Unit Outcomes Assessment Report

General Information	
Unit Name	University Libraries
Unit Reports to	Provost
Contact Person	Lokman I. Meho
Contact Email Address	lmeho@aub.edu.lb
Contact AUB Extension	2600
Submission Date of Report	September 30, 2016

Unit Overview	The University Libraries include Jafet Library, Saab Medical Library, Engineering & Architecture Library, and the Science & Agriculture Library with its annex library at AUB Farm. They employ 35 full-time professional staff, 57 support staff, and 24 part-time student assistants. The Libraries open their doors 109 hours per week during class days and 24/7 during reading and exam periods, and have 10 reading rooms that can seat up to 1,000 students at a time. Saab Medical Library opens 109 hours per week throughout the year. Holdings of the Libraries include 400,000 print books, 1,250,000 electronic books, 6,000 journal titles in 180,000 bound volumes, 10,000 rare books, 1,800 manuscripts, 75,000 photos, 2,000 maps, 5,000 posters, over 100,000 microfilm reels, hundreds of international newspapers and major reference works, dozens of primary source databases, and 750 linear feet of archival material. The University Libraries also subscribe to 350 databases and provide access to 190,000 electronic journals. Almost all of the Libraries' e-resources are remotely accessible. More than 1.6 million people visit the University Libraries per year and over 500,000 visit its main website. The University Libraries circulate or renew over 50,000 print books annually and provide 800 group and individual instruction sessions to over 8,000 students and faculty (many attending more than one session).

AUB Mission

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the university bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The university believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership.

Unit Mission

The University Libraries are the intellectual hub of the University. They develop, manage, and provide access to distinctive collections, services, and facilities in order to advance the research, teaching, and learning of the scholarly and clinical communities at the University and beyond.

Summary of Assessment Results/Improvement Plan

Unit Outcomes	Assessment Methods	Year and semester for Assessing Each Outcome	Assessment Results	Improvements/Action Plan	Requested Resources
*These are specific statements about **what should occur as a result of the core services or functions your unit performs**. An outcome must be **measurable**. List the major expected outcomes of your unit, between three and five. Your expected outcomes should be aspirational, but attainable given existing resources.*	*For each outcome, briefly describe methods you have used in recent years to collect data to measure your unit's performance. Ideally, multiple measures and sources would be used for each outcome. Examples: Surveys, funds raised, website hits, % of requests fulfilled, error rates, processing time, etc. For each method, specify a target that indicates a reasonable and desirable level of achievement or progress based on data trends or benchmarks.*		*Provide feedback about the extent to which the outcomes are being realized in comparison to the set target. Report only the results that are directly relevant to each outcome and describe how the assessments will be modified to capture more accurate data in the future.* *Indicate the status of each method as **Met**, **In Progress**, or **Not Met**. When the results meet your desired level of achievement or target, the status is Met.*	*Describe improvements and changes you will do in your unit in response to your assessment results.* *You should also report findings that are currently informing your planning efforts or improvement initiatives that are now underway.*	*Summarize the resources needed to achieve your improvement plan.*
<u>**RESEARCH & COLLECTIONS**</u> **Outcome 1. Users report that the Libraries offer the collections and research services they need, and that the collections and services are easily discoverable and efficiently accessible**	<u>Assessment Method:</u> - User satisfaction surveys (2016) <u>Target:</u> Over 75% of respondents indicate satisfaction	Annual surveys; Annual (LibQUAL+)	<u>Results</u>: 63% of respondents indicate satisfaction; need more user friendly search and discovery tools <u>Status:</u> **Not met**	<u>Past/Current Actions</u>: Revise existing data collection tool and method and purchase LibQUAL+ assessment program, to be implemented in January 2017 <u>Planned Actions</u>: Continue to carry out user satisfaction & awareness surveys & LibQUAL+. Establish baselines for future assessments; Improve Library website and discovery tool including access to and retrieval of the digitized collections;	- $5,000 in annual subscription of LibQUAL+ assessment program

