Auburn University Libraries
FY 2019 Annual Report

Introduction

The Auburn University Libraries unit consists of the Ralph Brown Draughon main library and two branch libraries: the Library of Architecture, Design and Construction and the Veterinary Medical Library.

The 2019 fiscal year was one of transition for Auburn University Libraries. In February 2019, Dr. Shali Zhang arrived to become the new Dean of Libraries, coming to Auburn from the University of Montana.

Throughout 2019, AU Libraries has been overhauling its strategic plan to support the university’s new strategic plan. This plan was completed in fall 2019, including five strategic priorities and supporting objectives, in Attachment 1 of this report.

Information Literacy and Instruction

In FY 2019, Auburn University Libraries provided 582 instruction classes to 8158 students. While most classes are offered face-to-face, there is an increasing demand for virtual online learning classes. The Libraries piloted the delivery of online library instruction for English 1120 composition courses. Working closely with selected English 1120 teaching faculty and instructors, library faculty instruction librarians were embedded in classes through Canvas courseware where they provided online instruction modules, tutorials, and real-time research support and information to students with assignments and projects. This provided high levels of engagement between the teaching faculty, students, and instruction librarians. The Libraries plan to scale up this online instruction delivery to more freshman classes.

To address the University’s Student Learning Outcome (SLO) on information literacy, library faculty are actively engaged in the design and delivery of innovative instruction in upper division courses including the credit courses in chemistry and honors research track. Such instruction typically involves close collaborations with the teaching faculty to design multiple information literacy sessions that are scaffolded into the curriculum to progressively deliver the needed information or research skills into course-work or a real life problem based research project as it develops.

Savvy Researcher Boot Camp for Graduate Students - To address the unique information needs of graduate students, AU Libraries began offering a variety of workshops in disciplinary information research skills, as well as data literacy skills and digital technology and citation management, in an intense day-long program that optimizes time management for graduate students. Known as Savvy Researcher Boot Camps, the AU Libraries has so far conducted three of these day-long boot camps. The last boot camp was attended by 117 graduate students, a significant increase over the 57 that attended the
The success of this program has resulted in plans to continue these workshops into the next fiscal year.

**Adobe Creative Cloud** - Auburn University became an Adobe Creative Cloud campus in 2018. All students have access to Adobe Creative Cloud software for use in learning and research. In an effort to impart digital literacy skills, the AU Libraries played a leading role in offering instruction on the use of Adobe applications to classes and individuals in one-on-one Adobe instruction sessions. A total of 53 classes were offered reaching 320 participants in FY 2019.

**Special Collections Instruction** - Special Collections and Archives gave lectures and participated in individual or group instruction sessions for classes in Anthropology, Art, English, Graphic Design, History, and Landscape Architecture. Special Collections and Archives gave 56 classes in these departments in 2018-2019; in addition, Tommy Brown gave an OLLI presentation. Greg Schmidt and Aaron Trehub participated in a collaborative community project with two students in Professor Diana Eidson’s Public Writing course (ENGL 4040) in the Spring 2019 semester. One notable development in FY 2019 was the introduction by the English Department of a materiality workshop focusing on Victorian publishing and paper marbling techniques. This new course element will use the two table-top hand letterpresses, metal typesets, and associated equipment for hands-on print/publishing workshops for upper-level undergraduate and graduate students in English. Schmidt and Kasia Leousis are also investigating the use of the presses for Art classes in 2020.

**New and Emerging Technologies**

**EBSCO Discovery Service** – Auburn University Libraries launched its new EBSCO Discovery Service (EDS) discovery platform in August 2019. The EDS interface is located centrally on the AU Libraries’ web page and reduces the need to make several individual searches, as searches in the service produce results from many of the resources that previously required dedicated searches to obtain.

**Migration to ArchivesSpace** - SC&A faculty, staff, and student workers have started importing 1,200+ legacy finding aids into ArchivesSpace, a widely used open-source archival management system. As part of this effort, they are cleaning up, correcting, expanding, and updating information on the department’s collections; they are also creating ArchivesSpace records for new acquisitions. Among other things, ArchivesSpace will permit better management of the department’s collections (including updating physical location information) and facilitate the production of Encoded Archival Description (EAD)-compliant finding aids. The goal is to complete the transition to ArchivesSpace by 2021. SC&A staff member Elizabeth Bates has taken the lead on this project.
Media & Digital Technologies - The AU Libraries provide a variety of software and technologies to support instruction and research programs of the University. In FY 2019 the AU Libraries began a process of re-envisioning the programs and services of the media lab. New services will encompass research and innovative collaborations, data analysis and visualization and a variety of software and digital technologies. The AU Libraries plan to offer 3-D manufacturing technologies and the use of a Liquid Galaxy for large-scale visualization.

