

University Libraries American University of Beirut 2015-2020 Strategic Plan

I. 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.

II. UNIT MISSION

The University Libraries are the intellectual hub of AUB. 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.

III. UNIT VISION

The University Libraries seeks to be the information and research destination of choice committed to supporting lifelong learning and scholarship; providing a welcoming, resource-rich, innovative, and stimulating environment; embracing collaborative opportunities; and to cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge.

IV. HIGHLIGHTS OF ACHIEVEMENTS

List ***briefly*** (in bullets) the major achievements of your Unit for the past three years:

RESEARCH AND COLLECTIONS (while enduring annual budget freeze or decreases since 2011)

- Increased access to full-text journals from 47,000 to 83,000 titles; eBook holdings from 15,000 to 800,000 titles; subscription-based databases from 90 to 250; primary source databases from none to dozens; international historical newspapers from one to over 10 titles; and major reference works from a few dozens to a few hundreds
- Converted subscription of international newspapers from print/microfilm to online
- Set standing orders and approval plans with over 100 publishers and distributors to ensure the continuous development and maintenance of core collections
- Acquired many significant and large special collections from Lebanon (e.g., Library of Dr. Muhammad Y. Najm, an authority on Arab poetry and theater; Dr. Aggoula's collection of Syriac, Coptic and Aramaic rare books; Library of the prominent historian Mr. 'Isa Iskandar al-Ma'luf which included over 400 Arab and Islamic

manuscripts and 1,800 rare books; and Arab cinema collection of books and posters), Egypt (Arab comics books and periodicals), Syria (Library of Saadallah Wannous, an authority on Arab theater), Canada (Manoug's photograph collection of 21,000 negatives on Lebanon and the region), the U.S. (archival papers of Islamic science historian Edward S. Kennedy; and the collection of Anthony Shadid—correspondent for *The New York Times* and two-time winner of the Pulitzer Prize for International Reporting), as well as Australia, China, Italy, Romania, and the UK, among others.

- Received, in gifts, over 30,000 volumes of books (more than what was received in the previous 30 years combined)
- Adopted the Resource Description and Access new cataloging standard (*RDA*) to enhance the discoverability of resources
- Secured all library collections via tattle taping each item to avoid their loss and avoid using full-time staff members to monitor the exits of the Libraries
- Installed mobile shelves in the Archives and Special Collections Department which helped increase the shelving capacity from 5,000 to 10,000 linear feet

TEACHING AND LEARNING

- Partnered with the Communication Skills Program and provided over 800 instruction sessions to over 5,000 students and faculty annually
- Partnered with the Center for Teaching and Learning, IT Academic Services Department, Human Resources, and the New Student Orientation Program to give specialized library instruction sessions and to promote library resources and services to the AUB community
- Expanded and enhanced library instruction program to graduate students in partnership with the Graduate Council and the Writing Center

SERVICE

- Converted the Libraries' integrated system from OLIB to the more advanced Millennium system which will be upgraded to Sierra in 2016
- Developed a new website for the Department of Archives and Special Collections and redesigned the University Libraries and Saab Medical Library websites
- Extended document delivery services from faculty-only to all AUB communities with no restrictions on the number of requests
- Developed research guides in many subject areas and integrated them into course syllabi to help faculty and students in their teaching, learning and research
- Set up an advanced platform for online exhibits of the Libraries' special collections
- Replaced old, standalone printers and copiers with heavy-duty networked ones, and introduced an online printing payment system
- Relocated, expanded, and upgraded the Libraries' electronic classroom and student computer labs
- Developed three new quiet study rooms, considerably increasing student seating capacity in Jafet Library
- Organized and hosted a number of training sessions for professional librarians, faculty and the regional scholarly community around best practices in the organization and preservation of special materials/collections such as Arabic manuscripts, codicology, photos, and other heritage-related documents
- Provided and continue to provide significant services to AUB constituencies (many on a regular basis) and to local, national, and international institutions