	Assessment Method: - Size of collection; - Benchmarking; - Amount of archived material; - Collection use statistics; - Days needed to fill Document Delivery request; - Days needed to fulfill new book request; - Collection budget; Target: Growth of collection; availability of over 75% of core e-resources in comparison to peer institutions; increase in amount of archived material; increase usage of collection; 95% of document delivery requests are filled within two business days; 95% of book requests are filled within two months; at least 5% annual increase in material expenditure	Annual Bench-marking	Results: Collection increased significantly in size as a result of major gifts, acquisitions of eBooks, and subscriptions to important databases, yet the libraries still have major gaps in certain areas. Increase in number of linear meters of archived material Use of print books decrease by 7%; whereas use of ebooks and full-text articles increase significantly (from 1.225M to 20M); full-text articles download increased from 1.225 to 20 million; catalog search increased by 4%; DDS/ILL requests increased by 6% Fill rates for DDs and book orders were achieved. Had a budget cut by 5% instead of an increase by 5%. **Status: Partially met**	Past/Current Actions: Seek funding to support collection growth & collection quality improvement; Planned Actions: Fill gaps in collection by conducting thorough assessment of book holdings & benchmarking with peers in the area of Middle East and Islamic studies; increase expenditure, particularly on core and special collections.	- $350,000 to fill gaps & enhance quality of collection and make it widely accessible in support of AUB research (Book, journal, and database prices go up 5% annually - Hire a subject specialist for Arab, Islamic, and Middle East studies

| Assessment Method:
- Number of digitized books and manuscripts;
- Storage size of digitized content;
- Number of digitization staff;
- Number of finding aids;
- Preservation policies and guidelines
- Digital infrastructure

Target: Digitization of 1,000 books; renovating digitization lab; securing 250TB of storage space; increasing digitization staff to 12; publishing 10 online finding aids; development of digital preservation policies and guidelines as well as a digital infrastructure and a digital preservation repository solution | Annual | Results: Digitized 880 books, 12 microfilms, 1700 items of different types (photos, posters, documents, maps, negative films), 50 videos

Renovated digitization lab

Did not receive the previously promised 250TB of storage space

Increased digitization staff to 11

Published 1 finding aid

Development of digital preservation policies and guidelines as well as a digital infrastructure are in progress

Status: Some targets were met; while others are still in progress. | Past/Current Actions: Follow up closely with IT to secure needed storage space; continue developing new finding aids; continue working on establishing digital preservation policies & guidelines and building a digital infrastructure

Planned Actions: Digitize 1,200 books and hundreds of special collection items (e.g., photos, maps, posters); acquire 250TB of storage space; publish 10 new finding aids; establish digital preservation policies & guidelines and build a digital infrastructure | - $50,000 for digitization software & equipment maintenance

- $50,000 for digitization equipment |

TEACHING & LEARNING Outcome 2A. **Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources**	Assessment Method: - Number of instruction sessions provided; - Number of attendees - Pre- and post-instruction tests Target: Increased number of new faculty and graduate assistants attending orientation sessions; increased number of students and faculty attending instruction sessions; increased number of faculty-requested, course-specific instructional sessions;	Annual	Results: Provided 513 sessions to 9,261 students and faculty, which is a decrease from last year by 2% and 7%, respectively Carried out pre- and post-instruction tests, which showed positive impact of library instruction on student learning Increased quality of research guides (162 guides were updated), and added 3 new guides Started a Subject Librarian Program in order to build close partnerships with academic partnerships **Status: Partially Met**	Past/Current Actions: Expand and diversify the data collection tools and methods to better assess teaching and learning outcomes Planned Actions: (1) carry out pre- and post-instruction surveys; (2) use LibQUAL+ assessment program; (3) continue monitoring number of users attending sessions; (4) increase number of EndNote and RefWorks users; (5) increase number of library research guides on the University Libraries' website	Hire Arts and Humanities subject librarian

