success Academy

We use predictive analytics to identify admitted students for the fall freshman class who are academically at-risk and require that these students attend a seven-week summer session before fall classes. Read More ->
Student Success

• New positions
• Basic support for Open Educational resources
• Engaging with campus leadership / student success office
• Student Innovation Fellows
• Library master plan
Research

- Formed Research Data Services team
- New positions
- Data in the ATL speaker series
- Partnership with Associate Provost for Graduate Studies
Reflections on the Model

- Institutional Leadership
- Direction and Rate of Change
- Role within the state/system

The University Innovation Alliance is:

- Oregon State University
- UC Riverside
- Arizona State University
- University of Texas at Austin
- University of Kansas
- Iowa State University
- Purdue University
- Michigan State University
- Ohio State University
- Georgia State University
- University of Central Florida
THANK YOU

Constance Malpas  
malpasc@oclc.org

Jeff Steely  
jsteely@gsu.edu

Rona Stein  
steinr@oclc.org

More information:  
oc.lc/libfutures  
https://library.gsu.edu/  
http://www.theuia.org/