Library Annual Report

January 1, 2012

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Mission and Vision Statements

Provide a brief assessment of where the College stands with respect to achieving the Mission and Vision articulated last year.

The primary roles of the Henderson Library fall within three categories:

1. Affect of Service: Employees of the Zach S. Henderson Library are committed to excellence in assisting library users.
2. Information Control: The Zach S. Henderson Library enables users to locate print and electronic information resources using the library website and other information finding tools.
3. Library as Place: The Zach S Henderson Library provides a comfortable and secure learning environment, along with facilities and technologies conducive to study and research.

Current long-term strategic objectives are to:

A. Determine and maintain the balance between print to electronic collections that best supports Georgia Southern University’s learning needs. Migrate from print to electronic where appropriate and capture the efficiencies made possible by this change.

B. Facilitate browsing and convenient collection access by maintaining as much of the recent and high-use print collections in open stacks as is consistent with ensuring adequate public study space. Ensure print materials removed from open stacks are accessible quickly and efficiently.

C. Promote the library as the primary informal learning space on the campus. Develop necessary partnerships with other campus units that support research, teaching, and learning.

D. Integrate library and information tools, resources, and expertise into the teaching, learning, and research enterprises. Develop and implement computer-mediated systems where possible to reduce long-term workloads and make services available 24x7.

E. Prepare for and develop local information collections to be curated, e.g., a campus information repository, digitized sets selected from Special Collections, etc.

F. Support Georgia Southern University’s Strategic Themes:
   1. Academic Distinction
   2. Student Success
   3. Increasing Research, Scholarship & Creativity
   4. Fiscal Sustainability & Risk Management
As will be related below in the sections Describe Accomplishments and Productivity, Goals and Accomplishments, and Annual Progress in Assessing Effectiveness, we made great progress in achieving our strategic objectives and addressed all elements of our mission.

- **Describe Accomplishments and Productivity for 2011-2012**

  A. **Teaching – Narrative of Accomplishments (Provide a bulleted list of significant or major accomplishments)**

  - Collection and Resource Services’ Cataloging and Metadata Team cataloged a total of **29,230** items (regular collection, government documents, and Foy owned materials) during the 2011/2012 fiscal year and edited **19,778** records, which comprises a **44%** increase in the number of items cataloged. The growing workload requires that we adopt efficiencies wherever possible, so during the spring of 2012 we began using an application called MarcEdit, which allows records to be grouped and edited in batches. The more we use this tool, the more workflows we find in which to use it.

  - Collection and Resource Services continued working with Access Services to pull low-demand books from the general stacks to go into the Automated Retrieval Collection (ARC), thus maximizing the available space for group and individual study. During 2011/2012, we concentrated on pulling from the P-PM area of the Stacks as well as pulling duplicates and damaged copies. The P-PM area has many outdated titles suitable for ARC storage. In addition, we relocated PN-PZ books out of the ARC and moved them to open stacks to make them more readily available. As literary works, these monographs are less likely to be considered out of date.

  - Another large undertaking during 2011/2012 was the beginning of a long-term project to move a large portion of the government documents collection to the ARC. The documents staff selected titles each week for transfer to the ARC, and the C&RS staff made the necessary catalog updates. Access staff did the actual loading. A total of **3,360** government document items were moved into the ARC during this fiscal year. Given the vast size of the government documents legacy collection, this project will continue for the foreseeable future.

  - C&RS’s Continuing Resources Team worked with Access Services and the Cataloging Team to shift the bound periodicals from 2000 to 2009 to the ARC. As we continue to see our periodical and serials collections move from print to online, we have adjusted our workflows and readjusted our space accordingly. We cancelled our microfilm subscriptions to three newspapers—the New York Times, the Wall Street Journal, and the Washington Post—and replaced them with subscriptions to these titles on the new ProQuest Digital Microfilm interface. Currently, no Georgia newspapers are available through the ProQuest Digital Microfilm database, but we will continue to keep these titles in mind for future format switches.
• With input from Interlibrary Loan and faculty, we began fifteen new e-journal subscriptions. We also began twelve database subscriptions including ProQuest Digital Microfilm, SNL Financial, IEEE Xplore, Criminal Justice Abstracts, SPORTDiscus with Full Text, ScienceDirect Mathematics backfiles, ScienceDirect Economics and Finance backfiles, ScienceDirect Business Management & Accounting Backfiles, S&P NetAdvantage, the Berg Fashion Library, Going Global, and PsycARTICLES. We evaluated twelve electronic resources during trial periods including the Vogue Archive and the CQ Press Supreme Court Collection.

