



Unit Outcomes Assessment Report

General Information	
Unit Name	University Libraries
Unit Reports to	Provost
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Unit Overview	<p>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 32 full-time professional staff, 43 support staff. The libraries open their doors 109 hours per week during class days and 24/7 during reading/exam periods and have 9 reading rooms that can seat up to 915 students at a time. Saab Medical Library opens 109 hours per week throughout the year.</p> <p>Holdings of the Libraries include 406,000 print books, 1,589,555 electronic books, 5,635 journal titles in 158,000 bound volumes, 10,000 rare books, 1,800 manuscripts, 102,000 photos, 2,100 maps, 11,500 posters, over 100,000 microfilm reels, hundreds of international newspapers and major reference works, dozens of primary source databases, and 2,434 linear feet of archival material. The University Libraries also subscribe to 418 databases and provide access to 141,738 electronic journals. Almost all the libraries' e-resources are remotely accessible.</p> <p>During regular operation, more than 2 million people visit the University Libraries per year; however, due to the COVID-19 pandemic and closure of the campus, physical count is not available. Over 750,000 visit the main website and the online services and workshops posted on the hosted service LibApps. The University Libraries circulate or renew approximately 14,000 print books annually and provide group and individual instruction sessions to around 5,500 students and faculty.</p>
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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, 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 to advance the research, teaching, and learning of the scholarly and clinical communities at the University and beyond.

