Strategic Change and Alignment: ScholarWorks at Boise State University

Marilyn K. Moody

Boise State University
Strategic Change and Alignment:
ScholarWorks at Boise State University

Marilyn K. Moody
Dean, University Library
Boise State University
April 20, 2010

SUNY Council of Library Directors Spring Meeting

http://works.bepress.com/marilyn_moody
http://scholarworks.boisestate.edu

Photo: Boise State University Photographic Services
"For universities the new normal means the budget crunch is not going away," Gergen said. Seventy percent of all U.S. college and university students go to public institutions using state funding from budgets so stressed that "more than half of the states anticipate deficits for fiscal year 2011," added Muriel Howard, president, AASCU. "We're not going to spend our way out of this budget crunch," Gergen said. "We're not going to tax our way out of it. We're going to have to innovate our way out of it as a country."

“Our current mission affirms that the library is no longer the center of the information universe; rather, its strategic advantage comes from a broader portfolio of assets: our expertise and value-added services have become paramount. The University Libraries have two roles: as leader in areas such as information literacy, copyright, and authors’ rights and as provider of extraordinary information experiences — that is, engaging fundamentally in the lives of students, scholars, and citizens to improve individual productivity and the achievement of their goals.”


The Library Environment: Change

• Accelerating rate of change for libraries.
• Change is not just technological.
• Many of our past roles have become or will rapidly be obsolete (and ultimately dysfunctional…).
• Many libraries are expending precious energy and resources trying to hold on to old roles.
• Libraries that don’t change will become irrelevant to their organizations.
Library Role: Changing Faculty Perceptions

Figure 8: Percent of faculty rating these roles of the library as important

- Gateway
- Archive
- Buyer
- Teaching support
- Research support

Aligning Library and Campus Mission and Vision

• Libraries must aggressively realign resources to align with their university’s mission, vision, and strategic goals and priorities.

• Universities are changing directions and emphasis and libraries must be part of those changes.

• The library must be seen as an integral player in fulfilling the university mission and vision.
Institutional Strategic Plan

Charting the Course
A Strategic Vision for Boise State University

Academic Excellence
Academic Excellence denotes high quality student focused programs that integrate theory and practice, engage students in community based learning, and are informed by meaningful assessment.

Public Engagement
Public Engagement links the University’s academic mission with its community partners to address issues of mutual benefit.

Vibrant Culture
A Vibrant Culture embraces and fosters innovation, responsiveness, inclusiveness, accessibility, diversity, and effective stewardship.

Exceptional Research
Exceptional Research is defined by progressive scholarship and creative activity, and graduate programs that have groundbreaking applications locally, regionally, and globally.

Metropolitan Research University of Distinction

Milestones
Recognized for integrating research with teaching and learning in high quality programs
Recognized for faculty and students who excel in research
Recognized for partnerships that contribute to regional growth and development
Recognized as a center for cultural and intellectual exchange that enriches the community
**Library Strategic Plan**

**MISSION:** The mission of Albertsons Library is to actively participate in learning, teaching, and research at Boise State University.

**IN SUPPORT OF THIS MISSION THE LIBRARY:**
- Serves as an intellectual and cultural center
- Provides access to, and assistance with, information resources
- Collaborates with the individual, the University, and the community to support life-long learning.

**Academic Excellence; Exceptional Research**
Goal 1. Serve the campus population by providing an effective library collection.

**STRATEGIES:**
1. Optimize electronic access to journals, e-books, and research databases for faculty, staff, and students.
2. Increase awareness and promote the use of electronic resources.
3. Provide collection that serve the diverse populations and needs of the University community.
4. Constantly review and revise library processes and acquisitions resource allocations to ensure support of campus academic programs and research.
5. Assess user satisfaction with the library collection.
6. Review and modify collection development and related policies in order to effectively develop the library collection.
7. Continue the transition to electronic access as the preferred format for most library resources.