Research Support

Auburn University Libraries has a vision of serving as an essential and valued partner that inspires learning, creativity, innovation, and scholarship at Auburn and beyond.

Building Research Collections

To address the University’s increased research activity and programs, consistent with the University’s vision, Auburn University Libraries purchased additional key electronic journals that address research needs in existing and emerging research areas. The static library budget prevented the Libraries from subscribing to newly requested journals. Instead, one-time funds were used to purchase several electronic journal back-files that are in high use research areas. The collection of added e-journal back-files include:

- Emerald Premier Back file (1898-2006) – 263 titles in social sciences, humanities and sciences.
- American Institute of Physics (AIP) Back files (1929-1998) – 4 titles
- Springer Mathematics and Statistics Journal Archives (1858-1996) - 103 titles
- Wiley Back File - 300 titles in chemistry, biological and health sciences

Research journals, books and databases are accessible to Auburn faculty, staff and students 24/7 on and off campus. In 2019, there were

- 1,855,427 e-journal articles downloaded.
- 26168 journal articles and books loaned from Auburn to requesting libraries.
- 10,000 journal articles and books borrowed from other libraries for Auburn researchers.
- 7754 books delivered to faculty, staff and graduate students’ offices via campus delivery.
- 84,760 books checked out.
- 57,057 group study rooms reserved.

Auburn University Libraries started the implementation of Lending Interlibrary Loan Fee Management (IFM).
Engaged & User-Focused Library Liaisons

With a goal of integrating library services, collections, technologies into researcher workflows, library faculty continue to serve as liaisons to departments, colleges and schools where they provide disciplinary support for research, grant-writing and other scholarly activities. Subject liaisons address needs for disciplinary research skills, access to research information, research data management, data analysis and visualization, and digital humanities.

Research & Innovation Commons

The Libraries is proactively studying space needs of the students, staff and faculty. In April 2019, the Libraries proposed the creation of a Research and Innovation Commons, a large open space that leverages high end instructional technologies and multimedia software/hardware to enhance research, teaching and student learning and cultivate data and digital literacies. Learning spaces in the Commons will promote innovative collaborative inter-disciplinary research, innovation and knowledge creation by teams of faculty, staff and students. Services will include: graphic design, photography, 2D and 3D printing, virtual reality, video and audio editing, data analysis and visualization and the use of the liquid galaxy for large scale visualization.

Auburn’s Research Visibility and Impact

Auburn University Libraries is proactively promoting the campus-wide adoption of ORCID researcher identification system which will facilitate the gathering and analysis of Auburn’s research to demonstrate value and impact.

The Libraries also offer an institutional repository, Aurora, which helps Auburn researchers fulfill open access publishing and open research data mandates that make their work more accessible, which makes their work more likely to be discovered and cited. Library faculty work collaboratively with research groups to collect and share data on research metrics such as author productivity, journals used, citation patterns, and areas of high research intensity and high international collaboration.

The Auburn institutional repository, AUrora, also houses unique digital collections, most of which are published by Auburn University. In FY 2019 there were:

- 43,196 E-pubs in the repository
- 942 E-pubs were uploaded in 2019
- 220,288 total downloads worldwide, with 188 countries.

New Acquisitions in Special Collections

James Helten Papers: includes his research on poet John Beecher, as well as some of Beecher's original self-published works from his own printing press, and Beecher's unpublished autobiographical manuscript.

Carey Owen Papers: Alabama native; Vietnam War veteran; U.S. Army medic who fought at Hamburger Hill in 1969; former CEO of East Alabama Medical Center.

T. D. Samford Papers: an accession of historically significant correspondence related to the 1938 Alabama gubernatorial election.

Denson Family Papers: an accession of correspondence, photographs, and genealogical materials related to the Denson and Lipscomb families, local families with a long history in the Auburn/Opelika area.

College of Agriculture and Agricultural Experiment Station Records: 87.0 cubic ft. of records including building plans and office files, some dating back to the 1940s.

Kathryn Tucker Windham: new accession added to an existing record group. Contains correspondence, book contracts, photographs, manuscripts, newspaper articles and memorabilia belonging to Alabama native, storyteller, and writer Kathryn Tucker Windham.