Summary of Assessment Results/Improvement Plan

<p>Unit Outcomes <i>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.</i></p>	<p>Assessment Methods <i>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.</i></p>	<p>Year and semester for Assessing Each Outcome</p>	<p>Assessment Results <i>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.</i> <i>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.</i></p>	<p>Improvements/Action Plan <i>Describe improvements and changes you will do in your unit in response to your assessment results.</i> <i>You should also report findings that are currently informing your planning efforts or improvement initiatives that are now underway.</i></p>	<p>Requested Resources <i>Summarize the resources needed to achieve your improvement plan.</i></p>
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<p>RESEARCH & COLLECTIONS Collection use and inquiries show that the libraries offer the collections and research services they need, and that the collections and services are easily discoverable and efficiently accessible</p>	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Facts and figures on the acquisition and use of the collection. <p><u>Target:</u> increase in collection use.</p>	<p>Annually</p>	<p><u>Results:</u></p> <ul style="list-style-type: none"> - Checkout of print books increased by 20%; ebooks download was also increased by 21%; however, full-text download of ejournals has decreased by 31; - With 955,866 downloaded articles compared to 1,393,454 (previous year); i.e. decrease by 31% and 470,242 downloaded e-books/chapters compared to 388,696 (previous year), i.e. increase by 21%; <p><u>Status:</u> Partially Met</p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - Acquired "Kanopy" a database of academic videos to be used in the classroom and online teaching; - Started to acquire datasets in response to faculty demand. Two sources were ordered; - Added 23 finding aids, about UL' archival and special collections resources. <p>Exhibits</p> <ul style="list-style-type: none"> - Several exhibits are held to highlight the library collections. <p><u>Planned Actions:</u></p> <p>Will plan on reviving the annual user satisfaction & awareness surveys during the Spring semester.</p>	
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	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - 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. <p><u>Target:</u> Growth of collection; 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.</p>	<p>Annual</p> <p>Bench- marking</p>	<p><u>Results:</u></p> <p>The format of the collection has been shifting to online. Spending added a bigger weight on the e-books/journals vs the print which is now around 3%; the 97% goes to e-acquisitions. The library is also shifting to online copies for space reasons;</p> <ul style="list-style-type: none"> - During the year, the UL expanded its collections adding: 14 new databases, 2 datasets sources, 20,100 new e-books, and 494 new print books, - 98% of the DDS requests were provided free of charge through IFLA RSCVD initiative, OCLC, open access initiatives, and the LISTSERV. <p><u>Status:</u> Partially Met</p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - With almost the same previous budget (\$3,296,500), the library succeeded to keep all the subscribed/purchased e-resources due to tough negotiations with the publishers and their understanding resulting in flat prices, discounts ranging from 50% to full waivers; - Requests were reverted to the document delivery service especially when the cost per article is lesser than the subscription prices. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - on-going collection development and assessment; - Increase expenditure, particularly on core and special collections. 	<p>- \$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)</p>
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	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Number of digitized books and manuscripts; - Storage size of digitized content; - Number of digitization staff; - Preservation policies and guidelines; - Digital infrastructure <p><u>Target:</u> Digitization of 2,000 books; renovating digitization lab; securing 250TB of storage space; increasing digitization staff to 12; development of digital preservation policies and guidelines as well as a digital infrastructure and a digital preservation repository solution.</p>	Annual	<p><u>Results:</u></p> <ul style="list-style-type: none"> - Digitized 1,300 books; Not Met - Received 150TB of data storage (data migration in progress), Backup solution being tested; In Progress - Total number of digitization FTEs is now 5 (previously 11); Not Met - Development of digital preservation policies and guidelines are in progress; In Progress - Launching the <u>new</u> Digital Collections platform; In Progress <p><u>Status:</u> Some targets were not met while others are still in progress.</p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - Continue collaboration with IT to secure storage space and ensure proper backup solution; - Increase the number of digital collections. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Facing challenges due to lack of resources and limited equipment maintenance; - try to secure more resources/funds; - Digitize 2,000 books or items; - Finalize digital preservation policies & guidelines; - Reformat (Microfilm) pending newspapers and magazines into hundreds of microfilms; - Increase collaboration. 	<ul style="list-style-type: none"> - \$30,000 for digitization software & equipment maintenance - \$50,000 for digitization of multimedia material and microfilm equipment - \$60,000 for digitization lab renovation - 2 FTEs
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<p><u>TEACHING & LEARNING</u></p>	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Number of instruction sessions provided; - Number of attendees; <p><u>Target:</u> Increased number of students and faculty attending instruction sessions;</p> <p>increased number of faculty-requested, course-specific instructional sessions;</p> <p>Integrate information literacy in the teaching and learning process at the course level (embedded librarian program)</p>	<p>Annual</p>	<p><u>Results:</u></p> <ul style="list-style-type: none"> - The UL offered 238 sessions, with 5,233 attendees; - 65% of the workshops were offered online. <p>Status: Partially Met</p>	<p><u>Past/Current Actions:</u></p> <p>Reference and research help services provided in a hybrid mode.</p> <p>Library Instruction continues with partners Communication Skills, Gradex, and graduate coordinators;</p> <ul style="list-style-type: none"> - Library Voice Over PowerPoint (VOP) tutorials were created. <p>General Education</p> <ul style="list-style-type: none"> - Working on the course to be ready in Fall 2023. <p>University Research Board</p> <ul style="list-style-type: none"> - Several events and activities to support AUB researchers in increasing their research visibility and impact. <p>Open Educational Resources</p> <ul style="list-style-type: none"> - A team composed of “Librarians, Instructional Designer, CTL, Faculty” 	<p>Professional development in instructional technology</p>