**Academic Excellence; Vibrant Culture**
Goal 2. Promote an environment that enhances learning.

**STRATEGIES:**
1. Provide both physical and virtual interactive learning spaces for students.
2. Encourage student use of the physical library by making it a more welcoming, comfortable place to study, work with others, and conduct research.
3. Use assessment measures to improve and adapt the learning environment.

**Academic Excellence**
Goal 3. Actively participate in teaching.

**STRATEGIES:**
1. Provide instruction in the location, access, retrieval, and use of information resources and research strategies.
2. Support teaching by providing access to library and information resources supporting the curriculum in all disciplines.

**Exceptional Research**
Goal 4. Provide support for the research needs of our faculty, staff, and students.

**STRATEGIES:**
1. Provide access to the journals, books, databases, and other information resources needed for research.
2. Develop and provide researchers with specialized access tools and services that support their use of library and information resources.
3. Identify areas where library collections need to be strengthened to support research needs.
4. Provide support for new masters and doctoral programs.
5. Institute ways for library users to communicate needs and request library resources and services in support of research.

3.3. Partner with faculty to develop information literacy skills in students.
3.4. Continuously review and assess effectiveness of library instruction.
3.5. Support opportunities for collaborative teaching and learning partnerships with campus programs and student groups/organizations.
Framing the Conversation about ScholarWorks

- Focus on making research and scholarship available to an external audience.

- Emphasize benefits to faculty and students.

- Stress institutional strengths, such as undergraduate research.

- Emphasize institutional priorities.

Photo: Boise State University Photographic Services
The creation of new knowledge lies at the heart of the research university and results from tremendous investments of resources by universities, federal and state governments, industry, foundations, and others. The products of that enterprise are created to benefit society. In the process, those products also advance further research and scholarship, along with the teaching and service missions of the university. Reflecting its investments, the academy has a responsibility to ensure the broadest possible access to the fruits of its work both in the short and long term by publics both local and global.

Aligning ScholarWorks With Strategic Priorities

Browse Research and Scholarship

University Colleges, Departments, and Centers

Electronic Theses and Dissertations

SelectedWorks Gallery

Journals and Publications

Conferences

A service of Boise State University, ScholarWorks provides access to an array of research and scholarly activities including: dissertations, theses, faculty publications and research.
Boise State University ScholarWorks Services

• Digital Commons/Selected Works Platform
• Open access for faculty publications
• Publishing platform for university publications
• Faculty profiles
• Open access journal publishing
• Undergraduate research
• Electronic theses and dissertations
• University documents
ScholarWorks Description

- ScholarWorks is a collection of services designed to capture and showcase all scholarly output by the Boise State University community. These services include:

  - Identifying and making available via the ScholarWorks web site documents and files produced by the faculty, research groups, and students of Boise State University.

  - Creation of SelectedWorks pages which highlight the scholarly accomplishments of each individual faculty member.
ScholarWorks Description

• Distribution of regular reports that provide data on the impact and usage of faculty publications.

• Access to simple and inexpensive electronic publishing of original series, journals, and monographs.

• Promotion of research efforts via a searchable database, reports to key administrators and stakeholders, and coordination with other research recognition activities.
Strategic Alignment: Capitalizing on Faculty

- Customized profile pages showcasing individual faculty.
- Opportunities for conversations about author rights.
- Connects student research to faculty mentors.
- Involving new faculty by creating SelectedWorks pages for them.
Realigning Faculty Conversations

Library Alignment
- Open access
- Serial crisis
- Preservation
- Showcasing the institution as a whole

Faculty Alignment
- Tenure
- Ability to do their research
- Recognition by peers
- Sharing scholarship
Faculty Journal Publishing Decisions

Figure 1: Percent of faculty responding “very important” to the question “When it comes to influencing your decisions about journals in which to publish an article of yours, how important is each of the following characteristics?” in 2003, 2006, and 2009