Holmes Family Papers: two large additions/accessions to the Holmes Family Papers, primarily related to the family’s Mobile-based architectural business.

The Wade Hall Collection of 20th Century Pulp Paperbacks. This collection was profiled in the Spring 2019 Library Newsletter, and includes over 1500 volumes spanning the 20th Century. Graduate student Brit Henry (English) has used her work on this project to create an exhibit in Special Collections, apply for and receive a scholarship to Rare Book School in Charlottesville, Virginia, and pursue admission to PhD programs at Harvard, Yale, The University of Chicago, and The University of Pittsburgh. She is currently building an AU Digital Library collection of noteworthy paperback covers from the collection.

The Patrick Cather Collection of rare Alabama cookbooks and restaurant ephemera. Mr. Cather, a rare books dealer and lifelong collector, has family roots in publishing. His passion for collecting cookbooks and menus allowed him to donate to Auburn a comprehensive documentation of Alabama’s food culture. With the creation of the Rane Culinary Science Center, this collection is poised to provide inspiration to a new generation of students and faculty.

Afro American Building Loan and Real Estate Company: incorporate capital stock 10,000.00 [1907 ephemera]

Book of hours: calendar leaves [ca 145u], 9 pages, January through August, plus October.

Letter from James Miller, May 19, 1865

Significant New Electronic Collections Added

Databases:

Civil War in Words and Deeds

Entertainment Industry Magazine Archive

FBI File: Assassination of Martin Luther King, Jr.

FBI File: House Committee on Un-American Activities

Indian Trade in the Southeastern Spanish Borderlands: Papers of Panton/Leslie & Company
Public Exhibits and Outreach Programs

**John Jenkins Wilmore: Engineering Education exhibit.** John Jenkins Wilmore began his career at Auburn in 1888 and was dean of engineering from 1907 until his death in 1943. The John Jenkins Wilmore Papers, acquired by SC&A in 2017, contain letters, essays, speeches, and photographs pertaining to Wilmore’s fifty-five year career at API. Selected documents and artifacts tell the story of Wilmore’s life and work in a six-case display reflecting his dedication to engineering education.

**Pulp Paperbacks from the Wade Hall Collection exhibit.** In honor of the late Alabama-born writer, teacher, and collector Wade Hall, Special Collections is displaying selected items from his extensive collection of mid-20th century pulp paperbacks. The exhibit includes works dating from 1912 until the late 1950s that exemplify production and aesthetic conventions during the modernist, pre-war, postwar, and postmodernist periods.

**Historic Herbals and Botanicals exhibit.** Books on herbals and botanicals were among the most popular works published in the 15th-17th centuries. Auburn University Libraries, in support of the institution’s land grant mission, has collected a great number of important historical works from across the globe. The exhibit features not only the famous works of Parkinson and Gerard, but also publications featuring beautiful hand-colored etchings and lithographs.

**Auburn University Libraries: Origins and Namesakes exhibit.** This exhibit explores the history of the library through its buildings and namesakes—from Old Main, to Mary Martin Hall, to the original Ralph Brown Draughon Library, to its current configuration with the Mell Classroom Building.

**The Fiftieth Anniversary of the Integration of Athletics at Auburn University: Henry Harris and James Owens exhibit.** In recognition of the fiftieth anniversary of the integration of athletics at Auburn, SC&A has put together an exhibit consisting of documents, photographs, artifacts, and contextual information about Henry Harris and James Owens and the integration of the basketball and the football programs at Auburn University. The department also participated in Black Alumni Weekend by creating a table display on the same topic at the AU Alumni Center.

**Discover Auburn Lecture Series -** The Special Collections & Archives Department organized and hosted 13 programs in the Discover Auburn Lecture Series. The series allows Auburn researchers and visiting faculty to present their work to a broad audience; the lectures are recorded and uploaded to Vimeo through the AU Digital Library. The Fall 2018 series consisted of seven lectures and focused on Irish history, rural politics in the American South, civil rights, and African-American history. The Spring 2019 series consisted of six lectures and focused on interdisciplinary research at Auburn, with PAIR teams talking about mitochondrial research techniques, drug development research, rural housing affordability, and the development of a Center for Neuroscience Research at Auburn.
Upcoming Music Series – The Libraries has begun to offer library users a new music series. Called “Music in Mell,” these programs of live music will be held in the Mell Building atrium and be presented in partnership with the Biggio Center and the Department of Music. Music can serve as a powerful tool for reducing stress and promoting a calm, relaxed and positive mood and creativity.

