Scenario 3.5: Practical Integration, a Proposal for Unifying the Libraries of Tufts
(adapted from Scenario 4 of the DJA Consulting report of March 2015)

Value Proposition of Plan
Libraries are common goods and should be administered as common goods; developing an action agenda that aligns all university libraries with university priorities and also serves school needs would be easier with leader appointed at the university level; administrators and staff of our current school-based libraries currently spend a significant amount of time and energy meeting to coordinate their activities; many peer institutions benefit from the added efficiency of having a unified library leadership and still deliver high quality local services for the research and teaching needs of individual schools and programs

General Description of Plan
- The four school-based libraries remain as organizational and physical units in order to maintain strong relationships with their school administrations and school program needs
- A University Librarian (UL) oversees the four school-based libraries; is responsible for all user services, collection services, administration services and budget administration
- Service Level Agreements between the Unified Library and each school library will ensure the maintenance of collection and service quality, specify expectations and provide for accountability
- The Unified Library will develop and implement plans for exploiting scale efficiencies and use of new library technologies
- The Unified Library will formalize its working relationship with Tufts Technology Services (TTS) on areas of common concern
- Digital Collections and Archives (DCA) will operate as an independent, but affiliated unit

Organizational Structure of Plan
(top level and cross-library)
- The University Librarian reports to the Provost and becomes a member of appropriate central administration leadership teams
- School library directors report to the University Librarian with dotted-line reporting to their respective school Dean/EADs
- School library directors become part of the University Librarian’s senior staff and participate in Unified Library decision making; the existing University Library Council is phased out
- School library staff members become staff of the Unified Library, but continue to report to their school library directors

Funding Model of Plan
- The Provost’s Office funds all aspects of the Unified Library from the “tax” for University-wide services and reallocation of existing school-based library budgets and staffing
- The Unified Library receives increased emphasis during fund-raising campaigns and the University Librarian works with the Development Office to identify and secure new funding for all library programs and services

Peers with Similar Organizational Structures
- Brandeis, Brown, Dartmouth, and Cornell (except medical)
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Plan Implications for Tufts Faculty and Students
- Maintains current school-based and discipline-based research and instruction services
- Provides a structure that will accelerate efforts to provide new services (for both research and
  instruction) and extend existing school-based services across the university
- Improves information flow about services and resources on the various Tufts campus and improves
  accessed to those resources
- Improves access to services and resources outside of Tufts through external collaborations

Plan Implications for Library Infrastructure Needed for a Research University
- Maintains and improves relationships across Tufts schools
- Maintains and improves relationships with libraries outside of Tufts
- Develops a Unified Library strategic plan that reflects both University and School strategic plans; the
  planning process will includes all constituencies; the plan will cover staffing utilization and needs,
  space utilization and needs, and technology utilization and needs

Engaged Leadership from Plan
(on campus and externally)
- The UL joins Academic Council, Provost’s Council and Administrative Council
- Creation of a Unified Library steering/policy committee to advise the UL
- Creation of school-based library committees that include library directors, faculty, students and staff
- Increase participation in Tufts groups on teaching, research, and information technology
- The UL represents the Unified Libraries in regional and national library organizations
- Consider creating a Board of Advisors for the Unified Library
- The UL leads new efforts to enhance collaborations across the schools of Tufts and with other local
  and national libraries

Challenges of Plan
- Success requires an experienced UL with vision, leadership skills, partnership skills and broad focus
- School stakeholders must be convinced that they will gain benefits without a reduction in their
  ability to serve the needs of their schools
- Establishing effective communication with school stakeholders and accountability to school leaders
- Negotiating appropriate service agreements

Changes in Investment Resulting from Plan
- Add a University Librarian position
- Evaluate whether all existing senior library positions need to be maintained
- Evaluate whether vacant library positions can be redefined to better serve current priorities
- Look for efficiency gains from streamlined planning and management
- Reducing the budget uncertainty that results from school-based funding

Time to Realization of Plan
- Up to one year of consulting and planning
- Six months to fill the UL position
- One to two additional years of phased-in changes
# Scenario 3: Users Local, Collections Central