- The current issues of the journal are circulated widely, and are well read by scholars in your... (2009 - 80%, 2006 - 75%, 2003 - 70%)
- The journal permits scholars to publish articles for free, without paying page or article charges (2009 - 75%, 2006 - 70%, 2003 - 65%)
- Measures have been taken to ensure the protection and safeguarding of the journal’s... (2009 - 65%, 2006 - 60%, 2003 - 55%)
- The journal is highly selective; only a small percentage of submitted articles are published (2009 - 55%, 2006 - 50%, 2003 - 45%)
- The journal is accessible to readers not only in developed nations, but also in developing... (2009 - 50%, 2006 - 45%, 2003 - 40%)
- The journal makes its articles freely available on the internet, so there is no cost to access or... (2009 - 40%, 2006 - 35%, 2003 - 30%)

Faculty Alignment Appeal

- Wider dissemination of individual research results; greater use and citation, greater visibility.
- “Google Factor”—more easily found on open web.
- Professional looking, centralized, easily maintained web site.
- Easy way to showcase their student’s research.
- Makes items not now readily accessible available—i.e. older items, grey literature, reports, data sets.
Dr. David A. Rickels is an Assistant Professor and Director of Music Education the Department of Music. He holds a Doctor of Musical Arts degree in Music Education from Arizona State University. He has previously taught in a wide range of settings from kindergarten through college, including general music, beginning band, marching bands, concert bands, jazz bands, music theory, and music education courses. Dr. Rickels also has an extensive and varied background of 15 years in the marching arts as a performer, instructor, designer, and adjudicator. As a conductor, Dr. Rickels has performed with the Mesa Community College Day Band and the Arizona State University Concert Band in addition to his high school ensembles. His interests as a researcher have centered on music teacher recruitment and issues surrounding competitive processes for bands.

**Articles (Peer Reviewed)**


The purpose of this pilot study was to survey prospective undergraduate music education majors to...

**A Comparison of Variables in Arizona Marching Band Festival Results**, *Journal of Band Research* (2008)

This study investigated the relationships between scores at high school marching band festivals during the...
Dr. David A. Rickels is an Assistant Professor and Director of Music Education in the Department of Music. He holds a Doctor of Musical Arts degree in Music Education from Arizona State University. He has previously taught in a wide range of settings: from kindergarten through college, including general music, beginning band, marching bands, concert bands, jazz bands, music theory, and music education courses. Dr. Rickels also has an extensive and varied background of 15 years in the marching arts as a performer, instructor, designer, and adjudicator. As a conductor, Dr. Rickels has performed with the Mesa Community College Band and the Arizona State University Concert Band in addition to his high school experience. His interests as a researcher have centered on music teacher recruitment and issues surrounding competitive processes for bands.

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The purpose of this pilot study was to survey prospective undergraduate music education majors to...


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Other Articles

PDF Are you teaching teachers? Idaho Music Notes (2016)


Music teachers are often overwhelmed by the amount of technology available in the schools today....


This article presents several strategies for music teachers who are struggling with the assimilation of...

Reviewed Presentations

PDF Access, equity, and effectiveness: Challenging the music education paradigm (with Sandra L. Staufffer), Biennial Research Seminar of the International Society for Music Education (2010)

This paper reports one of three parallel investigations in a large study funded by the...

PDF A Demographic Study of Music Education Professors in the United States (Poster Session) (with Wesley D. Drewer), Society for Music Teacher Education (2008)

The purpose of this study was to construct a demographic and workload profile of the...

PDF Lillian Williams Liney: A Legacy of Leadership (Poster Session), Arizona Art Education Graduate Student Research Symposium (2008)

PDF Perceptions of a career choice in music education: The voice of the high school student (Poster Session), Society for Music Teacher Education (2007)

The purpose of the qualitative study was to examine influences on high school music students'...
Exceptional Research

Photo: Boise State University Photographic Services
The Influences of Cell Type and ZnO Nanoparticle Size on Immune Cell Cytotoxicity and Cytokine Induction

Cory Hanley, Boise State University
Aaron Thurber, Boise State University
Charles Hanna, Boise State University
Alex Punnoose, Boise State University
Jianhui Zhang, Boise State University
Denise G. Wingett, Boise State University

Document Type
Article

Publication Date
9-16-2009
UNDERGRADUATE RESEARCH AND SCHOLARSHIP CONFERENCES

This conference provides undergraduate students at Boise State an opportunity to share their research projects and be recognized for their exceptional work. Boise State has been a place where students come first, with award-winning faculty dedicated to excellent teaching.