Special Projects

Tiger Giving Day Audio Digitization Projects - With the Tiger Giving Day-funded acquisition of technology needed to convert obsolete tape media to digital formats, Special Collections & Archives staff have focused on three sets of reel-to-reel tape recordings housed in the Archives: The Auburn Conference on International Affairs (ACOIA), The Horizons Lecture Series, and the Auburn University Profiles radio program. The ACOIA series recordings (1966-1970) have all been digitized and are in the final stages of sound engineering and digital collection creation. The Horizons Lecture Series (1971-1980) was the successor to the ACOIA series; the Horizons lectures are currently being digitized. The third major audio digitization project is the Auburn University Profiles series of radio programs, a production of the University Relations Department. This radio series, which began in 1966 and ran through 1985, was a daily five-minute radio program consisting of “sketches of the personalities, ideas, and events that make Auburn University an interesting place.” The profile subjects included students, faculty, administrators, coaches, and visiting speakers and performers. Taken together with the digitized Plainsman and Glomerata collections, the AU Profiles recordings are a superb resource for the study of the university’s history and culture.

Printing Presses - In 2018-2019, Special Collections & Archives acquired a rolling cart for two table-top hand letterpresses, metal typesets, and associated equipment, thanks to Breeden Grant funding from Professors Emily Friedman and Derek Ross (English) and matching funding from the AU Libraries. The rolling cart contains two hand-powered letter presses, several sets of type, plus all of the related inks, typesetting materials, and rollers. The rolling cart is designed to allow the presses to be used in the Special Collections laboratory space or in a classroom setting.

Research Grants

National Park Service Southeast Regional Office (NPS-SERO) Grant - SC&A continued its collaboration with the AU Department of History on a grant from the National Park Service to assemble an archival team with the purpose of assisting with the preservation and management of archival collections housed at national parks in the Southeast Region of the NPS. After an initial grant of $74,000 in 2017, in 2018 the Department of the Interior approved $150,000 of additional funding, expanding the project to include additional sites. This partnership will ensure that the parks in the Southeast Region of the NPS will now be able to preserve their records and eventually open them up to researchers worldwide. Auburn is responsible for managing the project archivists’ employment information, maintaining contact with the project archivists and NPS officials, and offering additional guidance, training, and oversight as needed.
Breeden Grant to Support Online Learning - Auburn University Libraries was awarded a Breeden Grant to develop interactive online learning modules for introductory freshman level courses. Working in partnership with Auburn Online, this project aims to solve both logistical and pedagogical issues that have hindered librarians’ abilities to reach these hundreds of students. The project will empower novice composition instructors to integrate information literacy instruction throughout the semester, affording students an authentic and impactful learning experience. The project will kickstart the Libraries’ mission to support online education in the absence of a dedicated e-learning librarian. As a bonus, this partnership could serve as a model for other academic libraries’ attempts to solve scalability issues.

Library Faculty Tenure and Promotion

Tommy Brown received tenure and promotion to Archivist III/Associate Professor.

Honors and Awards of Libraries’ Faculty and Staff

AU Employee of the Year - Marilyn Floyd

Spirit of Excellence Winners: Sedrick Jefferson (October 2018), Janet Bandy (November 2018), Marilyn Floyd (December 2018), Martin Pierce (January 2019).

Library Excellence Award: Shade Aladebumoye, Outstanding Administrative and Professional Member. Janet Bandy, Outstanding University Staff Member

Student Scholarships - This year, the Libraries awarded three scholarships to students who were exemplary in 2018 for their academic and work achievements. These scholarships were endowed by individuals who have shown great affinity for student achievement and support, and we are so grateful for their generosity. The three scholarships and recipients are:

The Marcia L. and Timothy R. Boosinger Endowed Scholarship, $2,000 – Kyle Sullivan, a Circulations Department employee and Finance student in the College of Business, received this year’s Marcia L. and Timothy R. Boosinger Endowed Scholarship. This scholarship was given by a former Ralph B. Draughon Library associate dean and her husband, a former Dean of the College of Veterinary Science and University Provost. Kyle believes his experience working “front line” for the library has taught him to be more confident interacting with new people and in public situations and has enabled him to improve the academic and user experiences of fellow students who need information and assistance with library services.