• To provide better access to our current periodicals, we instituted a new shelving arrangement that makes better use of shelf space. New signs are in place to encourage library patrons to place current periodicals in the return bin instead of re-shelving the items themselves, thus helping us to more accurately track our print statistics.

• The new process of disseminating bound theses and dissertations to students with the help of the Print Shop—a process we began at the end of last year—has proven to be a great success. Students now have the option to have their theses and dissertations mailed to them, and many have happily taken advantage of this opportunity. We have had noticeably fewer reported problems from students with this new system—only two to date.

• We reviewed our approval plan (a profile of our institution’s academic programs which facilitates the automatic shipping of new publications relevant to our fields of interest), made necessary modifications, and successfully proposed a pilot for demand-driven acquisition (DDA) of e-books. By the end of FY13 we will be able to assess the effectiveness and costs related to this method of offering records in the catalog describing e-books which the Library purchases if our patrons download the titles.

• We joined the Center for Research Libraries, which enables our students and faculty to borrow from the Center’s extensive research holdings. Founded in 1949, CRL supports advanced research and teaching in the humanities, sciences, and social sciences by preserving and making available to scholars the primary source material critical to those disciplines. CRL acquires and preserves newspapers, journals, documents, archives, and other traditional and digital resources from a global network of sources. Most materials acquired are from outside the United States, and many are from five “emerging” regions of the world: Africa, the Middle East, Southeast Asia, South Asia, and Latin America. In the relatively short period since we joined, CRL has supplied us with 20 returnable loans and 44 photocopied articles.

• The Government Documents Librarian planned and implemented 4 themed Farmers Market visits utilizing “Uncle Sam” to encourage community education of resources and services available at the campus library.

• The Government Documents Librarian contributed to the campus’s Constitution Day celebration to educate Georgia Southern University students regarding the impact of the USA PATRIOT Act on their Constitutional rights, and to provide a memorial for the 10th anniversary of September 11, 2001 terrorist attacks on the United States.
• Information Services librarians conducted a community-oriented and a campus-oriented tax workshop in collaboration with the new E-Zone at City Campus.
• Information Services librarians led a “First Friday” event in downtown Statesboro to share with the community how a bill becomes a law.
• Information Services librarians planned and implemented “Americorps Lunch & Learn” featuring two speakers from Americorps and facilitator Jeremy Foreman from Hands On Southeast Georgia.
• Library faculty members wrote the report on library resources for the program review of the Master’s degree in English Studies.
• The Systems Department completed the migration of all of the staff and public computers to Windows 7 and SCCM. SCCM is used to distribute software and updates to computers automatically.
• Over the winter break the ARC server hardware was replaced and the latest version of the ARC software was installed remotely by Dematic. We saved money thanks to our Systems personnel doing the hardware and server work rather than relying on outside contractors. We also saved money by having the upgrade done remotely and not paying for a trainer to fly in to teach Library staff. Systems also trained other Library personnel in how to use the new software.
• We began preparing to migrate to the new university web design template July with the goal of migrating in December when school was out. We were first scheduled to work with the Center for Academic Technology Support. We had several meetings and worked with them toward that deadline but by December things had changed and CATS was no longer involved in the migration. We then started working with Marketing and Communications with a goal of migrating over the summer. The Library worked hard to lay out our needs and to do usability testing on the proposed design but by the end of June we were still not live with the new design.
• We moved from the Novell servers that for years we had used for shared network storage. We worked with IT Services to configure our new shared network storage in a way that would work for us since their proposed arrangement was not adequate. Each Library employee’s data was transferred to the new locations in what seemed to be a rather painless transition.
• We created a Library webpage that was compatible with mobile devices. Located at library.georgiasouthern.edu/m, we worked with IT Services to have it added to the MyGSU app.
• Upgrading our web applications, e.g., EagleSource, was delayed because we needed to make sure they would be compatible with the new web design templates. Since the new web design was delayed, we will migrate to the new EagleSource before the start of school by using the generic look with minimal branding.
• The beginning of the school year saw the introduction of a big change in policy concerning public computer use. All users now must log in to be identified and validated for security reasons. For students, staff, and faculty this was easily accomplished through the use of their Eagle IDs. But for community users a new plan had to be formulated. They must now register at the Circulation/Reserve Desk for a computer-use account. We implemented a special community user area on the second floor, well away from most student computers. A second set was established in the Learning Commons so that community users who required assistance from Learning Commons personnel would
have it. These computers were the only ones which allowed community users to log in, but students could log in to use them too. It was decided that community users would have to be at least 16 years of age to have their own login ID. Parents with young children were allowed to use their IDs to log in underage children under their supervision. The additional work of issuing the logins and keeping the records is time consuming, but keeping community users in the designated areas on the second floor available has contributed greatly to noise control. Use by very young patrons not accompanied by parents has dropped substantially.