MAJOR PROJECTS

- *OACIS* for the Middle East (Online Access to Consolidated Information on Serials)—an online, open access union list of serials from and about the Middle East: Assumed from Yale University Libraries the responsibility of managing it
- *Al-Nahda*: Signed an agreement with Brill to index over 100 Arabic periodicals from al-Nahda period to be included in the world renowned database *Index Islamicus*
- *Al-Adāb*: Signed an agreement with al-Adāb publisher to digitize and OCR the scholarly magazine and develop a searchable interface for it
- *Palestinian Oral History Archive*: Signed, in cooperation with the Issam Fares Institute, an agreement with Arab Resource Center for Popular Arts (Al-Jana) and Nakba Archives, to digitize, preserve and provide open access to the archival collection of Palestinian oral history interviews
- *Arabic Collections Online* (<http://dlib.nyu.edu/aco/>): Signed an agreement with New York University Libraries to digitize and provide open access to over 7,000 pre-1956 Arabic books from AUB's collections to become part of the database

FUNDING AND REVENUES

- Received over \$1,500,000 in external funding from Mr. Rami El Nimr (for developing a conservation lab), the President's Club (for developing student study rooms and renovating, expanding, and upgrading Jafet's student computer lab), Saab Foundation (for renovating the main student study room), Dr. Shadi Karam (for renovating, expanding, and upgrading the electronic classroom), Rada and Mu'taz Sawwaf (for supporting collection development and digitization of Arabic comics literature), and others
- Generated over \$400,000 from/through the digitization project with NYU Libraries
- Generated over \$150,000 annually in return for services provided to users (digitization, document delivery, etc.)

MANAGEMENT, ADMINISTRATION AND PERSONNEL

- Introduced the position of Head for each library department and empowered them
Provided the staff with many professional development opportunities (intensive training in cataloging, conservation and preservation, digitization, information technology, and library systems, among others, as well as conference and workshop attendance locally, regionally, and internationally covering a variety of topics)
- Funded three library staff members to pursue advanced degrees and specializations in library and information science in the U.S. (Illinois, Pittsburgh, and Rutgers)
- Two library staff members received the President's Excellence Service Award

STRATEGIC DECISIONS/INITIATIVES

- Merged the Saab Memorial Medical Library with the University Libraries and placed them under one management/administration
- Extended library opening hours from 90 to 109 hours per week during class days and from 120 hours per week to 24/7 during reading and exam periods
- Developed the new department of Digital Initiatives and Imaging
- Expanded the Libraries' digitization and technology team from 8 staff members to 18, divided among three different departments
- Expanded the Archives and Special Collections team from 6 to 12 staff members and established a conservation and preservation unit within the Department

- Introduced the use of credit card for purchasing material (new and used) from online bookstores (e.g., amazon) to maximize the purchasing power of the Libraries
- Introduced and implemented advanced bibliometric techniques in acquisitions and collection development and management decisions (citation analysis, h-index, etc.)
- Reactivated and led the Lebanese Academic Libraries Consortium, which so far resulted in saving over \$750,000 in annual subscriptions and significantly expanding our access to and ownership of world's knowledge
- Converted subscription of thousands of journals from print to online and bought the complete journal and book digital backfiles of over 20 of the world's largest publishers (e.g., Elsevier, Springer, Wiley, Sage, Oxford, Cambridge, LWW, Nature, and American Chemical Society) which helped provide more convenient and more comprehensive access to research material and create more student study spaces
- Started a process for establishing AUB Libraries as a destination of choice worldwide for research material on a number of specific topics (e.g., Arabic comics, the history of Arab and Islamic science and medicine)
- Expanded the scope of collecting historical and rare materials to include foreign countries and moved significant resources towards acquiring such resources
- Developed an institutional repository for AUB and enriched it with full-text of students' theses and a significant number of faculty publications and AUB research centers' publications
- Reached advanced stages of establishing a digital preservation program to maintain, preserve, and provide enhanced access to digital collections developed and curated by the Libraries
- Joined Center for Research Libraries, HathiTrust, and WorldCat, and subscribed to OCLC services to increase visibility of the Libraries' collections, share resources with peer institutions, and expand our access to information sources

V. WAY FORWARD

*Briefly describe **major** future strategic plans/initiatives and priorities that you believe will have a significant impact on improving the operations of the University and/or furthering it towards achieving its mission. Please link your strategic plans to assessment exercises that may have been carried out in your Unit. We encourage you to present plans that are realistic and achievable. You should also be able to clearly demonstrate any benefits derived from investing in these plans. Please refrain from including plans that are part of your normal operations and instead focus on initiatives that are truly strategic in nature.*

We strive to provide comprehensive and high quality library resources and services to help the University fulfill its mission of providing excellence in education, participating in the advancement of knowledge through research, and serving the peoples of the Middle East and beyond. To become a strategic asset for the University and to be able to provide outstanding collections, inspiring learning experiences, and essential expertise, we will need to address or focus on four priorities: research and collections, teaching and learning, outreach, and organizational culture and effectiveness. Note that space problem is emphasized in several areas within these priorities.