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				<p>participated in the institute on Open Educational Resources organized by the AAC&U. The team worked on designing a campus transformation strategy to accelerate campus OER plans for large scale engagement and adoption.</p> <p>Planned Actions:</p> <ul style="list-style-type: none">- Continue the library instruction course on Moodle;- Enhance library staff digital skills needed for online instruction and video production.	
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<p><u>TEACHING & LEARNING SPACES:</u></p>	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Environmental scan; - Number of seats provided for quiet study; <p><u>Target:</u> user satisfaction; 1,200 seats in all libraries (1,500, including computer labs)</p>	<p>Annual</p>	<p><u>Results:</u></p> <ul style="list-style-type: none"> - Opening of reading spaces is back to normal; - Cameras were ordered to help in monitoring study areas; - The space is too small compared to student demand; - Study areas do not meet the needs of students to dedicated areas for silent, quiet, or collaborative work; - Library stacks suffer from mold contamination from time to time; - Facilities are old fashion and outdated. <p><u>Status: Not met</u></p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - A plan was developed to deal with the mold problem in the library; - Weeding plan is in progress; - Trying to get funding to improve study areas. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Emphasize to the Administration the long-term needs to implement the comprehensive renovation plan of Jafet; - Follow up on plans to build the Mikati Library. 	<p>Funds to expand and renovate Jafet.</p> <p>Secure a storage area</p> <p>Build Mikati Library</p>
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<p><u>OUTREACH & MARKETING</u> Expand outreach efforts to increase awareness and use of the libraries' resources and services and foster learning and knowledge creation.</p>	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Environmental scan - Library sites visits <p><u>Target:</u> user satisfaction; Increase number of library visits (physically and online).</p>	<p>Annual</p>	<p><u>Results:</u></p> <ul style="list-style-type: none"> - Increase in the number of library local and international visitors, and alumni requesting access. With the current economic situation, lots of alumni are paying a deposit to check out books; - The Outreach Librarian resigned which has left a big gap. <p><u>Status: Partially Met</u></p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - Daily social media posts and library news <p>Collaboration</p> <ul style="list-style-type: none"> - AUB's University Libraries worked collaboratively with several units on campus (Asfari Institute for Civil Society and Citizenship, Archaeological Museum, Issam Fares Institute for Public Policy and International Affairs and the AUB MEPI-Tomorrow's Leaders program), student Affairs and Accessible Education Office); - Exhibits and Workshops about 3D Printing at AUB. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Hire an outreach specialist. 	
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<p><u>ORGANIZATIONAL CULTURE & EFFECTIVENESS</u> Library staff are up to date with developments in their respective fields</p>	<p><u>Assessment Method:</u> Increase and advance staff development Some positions should be revised and updated (job descriptions and titles) <u>Target:</u> All job descriptions and titles should be revised and approved by HR and the Provost; Having a career ladder and staff promotion for all staff.</p>	<p>Ongoing</p>	<p><u>Results:</u></p> <ul style="list-style-type: none"> - Library staff is collaborating in filling the gap of staff members who left their job because of the crisis; - A more connected leadership style is leading to better teamwork across all units. Teams were created for: collections, workshops, tutorials, outreach, research services, risk management and exhibitions. <p><u>Status:</u> In progress</p>	<p><u>Past/Current Actions:</u></p> <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Start a new strategic plan. 	
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	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Number of staff attending workshops, conferences, and training courses. <p><u>Target:</u> All library departments attending at least one conference or one training workshop per year;</p> <p>Secure more funds for professional development.</p>		<p><u>Results:</u></p> <ul style="list-style-type: none"> - 25 staff members attended numerous online conferences, workshops, and webinars exceptionally offered free of charge. <p><u>Status:</u> Partially Met</p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - Through the Library membership with AMICAL, Librarian were granted attendance to several conferences and workshops. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Apply for a grant from AMICAL to cover the cost of professional development courses; - AULs and directors will identify professional development priorities, opportunities, and funding resources; - Staff Development Committee will continuously update the Libguide with available development and learning options; - Arrange social events for staff to improve work environment 	<p>Adding \$15,000 to professional development budget</p>
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<p><u>COLLECTION/STAFF SPACE</u> 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</p>	<p><u>Assessment Method:</u></p> <ul style="list-style-type: none"> - Amount of vacant shelf space; - Environmental scan. <p><u>Target:</u> 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)</p>	<p>Ongoing</p>	<p><u>Results:</u></p> <p>None has been met:</p> <ul style="list-style-type: none"> - There are less than 3,000 vacant shelves; - We are yet to build the needed cold rooms; - A conservation and preservation lab cannot be built in Jafet; it must be part of the new Mikati Engineering Library; - We are out of storage drawers and cabinets; - There is no space in Jafet for major events or meetings; - Expanded the Cataloging Department by 20 square meters; <p><u>Status:</u> Not Met</p>	<p><u>Past/Current Actions:</u></p> <ul style="list-style-type: none"> - Acquired funding for mobile shelves in the Serials Stacks; - Plan for renovating the Digitization Lab is in progress. <p><u>Planned Actions:</u></p> <ul style="list-style-type: none"> - Build the conservation and preservation lab; - Build two cold storage rooms (in fall 2018) and add more mobile shelves; - Add storage drawers and cabinets for the growing collections of maps, posters, architectural plans, photos, etc. 	<ul style="list-style-type: none"> - \$120,000 in capital budget to build cold rooms - \$25,000 for storage drawers and cabinets - \$25,000 for events/ exhibit area
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List any other actions/improvements made in recent years in response to data or other evidence gathered.

Annual reports

List any existing processes used to evaluate the quality of your unit's work (e.g., annual reports, specialty accreditation).

Annual reports

Other Comments