Browse the Undergraduate Research and Scholarship Conferences Collections:

2010 Undergraduate Research and Scholarship Conference

2009 Undergraduate Research and Scholarship Conferences

Past Undergraduate Research and Scholarship Conferences
Population Dynamics of Ten Avian Species Breeding at Lucky Peak, Boise Foothills, Idaho

Heidi Ware, Department of Biological Sciences, Boise State University

Document Type
Presentation

Publication Date
4-12-2010

Faculty Sponsor
Dr. Jay Carlisle, Idaho Bird Observatory

Abstract
Long term projects like the Idaho Bird Observatory's Lucky Peak banding station provide valuable information on bird conservation and life history traits. We explored banding data from 1987-2000 to examine yearly patterns of abundance and...
Population Dynamics of Ten Avian Species Breeding at Lucky Peak, Boise Foothills, Idaho
Heidi Ware, Dr. Jay Carlisle, & Dr. Alfred Dufty

Department of Biological Sciences, Boise State University, Boise, Idaho, 83725, USA

ABSTRACT
We explored covey capture and banding data from 1997-2009 at the Idaho Bird Observatory’s Lucky Peak banding station to examine patterns of abundance and survivorship for the ten most frequently-captured breeding bird species, including how these patterns varied by year. We documented heathlands and yellow warblers surviving up to four years whereas multiple individuals of dusky flycatchers, MacGillivray’s warbler, and Chipping sparrow lived seven years or more. In fact, several Western Tanagers and Dusky flycatchers exceeded or matched longevity records according to the USGS Bird Banding Lab’s database. The ratio of hatch-year birds (0 years old) to adult birds (1 year old) tends toward a stochastic transition pattern associated with survivorship, productivity, and recruitment within Lucky Peak’s bird community. The ratios observed in Warbling Vireos and other species suggest that immigration is important for maintaining their breeding populations at Lucky Peak. In contrast, ratios for other species implied that many individuals that are banded at the site do not return.

METHODS
Utilized 15 years of data from Lucky Peak for the 10 commonest breeding species.
Calculated maximum possible age for longevity data.
Population abundance calculated.
Regression analysis used to correlate population and weather patterns for 2000-2009.
Airport temperature and precipitation data used for weather analysis.
Regression analysis of band data performed:
- Auditor’s Warbler, MacGillivray’s Warbler, Yellow Warbler, Dusky flycatcher
- Analysis of Guiad*lina data done for:
- MacGillivray’s Warbler, Warbling Vireo, Dusky flycatcher

RESULTS
Species ranked in order of abundance:
- MacGillivray’s Warbler (4,585)
- Dusky flycatcher (4,125)
- Chipping sparrow (1,113)
- Yellow Warbler (1,000)
- Western Tanager (778)
- Audubon’s Warbler (776)
- Spotted Towhee (479)
- Warbling Vireo (456)
- Lark Bunting (546)

Preliminary Conclusions
Age ratios (Figure 2): Fewer hatch-year birds in early years and more SY birds in later years. The following year strongly suggests:
- The Lucky Peak population is not sustained by young produced at the site.
- Other species show fewer SY birds relative to HY’s the following year which suggests:
- The population does not have high recruitment.

Life Histories
Chipping Sparrows and Spotted Towhees are similar:
- In the sandy family Embidebrum
- Mostly caveats in seeds
- Winter in Texas and Mexico (Figure 4)
- MacGillivray’s and Yellow Warblers are similar:
- In the winter family Emberizidae
- Feed primarily on seeds throughout the year
- Winter in Texas and Mexico (Figure 7)

Disease Hypothesis
2004: good year for SYs?
2005 and 2007: good years for HYs?