PRIORITY 1: RESEARCH AND COLLECTIONS

The University Libraries collect, organize, and ensure long-term preservation and access to information resources in all formats. As partners in creating and disseminating knowledge, the Libraries make available distinct collections to ignite discovery, research, and scholarship at the University.

Objective A: Core Collections. Strengthen research capacity at AUB by ensuring comprehensive access to information resources that are central for the students, faculty, and researchers

Activity 1: Conduct thorough assessment of current holdings and work proactively to build, maintain, preserve, and make widely accessible a comprehensive print and digital collection to support the University's research and academic programs

Activity 2: Advocate for and secure funding for investment in acquiring needed library material¹

Objective B: Special Collections. Enrich research and learning by undertaking a comprehensive strategy to build collections and services that expand access to, and foster the use of, distinctive and unique material

Activity 1: Proactively engage in efforts aiming at acquiring special collections locally and internationally

Activity 2: Seek grants and gifts to support and expand these activities

Objective C: Archives. Assure the collection conservation and preservation of and providing access to the records that document the history of AUB

Activity 1: Explore new technologies and new techniques for acquiring and maintaining the University archival record

Activity 2: Communicate with offices and departments about the changing needs and expectations regarding their records keeping practices

Activity 3: Articulate among offices, departments, and the Administration the importance of a centralized, institution-wide approach to records management. Revive the University Archives Program

Activity 4: Secure funds to support the organization and print and digital preservation of the University's archival records and, by extension, its history

Objective D: Collection Spaces, Storage, and Processing. Address serious deficiencies in library space to store new acquisitions, archival material, and special collections;

¹Instead of increasing funding for purchasing library material to (1) further strengthen the Libraries' collections, (2) accommodate the development of new academic programs, and (3) absorb the 5% average annual increase in book, journal, and database prices, the budget for Library material at AUB has decreased in the past four years.

receive and evaluate gifts; conduct preservation projects; and meet the shelving needs of our libraries, which are already almost filled to capacity²

Activity 1: Procure new spaces for the rapidly growing library collections. Build facilities to strengthen and maintain the core and archival and special collections. Ensure the completion of building a sufficiently spacious conservation lab, cold storage rooms, and collection receiving areas

Activity 2: Add storage drawers, cabinets, and so on for the growing collections of maps, posters, architectural plans, photos, etc.

Activity 3: Ensure that collection spaces, both old and new, meet current international standards (safety, security, accessibility, long-term preservation, etc.) for book, archival, manuscript, and recorded media³

Activity 4: Acquire tools, equipment, and materials for use in cleaning library material infested with mold, insects, bugs, and so on, and/or those that may get damaged by water, fire, etc.

Objective E: Collection Discovery. Create and maintain interfaces and system architectures that include all resources and facilitate discovery and access from preferred user starting points

Activity 1: Identify and adopt the best available library discovery tool and integrate it with the library systems

Activity 2: Re-configure the Libraries' virtual spaces (websites, digital portals, etc.), to facilitate discovery and use of library resources and services by all users

Activity 3: Develop finding aids and make them and other special collections resources available online; introduce new methods and systems for cataloging and allowing discovery of special collections and archives: Archival Toolkit and DACS

Objective F: Access. Enhance access to and awareness of the Libraries' information resources to better serve students and faculty

Activity 1: Accelerate initiatives to catalog, organize, and make more visible and accessible (via portals and other methods) core and special collections in order to broaden knowledge about and use of library collections, and encourage faculty to publish and build on some of our archival and special collections

²At the current collection growth rate, AUB Libraries will no longer have sufficient shelf space in 2025 to accommodate any new print acquisitions.