| TEACHING & LEARNING SPACES: Outcome 2B. Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research | Assessment Method: - User survey; - Environmental scan; - Number of seats provided for quiet study; Target: over 75% user satisfaction; 1,200 seats in all libraries | Annual | Results: only 31% of users are satisfied with library study space; libraries are always overcrowded as a result of limited seating capacity; only 1,000 seats are made available in all libraries for all purposes and the seats are not as convenient as they should be; furniture are not ergonomic and the overall environment is unsatisfactory Renovated the reading room of Saab Medical Library **Status: Partially met** | Past/Current Actions: Carried out user satisfaction survey Renovated the reading room of Saab Medical Library Planned Actions: (1) Develop a long-term needs assessment & comprehensive renovation plan of Jafet; (2) Develop a 24/7 information commons room in Jafet; (3) Develop a study and research room for students with disabilities; (4) Address safety, security, and sanitary issues in the Libraries and have them conform to international standards; (5) carry out user satisfaction surveys, focus groups, benchmarks, usability testing of Libraries' website, and LibQUAL+; (6) add public restrooms in Jafet; add 5 group study rooms at SML library; develop the Mikati Library (7) **install fire alarm system, security cameras, and emergency exits where needed** | Money to renovate Jafet. **University will be liable to any major incidents;** move Archives Dept. out of Jafet to a new facility to create space for student use Add the mezzanine level at SML to create group study rooms ($100,000) Mikati fund |

OUTREACH & MARKETING Outcome 3. Expand Outreach Efforts to increase awareness and use of the Libraries' resources and services and foster learning and knowledge creation.	Assessment Method: - User survey; - Library doors count; Target: over 75% user satisfaction; increase number of library visits (physically and online)	Annual	Results: Satisfaction rate ranges from 28% to 86% depending on the type of service Number of library on-site visitors increased by 23%, and website visitors remained the same. **Status: Partially met**	Past/Current Actions: Carried out user satisfaction survey; Installed a new 3M security door in Jafet; Increased the use of social media Planned Actions: Modify the survey questions to generate more accurate data Develop a marketing plan Develop a more concrete method of data collection to use for assessing progress	

| ORGANIZATIONAL CULTURE & EFFECTIVENESS
Outcome 4.
Library staff are up-to-date with developments in their respective fields | Assessment Method: All positions should be revised and updated (job descriptions and titles)

Target: All job descriptions and titles should be revised and approved by HR, the Provost, and the COO | Ongoing | Results: Reviewing and revising of all job descriptions and titles is almost complete and will soon be submitted to HR

Status: In progress | Past/Current Actions: Reviewing and revising of all job descriptions and titles is almost complete

Planned Actions: (1) Submit revised and updated job descriptions and titles to HR and secure their approval and that of the Provost and the COO | |
| | Assessment Method:

- Number of staff attending workshops, conferences, and training courses

Target: All library departments attending at least one conference or one training workshop per year | | Results: Only (13) staff members from seven departments (out of 13 depts) attended a regional or international conference or training workshop; out of which (1) was fully funded, (5) were partially funded, and the rest by external or personal funding.

28 staff members were fully funded to attend local conferences.

Status: Partially Met | Past/Current Actions: Due to lack of support from University, staff are asked to seek external funding, or self-funding, for attending international workshops, conferences, and training.

The UL fully fund staff attending all conferences and trainings provided at AUB or locally; fully fund staff presenting papers at regional and international conferences, and partially fund staff who receive external fund. | Adding $24,000 to professional development budget |

				Planned Actions: Request funding to keep staff abreast of the future library trends and technologically advanced solutions	

| COLLECTION/STAFF SPACE **Outcome 5. Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events** | Assessment Method: - Amount of vacant shelf space; - Environmental scan

 Target: 12,000 linear meters of vacant shelves; conservation and preservation lab; two cold storage rooms; 8 storage drawers and cabinets for storing maps, posters, architectural plans, and photos; collection spaces that meet international standards in safety, security, accessibility, and long-term preservation for book, archival, manuscript, and recorded media; large room for events and another for exhibits; space for materials processing (Cataloging Department) | Ongoing | Results: Lack of vacant book-shelves remains a critical threat for accommodating new acquisitions (only 2000 linear feet remain available)

 FPDU presented a design for developing a conservation and preservation lab

 Lack of proper space for new labs and cold storage rooms;

 Ordered 4 storage drawers for storing large item material

 No security and safety measures were taken

 Designed a space for exhibits in the Jafet Lobby area; no space available for events

 Status: Not Met | Past/Current Actions: In the past 7 years, we replaced over 100,000 volumes of print material with electronic counterparts to make room for new acquisitions, office space, and student use