Migration Hypothesis
Birds with the same breeding times differ because of distance travelled:
- Wintering locations or migration routes had different weather
- Habitat changes
- Food supplies

Introduction:
Species studied did not match the BBL longevity data:
- Dusky flycatchers exceeded BBL records and including:
  - more multi-year recaptures
  - decreased odds because:
    - Dusky flycatchers may live longer at Lucky Peak and/or
    - higher success rates than at other locations
- Yellow and Nashville Warblers were呼应 BBL records
- Lucky Peak breeders have lower survivorship and/or
- not enough recaptures to show true age distribution

Weather
Warm temperatures and more rainfall in Boise increased population numbers for all species.
- Summer rain (Figure 4) may influence:
  - Arrival timing of adults
  - Nesting success
  - Food availability

Trapping
Rainfall in June (Figure 3) could influence:
- Number of adult birds available to young birds
- June is an important month for immigration and fledging
- More rainfall in Guadalupe increased numbers of MacGillivray’s Warblers

Sustainability
Population correlations show Guadalupe is near actual wintering grounds (or an area with similar climate) for the Lucky Peak population (Figure 3).
- February precipitation may mean:
  - Good weather in general
  - Improved food availability
  - Improved survival for adults
- February precipitation is more likely to survive migration
- More likely to survive migration
- More likely to survive migration

Future Research:
- We need to study habitat structure and climate
- More research is needed on the role of food availability
Academic Excellence

Photo: Boise State University Photographic Services
BOISE STATE UNIVERSITY THeses AND DISSERTATIONS

The Graduate College is the only academic unit at Boise State University whose sole concern and primary advocacy is graduate education. The Graduate College provides institutional oversight for more than 70 graduate curricula established across six academic colleges, with approximately 2,000 registered graduate students each semester. These programs span the breadth of graduate education, from practice-oriented master’s programs that prepare students for leadership roles in a wide variety of professional settings, to research focused Ph.D. programs that develop the next generation of scholars.

Visit the Most Popular Papers for a list of the most frequently downloaded theses and dissertations.

Theses/Dissertations from 2009

Boeing’s Impact on Seattle, William Anderson

Household and Property Relations in Tuva, Tayana Arakchaa

Phase Change Memory: Array Development and Sensing Circuits Using Delta-Sigma Modulation, Mahesh Balasubramanian
Vibrant Culture

Photo: Boise State University Photographic Services
Ahsahta Press

All Poetry • New Voices • Innovation • Literary Quality

Surprise! Poetry is still an Art.
Ahsahta Press, a not-for-profit literary publisher, was founded at Boise State University in 1974 to preserve the best works by early poets of the American West, including many underpublished women poets. Beginning with the works of "Objectivist" writer Norman Macleod in 1975, poetry by Peggy Pond Church, H.L. Davis, Hazel Hall, Gwendolen Haste, Haniel Long, Genevieve Taggard and others was restored to print. Ahsahta Press editors Dale Boyer, Orvis Burmaster, and Tom Trusky soon added works by contemporary Western poets to their list, including David Baker, Linda Bierds, Richard Blessing, Wyn Cooper, Gretel Ehrlich, Ken McCullough, and Carolyne Wright. The Modern and Contemporary Poets of the American West series was continued until 2002, when The New Series was established under the editorship of Janet Holmes. It comprised 56 titles, of which 45 are contained in ScholarWorks.

Books

Jerusalem of Grass, David Axelrod

Laws of the Land, David Baker

Few and Far Between, Dick Barnes
Public Engagement
Zenabuki Village

Nicole Crosby, Department of Nursing, Boise State University
Emily Pearson, Department of Art, Boise State University
Eric Schacter, Department of Accounting, Boise State University
Kelsey Shelt, Department of Management, Boise State University
Brian Vining, Department of Civil Engineering, Boise State University

Document Type
Student Project

Publication Date
4-2-2010

Abstract
Our team has two main wishes for this project. First, we want to create a dynamic, interactive, residential community for students and young professionals. Second, we seek to give Boise State a positive presence downtown. Both of these goals will be realized with the creation of Zenabuki Village, a mixed-use development project unlike anything Boise has ever seen. The false division between campus and city will finally fade away, and both will be revitalized in the process.