³Safety and security measures in Jafet Library are severely deficient and extremely unsafe for the many treasures that it houses. For example, Jafet lacks the capacity to provide proper temperature, humidity, and protection levels to most of its collections and it twice caught fire in the past five years. We need a fire system for the stacks that is not water based. And we will work on an emergency rescue plan and collaborate with the Safety and Risk Management Department at AUB to develop a comprehensive emergency and rescue plan

Activity 2: Pursue new opportunities for inter-institutional collaboration and collection development to provide wider access to library material

Activity 3: Identify prospects and pursue funding for large-scale digitization projects focused on the library's special collections

Activity 4: Transfer print items that do not require the extra level of security provided by Special Collections to the general collection to make better use of the Special Collections space and enhance access to the material

Objective G: Support AUB Research and Scholarship. Provide students and faculty with the resources they want and enhance the visibility, use and impact of the research and scholarship they produce.

Activity 1: Promote the value of self-archiving of research and creative outputs among faculty and researchers, and facilitate the deposit of digital content into open-access institutional repositories such as AUB's ScholarWorks. Enhance the visibility, use, and impact of researcher services, including VIVO, ORCID, and EZID.

Activity 2: Build broad-based support at AUB for open access, including encouraging publication in appropriate peer-reviewed journals and launching a fund to partially cover author fees

Activity 3: Develop and implement an Open Access policy at AUB to make faculty and student research widely accessible

Activity 4: Support faculty success by highlighting research accomplishments

Activity 5: Support AUB administration in documenting evidence of research impact

Objective H: Preserving Intellectual Assets. Become the leader on campus in preserving and disseminating valuable research collections and knowledge. By 2020, the libraries will have implemented a well-defined preservation framework for AUB's most important research assets and scholarship (unique library collections, faculty and student publications, and so on).

Activity 1: Establish preservation policies and guidelines in accordance with the institutional needs and embed preservation activities within policies and practices across the institution

Activity 2: Create an institutional climate and an awareness responsive to the need for digital preservation

Activity 3: Establish a robust, reliable and scalable digital infrastructure that easily and efficiently adapts to changing technologies, while ensuring long term preservation

Activity 4: Secure required resources and develop needed expertise to establish a sustainable preservation framework according to international standards and as per institution requirements

Activity 5: Identify and deploy a Digital Preservation Repository Solution that supports the life cycle of digital content including collection, digitization, storage, management, copyright, privileged access and long term preservation

Activity 6: Define clear guidelines and policies to allow intellectual content creators to produce, share, disseminate, and preserve their digital materials

Activity 7: Capitalize on acquired expertise and foster collaboration with different entities in the institution to achieve successful digital preservation, including that of the University Archives Program

Activity 8: Identify and seek external opportunities for digital preservation projects to share knowledge and seek/promote excellence

PRIORITY 2: TEACHING AND LEARNING

The University Libraries teach students and faculty how to discover, evaluate, engage, organize, and create information. They support student success with instruction services, collections, and spaces that meet students' educational, research, and information needs. At the same time, students want and seek spaces, tools, resources, and services that efficiently and effectively meet their learning needs. They expect our learning spaces to be sufficient, inspiring, and aesthetically pleasing to spark their creativity and inquiry.⁴

Objective A: Library Instruction. Develop, promote, and deliver instructional services and resources to meet changing user needs. Map information literacy competencies into the student learning outcomes for every major at AUB and identify the appropriate courses for developing the competencies.

Activity 1: Continue to offer library instruction sessions that meet the needs of library users and enhance the information fluency of students and faculty

Activity 2: Develop and deliver instruction that helps teaching faculty to maximize the integration of library resources into their courses

Activity 3: Provide faculty with convenient access to specialized online content and high quality learning objects for inclusion in course sites

Activity 4: Strengthen partnerships with faculty and instructional designers to integrate library instruction into the curriculum.

Activity 5: Systematically assess the effectiveness of the Libraries' instructional materials and services to improve their quality

⁴Our libraries are always over-crowded and many students refrain from visiting because they cannot find in them a place to study or the kind of amenities they expect to support their learning (Jafet was built when there were less than 2,000 students at AUB; today, there are 8,000). Our stacks violate many safety and security codes and standards that place users under serious threat and the University under liability. Our stacks are not designed to allow people on wheel chairs to browse the collections. The stacks in the upper floors of Jafet Library do not have emergency exits.