The Henry L. Tanner Annual Scholarship, $1,000 – Claire Williams, a Circulations Department employee and double-major in Psychology and Exercise Science. This scholarship was given by 1966 alumna
Loren Tanner in honor of her father. Claire is grateful for the invaluable skills she has learned as well as the leadership and diversity she has worked with in the past 6 semesters of her employment at RBD. *The Auburn University Libraries Scholarship*, $1,500 – Lindsey Baird, a Circulations Department employee and a History major with a minor in Anthropology who is planning to graduate in 2020 and then go on to get her Master’s in Library Science with a focus in archival studies. She is interested in working in an academic library or government archives after she finishes her education, and she credits her student employment at RBD to giving her the critical skills necessary to research, present, and interpret data.

**New Hires and Promotions**

Gail Barton was hired April 2019 as the Head of Document Delivery/Interlibrary Loan.

Arlene Brown was hired December 2018 as a Human Resources Generalist in the Admin Office.

Amanda Decker was hired in May 2019 in Circulation as a Spec I, Lib Tech.

Brad Hughes was hired April 2019 in Systems as a Specialist IV, Info Tech (Web Developer).

Allana Pierce was hired February 2019 in LADC as a Spec II, Lib Tech.

Daffny Pierce was hired in July 2019 as a Financial Analyst in the Admin Office.

George Stachokas was promoted in September 2019 as Collections Strategist and Acquisitions Librarian.

Lysha Stanford received a promotion to Library Associate in Circulation in October 2018.

Heath Truitt was hired August 2019 in Circulation as a Spec Lib Tech.

**Years of Service Milestones**

5 Years - Arlene Brown, Patricia Hartman, Lynn Moody, Madhu Nadar

10 Years - Clint Bellanger, Bob Yerkey

15 Years - Fran Judkins, Rob Buchanan

25 Years - Patricia Branum

30 Years - Janet Bandy, Barbara Bishop, Gail Jones, Brenda Ray, John Varner

40 Years - Marilyn Floyd, Mary Hammett

**Retirements**

Mary Hammett retired July 1, 2019 with 40 years and 11 months of service to Auburn University Libraries

Nit Polioudakis retired March 1, 2019 with 15 years and 7 months of service to Auburn University Libraries
Condolences

Auburn University Libraries mourns the death of Joe Cleere. Joe was a valued member of the Auburn University Libraries family since 2002. He served as a library technical specialist at the Circulation Desk of the Libraries’ main branch, Ralph Brown Draughon Library, and was the recipient of the Auburn University Spirit of Excellence Award in 2017.

Building Operations

FY2019 was primarily a planning year, but a couple of large projects were completed.

During spring break 2019, a new section of terrazzo flooring was installed on the second floor of RBD Library. The terrazzo runs from the second floor bathrooms to the atrium stairwell entrance.

In August 2019 a Liquid Galaxy interactive, immersive learning/teaching tool was purchased and installed on the first floor of RBD Library.

Faculty and Staff FY2019

Individual Scholarly Activity

Jaena Alabi


Gail Barton


Tommy Brown


Toni Carter


Carter, T. (May 2018). Turning failure to launch into a launchpad of innovation. Presentation at LOEX Annual Conference, Houston, TX.


Dana Caudle


Tim Dodge


Manuscript Review: (Feb. 18, 2019). From Furstenwalde to Kyoto: The Internationalization of an Academic Library. Reviewed for *The Southeastern Librarian*.


Nadine Ellero

Adelia Grabowsky

Lindsey, W., Fahim, S., Quin, J., & Grabowsky, A. (2019). Immunoglobulins: Clinical evidence for off-label use [Rapid Review]. Portland, OR: Center for Evidence Based Practice, Oregon Health & Science University.


Chelsy Hooper

Ali Krzton

Kasia Leousis
Leousis, K. (2019, June). Scholarship to attend Digital Humanities Summer Institute, Victoria, B.C.

Juliet Rumble
Greg Schmidt
Schmidt, G., (2019, May). *Library resources and services in the field of sustainability*, Fall Line Project IX Faculty Workshop in the Mary Olive Thomas Demonstration Forest

George Stachokas

Aaron Trehub

Liza Weisbrod

Jennifer Wiggins

Wiggins, J. (2019, April). *Civil War Conscription Ledgers*, Auburn DAR Chapter Meeting

**Andy Wohrley**


**ATTACHMENTS**

Attachment 1: AU Libraries Strategic Plan
Auburn University Libraries Strategic Plan 2019 - 2024

Through the majority of 2019, Auburn University Libraries has been working on its new strategic plan designed to complement Auburn University’s overall strategic plan. AU Libraries is pleased to be able to now share the plan that we believe will take the Libraries into the future as an integral part of Auburn’s success.