<table>
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<tr>
<th>Value Proposition</th>
<th>Tufts T-10 priorities are supported by the libraries with enhanced assistance for research practices and collections that serve growing interdisciplinary needs across the entire university while local user-centered services are increasingly specialized; efficiencies and resource reallocation enable support for new needs in collections services; Tufts libraries apply hybrid model found in one decentralized library</th>
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| **General Description** | • A University Librarian (UL) represents all libraries, is responsible for Tisch Library and for university-wide collections services  
• Provost’s Office, in partnership with A&S&E, administers Tisch as the Main/University Library  
• Provost’s Office administers university-wide collections services, including DCA  
• Other school-based libraries remain independent and responsible for all user and administrative services (OR additional libraries can be administered by the UL, at the discretion of the school)  
  ➢ Ginn Library currently uses a variation of this model, providing user and administrative services while Tisch handles collections  
• ULTS remains in TTS (or can become part of university-wide collections services, at the discretion of the VP/CIO)  
• University Library implements library technology strategy development related to collections  
• Service Level Agreements (or MOUs) ensure schools of continued quality collections and establish accountability |
| **Organizational Structure (top level and cross-library)** | • University Librarian reports to the Provost (dotted line or dual reporting to A&S&E and other school Deans/EADs possible)  
• Other school library directors report to respective Deans/EADs or to UL, at the discretion of the school (dotted line or dual reporting possible)  
• All libraries’ collections staff and DCA become part of a new library organizational structure for collections reporting to UL  
• ULTS reports to TTS or to UL, at the discretion of the VP/CIO (dotted line or dual reporting possible)  
• University Librarian chairs ULC and meets regularly with other library directors and collections specialists to coordinate university-wide collections initiatives and expenditures; sunsets some ULC collections groups, potentially Data, Summon Implementation, Collections, Discovery Platforms, Metadata |
| **See next page for organization chart** | • Schools fund user and administrative staff and services of their libraries  
• TTS funds ULTS (or shifts funding to Provost’s Office)  
• Provost’s Office funds UL and all collections-related expenses (and DCA) from “tax” for University-wides services plus reallocation of current school-based collections budgets and collections staffing  
• University increases fund-raising and development for collections |
| **Funding Model** | • Maintains excellent curricular services for students and faculty and other unique discipline-based user services are developed and provided by locally-based Research & Instruction librarians  
• Ensures access to quality core collections important across the University  
• Better enables cross-disciplinary research support  
• Enhances access to Tufts’ unique resources and intellectual assets (e.g., special collections, theses & dissertations, archival material valuable to research)  
• Introduces support for digital scholarship  
• Frees up valuable library space to use for emerging academic needs |
| **Uniquely Enables for Tufts Faculty and Students** | • A designated leader to represent Tufts’ libraries University-wide, on campus and externally  
• Enhances efforts to support University’s Strategic Plan and initiatives, while local user and administrative library services support school plans and initiatives  
• Maintains strong relationships with the schools  
• Frees up staff in school-based libraries to focus exclusively on unique discipline-based user services  
• Develops integrated vision for collections  
• Applies new solutions to legacy (print) collections  
• Maximizes collections budgets  
• Improves efficiencies in staffing collections-related functions and financial processes  
• Minimizes over-reliance and extensive use of staff time on standing committees for shared decision-making related to collections  
• Provides opportunity to reallocate human resources to university-wide digital library and information management services |
| **Uniquely Enables Library Infrastructure for a Research University** | • Consider creating a University Library Steering Committee (representatives from Provost’s Office, school administrators and faculty) to advise the UL  
• Continues Tisch Faculty Library Committee (A&S&E faculty and student representatives)  
• University Librarian joins Provost’s Council  
• School library directors/managers participate in school academic and administrative groups to varying degrees  
• University Librarian represents all of Tufts libraries in all organizations, except those exclusive to specific schools or functions  
• Tufts libraries established as willing and reliable partner externally for collaborative collections initiatives |
| **Engaged Leadership on campus and externally** | • Requires UL with effective leadership skills  
• Need to establish effective dotted line or dual reporting or other effective communication with and accountability to schools  
• Need to establish effective communication with many stakeholders to ensure that collections match research and teaching needs  
• Could be difficult to implement and administer transition to selective centralized budgeting  
• Change in roles and responsibilities for collections staff requires leadership and support  
• Many current challenges minimized |
| **Challenges** | • Add University Librarian position (possibly reallocate an existing senior library position)  
• Reallocate a position for library technology strategy development  
• Gradually redesign positions related to collections; fewer staff in print-based resources and more in digital collections, e-resources  
• Gain efficiencies in human resources from streamlining ULC subgroups |
| **Change in Investment** | • Ramp up time: 3 - 6 months  
• Realization: 1 - 3 years |
| **Time to Realization** | • |
### Scenario 4: Strategic Integration, Libraries as a Common Good