Additional Files
Zenabuki Village Presentation.pdf (7299 KB)
Zenabuki Village Presentation.pptx
Zenabuki Village

Nicole Crosby, Department of Nursing, Boise State University
Emily Pearson, Department of Art, Boise State University
Eric Schuler, Department of Accountancy, Boise State University
Kelley Steen, Department of Management, Boise State University
Brian Wright, Department of Civil Engineering, Boise State University

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Additional Files
Zenabuki Village Presentation.pptx (7289 kB)
Zenabuki Village Presentation.pptx
Corpus Christi Day Shelter

Michelle Nielsen, Boise State University
Nicole Underwood, Boise State University

Document Type
Student Project

Publication Date
2008

Instructor
Dr. Teresa England

Abstract
Quotes from Shelter Volunteers

"The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!"

"I have personally helped and enabled individuals to no longer be homeless."

"I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover."

Recommended Citation
http://scholarworks.boisestate.edu/slp/1
Corpus Christi Day Shelter

“Homelessness can happen to anyone.” - M. Fritz

Quotes from Shelter Volunteers

➢ “The best way for people to understand, is to strip them of I.D., S.S card, birth certificate, cash and credit cards. Give them a change of clothes, a sleeping bag and a list of services around town and turn them loose for 30 days. That would give them a taste of what homeless is like!”

➢ “I have personally helped and enabled individuals to no longer be homeless.”

➢ “I have a special care for underprivileged and mentally slow people, people who are trying to exist after illness, addiction, or past wrong living who are trying to recover.”

“My service experience increased my compassion of the everyday needs of homeless men, women and children. I am more thankful for my warm shower, full plate of food and safe bed to sleep in.”

Nicole Underwood

“From my service at Corpus Christ I gained new appreciation for a sandwich with meat and cheese. We felt quite blessed when a generous donation of sandwiches arrived. Being homeless reflects the money in one’s wallet not the value of their soul.”

Michelle Nielsen

Providing Boise’s Homeless:
The mission of Corpus Christi House is to offer hospitality and services to those in need in the city of Boise.

➢ Mail services
➢ Local phone services
➢ Showers
➢ Monthly storage
➢ Laundry
➢ Bus & YMCA passes
➢ All the hot coffee you can drink!

“Be with, not Do for.”

~ Henry

Michelle Nielsen, Nicole Underwood
Social Studies Methods: 330- Dr. Teresa England

The learning objective for this course was to demonstrate how teachers can integrate service-learning into the elementary social studies curriculum.
“Some may wonder if libraries can afford to develop repository services, especially in a time when research institutions face shrinking resource bases. The Task Force members believe that neither research libraries, nor the institutions they serve, can afford to do without repository services. Such services have a powerful potential to enable key work and enhance the effectiveness of a wide range of functions across research institutions. Researchers and scholars with access to a spectrum of repository services will possess a substantial advantage in conducting cutting edge research, delivering high quality teaching, and contributing valuable services to society.”

Libraries Must Invest in the Future

• Investment in institutional repository+ services like ScholarWorks is one of the most strategic investments a library can make in this change environment.

• Libraries must make reallocations from lower priorities to fund institutional repository services and support scholarly communication initiatives.

• There is a short window of time for libraries to make themselves indispensable to their institutions in this change environment.
Concluding Thoughts

• It’s all about the students, staff, and faculty.
• It’s not about the library; it’s all about the university.
• Accountability is key.
• Change is constant and the rate of change is immense.
• The university’s strategic priorities are the library’s strategic priorities.
• This IS the new normal for libraries.
Marilyn K. Moody  
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