- In order to provide more exposure to the DVD collection, we moved them into the reserves area and added signage to the Browsing Area to indicate that patrons were allowed to browse the DVDs. There was a 44% increase in DVD circulation and we attribute that to the increased exposure.

- The Public Services Work Team duplicated the public services questions from the last LibQUAL+ survey and added them to the Google survey software. Using an iPad, we surveyed 96 patrons. The results were extremely favorable in all areas and much better than the results from the most recent LibQUAL+ survey in 2010. It is possible, however, that the sampling method had some hidden effect on the results.

- We hosted two touring exhibits: “A Fine Romance: Jewish Songwriters, American Songs, 1910-1965,” and “The Great Speckled Bird,” about the influential underground Atlanta publication of the 1960s. In addition, we featured the work of two retired Georgia Southern faculty members in exhibits: “The Poetry of Ruth Green,” and “The 100th Anniversary of the Birth of Lawrence Durrell,” which was accompanied by a public presentation by James Nichols, author of *The Stronger Sex: The Fictional Women of Lawrence Durrell*.

- The Publications and Public Relations Board collaborated with students in Communications Arts classes to produce videos about Henderson Library services that were linked to our home page and uploaded to YouTube.

- Librarians from the University of Central Florida, North Carolina State University, and Liberty University visited at different times to see how the automated retrieval system worked.

- A bequest to the Naomi Davis McElveen Art Fund by the Vera McElveen Ireland estate enabled us to purchase a painting of a rural site near Statesboro by noted Savannah artist Preston Russell, and to fund an eagle statue as part of the “Eagle Nation on Parade” public art project. The statue was decorated by Hinesville, Georgia artist Rebecca Hampton, and dedicated February 11, 2012. Her design pays tribute to the everlasting nature of books and learning. The statue is entitled “The Pursuit of Knowledge” and is placed on the pedestrium near the southeast corner of Henderson Library.

- The Friends of Henderson Library sponsored several public events, including the second Farm-to-Table dinner featuring produce from the Statesboro Farmers Market, and a colloquium about the influences of southern music traditions on the compositions of Bob Dylan. The latter featured the noted English rock critic and Dylan authority Michael Gray (who authored the first biography of Statesboro blues legend Blind Willie McTell, and whose McTell research papers are housed in our Special Collections), and Georgia Southern professor Richard Flynn.
### Supporting Data

#### Collections

<table>
<thead>
<tr>
<th>Collections</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>Source/Notes</th>
</tr>
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<tbody>
<tr>
<td>Paper Volumes</td>
<td>620,975</td>
<td>631,881</td>
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<tr>
<td>Journal Subscriptions</td>
<td>40,936</td>
<td>42,688</td>
<td>Includes both electronic and paper journals</td>
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<td>Government Documents</td>
<td>764,515</td>
<td>766,925</td>
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<tr>
<td>Microform Units</td>
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#### Resources and Patron Use