Activity 6: Develop new means for Library staff to learn, model, and employ the best face-to-face and online pedagogical practices

Activity 7: Create an internship program and one for research fellows at the Libraries to teach and prepare future generations of library professionals

Objective B: Learning Spaces. Strengthen the role of the Libraries as the intellectual hub of the University by creating sufficient, dynamic, technology-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive physical learning and research places to meet students' diverse needs that help them succeed. Increase funding for building maintenance and renovation, programming, and staff development through internal and external funding resources.

Activity 1: Prioritize physical maintenance and conditions of Jafet Library and invest continuously in renewing student learning and study spaces that facilitate knowledge creation and offer quiet space for individual study and collaborative spaces for scholarly inquiry in different departments (e.g., Archives and Special Collections, Reference, and Serials in Jafet, as well as in all libraries on campus)

Activity 2: Develop a long-term needs assessment and comprehensive renovation plan of Jafet Library to become a pavilion for knowledge and creativity, transforming it into an inspiring and stimulating environment that propels learning, enhances research and collaboration, supports knowledge production, and offers a mixture of spaces, services, tools, and technologies for diverse academic, library, and user needs⁵

Activity 3: Develop a 24/7 information commons room in a building on campus to allow more space in Jafet to be used for/by the increasing number of graduate students, researchers, staff, and library projects

Activity 4: Develop and furnish with necessary tools, equipment, and collections a sizeable study and research room for students with disabilities

Objective C: Safe, Secure, and Clean Environment. Address safety, security, and sanitary issues in the Libraries and have them conform to international standards

Activity 1: Conduct periodic security audits and install or update security equipment including cameras and new 3M security systems where needed

Activity 2: Implement new safety measures to become compliant with international standards (e.g., fire system in the stacks and in the Archives and Special Collections Department, new and additional emergency exits where needed)

Activity 3: Upgrade sanitary services in the Libraries by allocating more staff for this purpose and/or rescheduling the services provided

Activity 4: Prepare an emergency preparedness plan for the Libraries

⁵Campus libraries must be able to offer places for teaching and learning; individual research and study; collaborative work; and cultural, social, and intellectual exchange through events.

PRIORITY 3: OUTREACH

The University Libraries improve the student and faculty learning and research experience by enhancing the Libraries' outreach efforts, building and actively engaging in strategic collaborations on campus and beyond, and advancing the Libraries' reputation as a center of research and scholarship.

Objective A: Expand Outreach Efforts to increase awareness and use of the Libraries' resources and services and foster learning and knowledge creation.

Activity 1: Create, implement, and evaluate a vigorous communication and outreach plan. Work with faculty and students to understand their Library-related needs and subsequently develop, implement, and expand services and tools that support their publishing and research needs

Activity 2: Create systematized methods for promoting new acquisitions, programs, and newly cataloged and processed holdings. Increase awareness of library research services among students, faculty, and researchers

Activity 3: Expand the use of social media to promote our holdings and services to campus, community, scholarly, and professional audiences

Activity 4: Develop high-quality, interactive online exhibits for the University community and the general public

Activity 5: Improve the Library Liaison program to better communicate with the different faculties and departments

Activity 6: Seek, assess, and analyze feedback from users and staff to make outreach efforts more effective and the services provided more robust

PRIORITY 4: ORGANIZATIONAL CULTURE AND EFFECTIVENESS

Libraries are learning organizations that are changing, adapting, and transforming to meet the challenges of the 21st century information centers. These challenges include the continual need for new expertise, competition from other universities for skilled staff, and the ability to support staff in their professional development. Accordingly, we need to provide opportunities for growth to foster staff satisfaction, while continuing to attract top talent with specialized technical and academic skills. We also need to build a collaborative and flexible organization to provide the highest levels of service to the AUB community.