AU Libraries’ Values

Access
The Auburn University Libraries is committed to the accessibility of its services, collections, programs, and spaces. Access means many things – access to collections, both locally created and those we have purchased. It means preserving the historical record and making it visible and accessible. It means creating spaces that meet the accessibility needs of our users.

Excellence
The Auburn University Libraries believes in excellence by always striving to be the best. We are committed to providing the highest level of service to our users. We believe in evidence-based decision-making and continuous quality improvement and assessment.

Integrity
The Auburn University Libraries believes in integrity, honesty, openness, and transparency. We are collegial and respectful to all and work to create a welcoming environment.

Collaboration
The Auburn University Libraries can be more successful when we develop partnerships and work together. The Libraries believes that leveraging everyone’s talents and collaborating to solve problems leads to greater success, whether it is collaboration with other colleges and units at the University, with members of our consortia, or with our Association of Research Libraries’ colleagues.

Privacy and Intellectual Freedom
The Auburn University Libraries believes in and protects the rights of our users to privacy and confidentiality and upholds the principles of intellectual freedom.

Inclusion and Diversity
The Auburn University Libraries values inclusion and diversity and believes that better decisions are made when a variety of perspectives are heard. The Libraries demonstrates that value by being respectful, equitable, and inclusive. We recruit and retain the very best library faculty and staff who are innovative, creative, and future-focused from diverse backgrounds.

AU Libraries’ Mission
Auburn University Libraries advances the university’s land-grant mission through excellent services, programs, collections, and spaces that inspire and empower scholarship and learning to transform lives in the Auburn community, Alabama, and the world.

**AU Libraries’ Vision**

Auburn University Libraries will be an essential and valued partner that inspires learning, creativity, innovation, and scholarship.

**Goals**

**Goal 1 – Student Success**

Enhance the student learning experience so that they can be successful scholars, employees, and life-long learners.

**Objectives:**

- Develop strategies to address undergraduate and graduate students’ information needs that support the on campus and online curriculum
- Assess the information services needs for specific populations e.g., international students, veterans, etc. and implement plans to meet those needs
- Engage with other campus units that focus on undergraduate and graduate learning and develop complementary services that promote student growth and success

**Goal 2 – Research Support**

Develop services in all aspects of the research lifecycle that enhance and elevate the impact of Auburn’s research community.

**Objectives:**

- Develop a suite of research services geared primarily for graduate students and faculty research needs including the expansion of both internal and external partnerships to support the Auburn researchers
- Establish designated spaces in the Libraries for research services that can foster interdisciplinary research collaborations, offer programs, and host events
- Create and implement a comprehensive collections and access strategy befitting an R1 university and Auburn’s areas of emphases and growth

**Goal 3 – Communication, Engagement, and Outreach**

Create and implement a strategic communication, engagement and outreach plan to promote library resources and services; expand usage; and increase library visibility on campus and in the community.
Objectives:

• Establish, implement, and assess a dynamic marketing strategy with talking points that can be used by all library faculty and staff for specific audiences and stakeholders
• Partner with university colleges and departments to promote library exhibits, collections, programs, and services
• Leverage the use of technology to raise the Libraries’ profile

Goal 4 – Space
Re-envision library spaces that cultivate learning and serve as a catalyst for intellectual pursuit

Objectives:

• Conduct a comprehensive space assessment of all libraries with the University’s R1 status and land-grant mission in mind and develop a design plan based upon the space assessment
• Continually assess and improve technology and teaching spaces to meet the needs of today and tomorrow’s students
• Create more visible and dynamic exhibit spaces.

Goal 5 – Organizational Excellence
Foster a supportive, inclusive, and diverse work environment that utilizes and develops the best talents of its employees; values operational effectiveness and efficiency; and embraces innovation and change.

Objectives:

• Develop a strategy for recruitment and retention of excellent faculty and staff
• Establish workflows that are efficient and take advantage of the capability of new systems and technology
• Create a work environment in which change is welcomed and seen as an opportunity for growth
• Assess the skills that are needed in a 21st century library and develop and implement a plan for making strategic hires and create learning opportunities for existing faculty and staff to obtain those skills
• Design and implement a plan for effective internal communication