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<th>Resources and Patron Use</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>Source/Notes</th>
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<tr>
<td>General &amp; Reserve Circulation</td>
<td>253,084</td>
<td>372,511</td>
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<tr>
<td>Loans to Other Libraries</td>
<td>10,051</td>
<td>9,033</td>
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<tr>
<td>Items Borrowed from Other Libraries</td>
<td>10,418</td>
<td>8,923</td>
<td></td>
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<tr>
<td>Searches of Online Resources</td>
<td>3,829,161</td>
<td>3,156,647</td>
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<tr>
<td>Visits to the Library Home Page</td>
<td>363,534</td>
<td>348,163</td>
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<tr>
<td>Physical Visits to Library</td>
<td>734,842</td>
<td>813,423</td>
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<tr>
<td>Research Instruction Workshops</td>
<td>n/a</td>
<td>240</td>
<td>6,264 students (2,980 last year)</td>
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</table>
B. Research and Creative Activity – Narrative of Accomplishments - Provide a bulleted list of significant or major accomplishments. (Colleges are encouraged to provide research and creativity data that most appropriately reflects the College’s achievements.)

- Debra Skinner and Jessica Minihan presented “Choosing the Right Discovery Tool” at the annual GALILEO Integrated Libraries Users Group Meeting.

- Lisa Smith co-presented "Critical Thinking as Information Literacy: A Model for the Core Curriculum?” at the annual Georgia International Conference on Information Literacy.

- Several faculty members (David Lowder, Lori Gwinett, Cynthia Frost, Fred Smith, Lisa Smith, and Rebecca Ziegler) co-presented “What in the “Library” Are You Doing? A Discussion of Survey Results from a Sampling of Library Users at Georgia Southern University” at the annual Council of Media Organizations Conference.

- Lili Li presented “Shaping a New Generation of LIS Professionals in the 21st Century” at the annual International Federation of Library Associations, which was held in Puerto Rico. He also presented “Information Visualization for Library Instruction in the Digital Age” at the annual Georgia International Conference on Information Literacy.

- Bob Fernekes co-presented “Trade-In Library Orientations for Student Learning Outcomes and Assessment” at the annual Georgia International Conference on Information Literacy.

- Rebecca Ziegler presented two scholarly papers based on her research in J. G. Farrell’s papers at Trinity College, Dublin: “Some Layers and Laminates in J. G. Farrell’s Empire Polypych,” Southern Regional Conference of the American Conference for Irish Studies, and “The Colonial Rape Narrative As Farce, According to J. G. Farrell,” British Commonwealth and Postcolonial Studies Conference. Rebecca also organized an exhibit and panel presentation to the campus community to honor the 400th anniversary of the King James Version of the Bible in a team with Fred Smith and four faculty from the Department of Literature and Philosophy.

Fred Smith served on the panel “Trends in Faculty Roles, Promotion and Tenure, Metrics, and Measures” at the annual Council of Media Organizations Conference. Fred also delivered an invited presentation at the Central Savannah River Area Library Association Annual Meeting, entitled “Best Practices in Access Services.”

**Supporting Data**

<table>
<thead>
<tr>
<th>Dept</th>
<th>Books</th>
<th>Journal Articles and Book Chapters</th>
<th>Creative-works</th>
<th>Conference Papers</th>
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<tbody>
<tr>
<td>Library</td>
<td>5</td>
<td>2</td>
<td>18</td>
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<table>
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<tr>
<th>Sponsored Funding (Data Should be Requested From ORSSP)</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>Change 2010 – 2011 to 2011-2012</th>
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<td>Submissions</td>
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<td>0</td>
<td></td>
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<tr>
<td>Awards</td>
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<td>0</td>
<td></td>
</tr>
<tr>
<td>Award Funding</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Range of Awards</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

C. Service – Narrative of Significant Service Activities and Accomplishments—Provide a bulleted list of significant or major activities and accomplishments.

- Charles Skewis chaired the Ogeechee Technical College Library Advisory Committee.
- Jessica Minihan served on the North American Serials Interest Group Databases and Directories Committee.
- Ann Hamilton served as Chair of the Regents Academic Committee on Libraries GALILEO Advocacy Task Force.
- Bede Mitchell chaired the Dean of the Jiann-Ping Hsu College of Public Health Search Committee.
Goals and Accomplishments for 2011-2012

Provide a Listing of the 2011-2012 Goals with Narrative Describing Achievements

To include:
- Continued Efforts
- Major Goals and Objectives
- Relationship of Objectives to Georgia Southern Strategic Themes

Select and implement Discovery Tool software before the end of FY12. This will greatly simplify the research experience of students and faculty (See key below: D, F2). The EBSCO Discovery Service was selected and successfully implemented.