Objective A: Skilled and Knowledgeable Workforce. Provide library employees with the knowledge and skills they need to achieve strategic goals

Activity 1: Revise, update and create, when needed, job descriptions for library staff

Activity 2: Identify needed skills, knowledge, and learning opportunities

Activity 3: Develop, conduct, sponsor, or coordinate training and staff development opportunities for University Libraries' personnel to be successful in their positions

Activity 4: Create and implement a library-wide plan for career development

Objective B: Strong Working Relationships. Create a vibrant and effective organization by fostering collaboration, teamwork, and better communication among library staff and departments

Activity 1: Revise, update and create, when needed, the policies and procedures for all library departments

Activity 2: Provide a supportive environment that nurtures a sense of shared community, encourages innovative thinking, identifies successes and recognizes achievements

Activity 3: Introduce to the organizational structure the positions of associate university librarian for digitization, associate university librarian for technical services, and associate university librarian for user services

Objective C: Work Space. Create adequate, inspiring, technology-rich workspace and facilities to enhance productivity and provide new and better services.

Activity 1: Expand office space to accommodate the increasing number of staff and the increasing number of library projects and equipment, including a meeting room for staff

Activity 2: Develop a quarantine room for cleaning infested library material and a room to receive new collections

VI. PLANS FOR PERFORMANCE MONITORING

Briefly describe how the Unit plans to monitor progress towards achievement of strategic goals. If you have developed metrics for performance monitoring, they can be included as an attachment. These metrics and mechanisms for capturing relevant data can be further developed in the future with the support of the Academic Assessment Unit as needed.

The following are general metrics that will be used to assess our achievement of this strategic plan. The University Libraries will ensure that there is a good match between the strategic goals/priorities and the metrics and mechanisms used to assess progress toward achieving our goals, including comparisons with peer institutions and established baselines. The following is by no means an exhaustive list of the metrics we use or will use to measure our performance, but it gives a sense of the breadth and depth of the data we collect and our Strategic Plan will be the guide for developing additional metrics. Although the indicators have been grouped to correspond to the focus areas of our 2015-2020 Strategic Plan, they clearly can serve multiple purposes.

RESEARCH AND COLLECTIONS

- Statistics related to library collections (number of titles, volumes held, e-books owned, numbers of databases, journal subscriptions, etc.)
- Measures related to acquisitions of library materials (numbers of titles purchased, received as gifts, ongoing purchases of resources such as print or online journals, one-time purchases of special collections, etc.)
- Use of collections (circulation statistics, article downloads, etc.)
- Number of reference transactions (in person or via email, phone, chat, etc.)
- Number of searches of the catalog, different databases, etc.
- Number of filled DDS and ILL requests provided to other libraries
- Number of filled DDS and ILL requests received from other libraries
- Use of library buildings (gate counts, use of group study rooms, etc.)
- Amount and variety of archived University records
- Expenditures related to IT (workstations for users, software, etc.)
- User satisfaction with collections
- Number of faculty papers published in open access format
- Measures related to space (shelving capacity)
- Number of weekly public service hours in total and by location
- Measures related to cataloging of library resources (numbers of items cataloged, enhanced, etc.)
- Measures related to digitization of library collections (count, size, etc.)
- Data on preservation/conservation efforts (types of materials, methods employed, cost effectiveness of approaches, etc.)
- Numbers of research guides created, usage of online research guides, etc.
- Identification of funding gaps for collections
- Use of AUB ScholarWorks (data on content deposited, downloads, etc.)

TEACHING AND LEARNING

- Expenditures on renovation, expansion, and re-imagining learning spaces
- Measures related to learning spaces within libraries (numbers of seats, tables, group study rooms, classrooms, etc.)
- Number and size of cultural spaces
- User satisfaction with the libraries' physical facilities
- Use of library buildings (gate counts, use of group study rooms, etc.)
- Number of course-related library presentations to classes
- Number of total participants in course-related library presentations
- Numbers of digital learning objects created (e.g., research guides) and usage and course-adoption data
- Assessment of effectiveness of library instruction from student, librarian, and teaching faculty perspectives

OUTREACH

- Development of an outreach plan
- Increase in use of social media
- Number of physical and online exhibits
- Number of library visits
- Library events and activities advertised at the campus level

- Library partnerships with others on and off campus
- Number of university committees served on

ORGANIZATIONAL CULTURE AND EFFECTIVENESS

- Measures related to professional development activities of staff (types and number of programs offered and number of staff attendees, etc.)
- Measures related to library expenditures on professional development of personnel
- Amount of office/work space added

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