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<tr>
<th>Value Proposition</th>
<th>Tufts libraries are a common good, achieving visionary leadership and a contemporary, innovative action agenda in alignment with T-10; high quality local services and spaces support research and teaching, resources are directed toward emerging developments in scholarly communication, and efficient central services enable support for new needs; Tufts libraries on par with peers with centralized model</th>
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| General Description | • A University Librarian (UL) represents all libraries and is responsible for all user services, collections services and administrative services  
• Provost’s Office administers fully integrated University Libraries system  
• School-based libraries remain in place physically and maintain strong relationships with schools administrative and academic programs but are integrated into library system organizationally  
• DCA is fully integrated as part of the strategic research library  
• ULTS is integrated as part of the strategic research library with strong relationship with TTS  
• University Libraries implement broad-based library technology strategy development  
• Service Level Agreements (or MOUs) ensure schools of continued quality collections and user services and establish accountability |
| Organizational Structure (top level and cross-library) | • University Librarian reports to the Provost  
• All libraries staff become part of integrated system that reports to the UL  
• School library directors have a dotted-line report to respective Deans/EADS  
• ULTS has a dotted line report to VP/CIO  
• The integrated libraries form a more contemporary, streamlined organizational structure  
• Library directors become part of University Librarian’s senior staff and participate in library-wide decision-making; sunsets ULC and uses standing and project committees as needed |
| See next page for organization chart | • Time to Realization: 3–5 years  
• Funding Model: 6–12 months  
• New initiatives that align with changes in scholarly communication are implemented (e.g., experimentation with e-texts and new publishing methods, ensuring fair use)  
• Up-to-date digital library capabilities are widely available to facilitate research and teaching (e.g., digital objects and interactive products that support digital scholarship, new discovery platforms and tools, data description and curation, linked data that supports research)  
• Library spaces are transformed from warehouse to academic center for knowledge creation (e.g., digital and multimedia production, professional practice and maker spaces)  
• Access to a “collective collection” in the Boston area and beyond achieved through a variety of external collaborations |
| Uniquely Enables for Tufts Faculty and Students | • Prefers Office funds all aspects of University Libraries from “tax” for University-wide services plus reallocation of all current school-based library and TTS budgets and staffing  
• University increases fund-raising and development for all library programs and services, especially collections, digital initiatives & space |
| Peer Examples | Brandeis, Brown, Dartmouth, Cornell (all except med) |
| Uniquely Enables Library Infrastructure for a Research University | • Maintains excellent curricular services for students and faculty and other unique discipline-based user services provided by locally-based Research & Instruction librarians  
• Innovative services that assist faculty particularly in the research process (e.g. research data management, data analytics, visualization)  
• New services at school-based libraries that highlight unique specializations (e.g., bioinformatics specialization in HHSL, digital humanities in Tisch) are designed  
• Initiatives that align with changes in scholarly communication are implemented (e.g., experimentation with e-texts and new publishing methods, ensuring fair use)  
• Up-to-date digital library capabilities are widely available to facilitate research and teaching (e.g., digital objects and interactive products that support digital scholarship, new discovery platforms and tools, data description and curation, linked data that supports research)  
• Library spaces are transformed from warehouse to academic center for knowledge creation (e.g., digital and multimedia production, professional practice and maker spaces)  
• Access to a “collective collection” in the Boston area and beyond achieved through a variety of external collaborations |
| Engaged Leadership on campus and externally | • Visionary leadership to create a strategic research library for the 21st century  
• Aligns with University’s Strategic Plan and initiatives, and supports school plans  
• Maintains strong relationships with the schools  
• Develops University-wide library strategic plan, vetted by University and school administrators and faculty, includes:  
• Libraries-wide staffing plan  
• Space and facility planning for all library buildings/facilities  
• Digital/information management and technology planning in partnership w/ TTS  
• In position of strength as a strategic partner with other Boston-area academic institutions and in selected national initiatives  
• Adapts library staffing and expertise to new priorities and needs for the libraries overall  
• “Rightscales” resource utilization  
• Intentionally increases financial support for the libraries, especially through fund-raising |
| Challenges | • Consider creating a University Library Steering Committee (Provost’s Office, school administrators and faculty) to advise the UL  
• Consider creating either school-based Library Committees and/or population-based Library Committees  
• University Librarian joins Academic Council, Provost’s Council, and Administrative Council  
• School librarians participate in school academic and administrative groups  
• Increase libraries participation in groups such as Research and Graduate Programs Council, Information Technology Advisory Council  
• Consider initiating a Board of Advisors for University Libraries (or possibly, University Libraries and Technology Services)  
• University Librarian represents all of Tufts libraries in all organizations, except those exclusive to specific schools or functions  
• Tufts libraries lead significant collaborative ventures, regionally and nationally |
| Changes in Investment | • Requires experienced UL with vision, effective leadership and partnerships skills and outward focus  
• Significant change agenda may not be fully embraced by all stakeholders  
• Necessity of demonstrating continuous value to schools and other stakeholders to justify support  
• Need to establish effective communication with and accountability to schools  
• Most current challenges minimized |
| Time to Realization | • Add University Librarian position (possibly reallocate an existing senior library position)  
• Reallocate a position for library technology strategy development  
• Increase and, when appropriate, “right-scale” subject liaisons  
• Grow staffing in digital libraries/ information management and new media  
• Potentially reallocate positions within the libraries by minimizing reporting layers  
• Continuously reallocate/redesign vacant library positions to new priorities  
• Gain efficiencies in human resources from sunsetting ULC subgroups |

Prepared by DIA Consulting for Tufts University