 Planned Actions: (1) procure new spaces for the rapidly growing library collections; (2) build the conservation and preservation lab; (3) build two cold storage rooms; (4) add storage drawers and cabinets for the growing collections of maps, posters, architectural plans, photos, etc.; (5) ensure that collection spaces meet international standards in safety, security, accessibility, and long-term preservation, among others, for book, archival, manuscript, and recorded media; (6) procure a large room for events; re-design internal offices | - $100,000 to install mobile shelves in Jafet

 - $25,000 for storage drawers and cabinets

 - $25,000 for events/ exhibit area

 -Money to upgrade collection spaces and safety and security to international standards – **University will be liable to any major incidents** |

List any other actions/improvements made in recent years in response to data or other evidence gathered.
Please see annual reports
List any existing processes used to evaluate the quality of your unit's work (e.g., annual reports, specialty accreditation).
Annual reports and annual student and staff surveys
Other Comments

Appendix I – Assessment Plan

Please indicate your outcomes, methods for measuring outcomes, performance targets for each method, and the period (Month/Semester/Year) you plan to use to assess them:

Outcome 1: Users report that the Libraries offer the collections and research services they need and that the collections and services are easily discoverable and efficiently accessible		
Method1: User Satisfaction surveys	Target: Over 75% of respondents indicate satisfaction	Period: Annual
Method2: User Satisfaction surveys (LibQUAL+)	Target: Over 75% of respondents indicate satisfaction	Period: Annual
Method3: Size of collection, benchmarking	Target: Growth of collection; availability of over 75% of core e-resources in comparison to peer institutions	Period: Annual
Method4: Amount of archived materials	Target: Increase in amount of archived material	Period: Annual
Method5: Collection use statistics	Target: Increase usage of collection (circulation statistics, articles download, catalog searches, DDS/ILL filled requests)	Period: Annual
Method6: Days needed to fill Document Delivery request	Target: 95% of document delivery requests are filled within two business days	Period: Annual
Method7: Days needed to fulfill new book request	Target: 95% of book requests are filled within two months	Period: Annual
Method8: Collection budget	Target: at least 5% annual increase in material expenditure	Period: Annual
Method9: Number of digitized books	Target: Digitization of 1,000 books	Period: Annual
Method10: Storage size of digitized content	Target: Secure 250TB of storage space	Period: Annual
Method11: Number of digitization staff	Target: 12 digitization staff	Period: Annual
Method12: Number of finding aids	Target: publish 10 online finding aids	Period: Annual

Method13: Digital infrastructure / Preservation policies and guidelines	Target: Development of preservation policies and guidelines as well as a digital infrastructure and a digital preservation repository solution	Period: Annual

Outcome 2A: Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources		
Method1: Number of instruction sessions provided	Target: Increase number of instruction sessions provided	Period: Annual
Method2: Number of attendees	Target: Increase number of attendees	Period: Annual
Method3: Number of course-specific instructional sessions	Target: Increase Number of faculty-requested, course-specific sessions	Period: Annual
Outcome 2B: Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research		
Method1: User survey	Target: 75% user satisfaction	Period: Annual
Method2: Environmental scan	Target: Provide the UL users with 3.5 square meters per seat	Period: Annual
Method3: Number of seats provided for quiet study (seats, tables, group study rooms)	Target: Increase student space, 1,200 seats in all libraries	Period: Annual
Outcome 3: library users are well aware of services we offer		
Method1: User survey	Target: 75% awareness of services	Period: Annual
Method2: Number of libraries' visitors	Target: Increase in number of libraries' visitors	Period: Annual

Outcome 4: Library staff are up-to-date with developments in their respective fields		
Method1: All positions should be revised and updated (job descriptions and titles).	Target: All job descriptions and titles should be revised and approved by HR, the Provost, and the COO	Period: In-progress
Method2: Number of staff attending workshops, conference and training courses	Target: All library departments attending at least one conference or one training workshop per year	Period: Ongoing

Outcome 5: Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events		
Method1: Amount of vacant shelf	Target: Increase vacant shelves to 12,000 linear meters	Period: Ongoing
Method2: Environmental scan	Target: conservation and preservation lab; two cold storage rooms; 8 storage drawers and cabinets for storing maps, posters, architectural plans, and photos; collection spaces that meet international standards in safety, security, accessibility, and long-term preservation for book, archival, manuscript, and recorded media; large room for events and another for exhibits	Period: Ongoing