Use portion of budget reserve to add new resources (D, F3). Over the past few years we have built up a budget reserve by using year-end funds to pre-pay several subscriptions. This enables us to delay having to drop subscriptions to resources faculty and students want: scholarly resource subscription costs increase an average of 6-10% every year, far outstripping the growth of Henderson Library and Georgia Southern budgets. However, the reserve has grown to the point we believe we should add at least $100,000 in expenses, given the rapidly increasing research needs of faculty and graduate students. As noted above, we initiated fifteen new e-journal subscriptions and twelve database subscriptions including ProQuest Digital Microfilm, SNL Financial, IEEE Xplore, Criminal Justice Abstracts, SPORTDiscus with Full Text, ScienceDirect Mathematics backfiles, ScienceDirect Economics and Finance backfiles, ScienceDirect Business Management & Accounting Backfiles, S&P NetAdvantage, the Berg Fashion Library, Going Global, and PsycARTICLES. We also joined the Center for Research Libraries, which gives our students and faculty access to extensive primary research materials.

Implement improved web page design as part of new University web template (C,D, F2). We completed the design by obtaining student feedback, and we await word from IT Services regarding when it will be feasible for them to migrate us to the new design.

Coordinate all effectiveness assessment measures in WEAVE (F4). Our Library Assessment Officer Dr. Sonya Shepherd has been trained in WEAVE and has moved all our assessment measures and reports into that system.

Establish data curation service within EagleScholar (D, F3). The intention is to use EagleScholar to assist Georgia Southern researchers fulfill their data management obligations to grant funders such as the National Science Foundation. A template was established that Georgia Southern faculty may use when preparing grant proposals, indicating how the Library will help the researcher meet data curation and distribution requirements through our institutional repository, EagleScholar.

Analyze options for demand-driven acquisition of e-books, and implement if advisable and feasible (A, F3). The basic idea is to contract with a vendor for catalog records and limited access to electronic books, and when patrons identify titles they want through the Library’s
online catalog, the Library may purchase permanent full access to the selected titles. This enables patrons to see a wide range of resources but requires the Library to only pay for the titles patrons actually use. We have adopted this model in partnership with our approval plan vendor, Yankee Book Peddler. We are monitoring activity and will analyze purchases and expenditures to ensure they continue to meet our collection development criteria.

Partner with Friends of the Library on fund raising activities; partner with University Advancement on foundation proposals (F4). The Friends of Henderson Library sponsored several public events, of which the second Farm-to-Table dinner was the principal fund raising activity. The event yielded approximately $2,000. We collaborated with Advancement to submit a request to the Frances Wood Wilson Foundation and received $20,000 to purchase information materials for Georgia Southern’s new Logistics Ph.D. and engineering programs.

Complete and implement marketing plan, highlighting services and collections such as government documents (C). The plan was completed by the end of the year and presented to the Library faculty for approval and adoption in the new year.

Establish student employee club to generate innovative ideas for Library & build “alumni” (F2, F4). This was explored by student supervisors but no plan has been recommended to date.

Investigate further possible organizational structure improvements: solicit suggestions from all personnel, review distance learning support responsibilities, review librarian liaison responsibilities in light of upcoming personnel changes, reorganize Special Collections (F2). See Summary of Internal Adjustments/Reorganizations below regarding organizational changes.

Add additional seating by identifying materials to move to ARC (B). This ongoing process enabled us to add eight new two-seat study carrels to the fourth floor.

Investigate possible ramp or lift at loading dock (F4). While this was found to be feasible, we decided it is not a high priority for the foreseeable future.

KEY:

A. Determine and maintain the balance between print to electronic collections that best supports Georgia Southern University’s learning needs. Migrate from print to electronic where appropriate and capture the efficiencies made possible by this change.

B. Facilitate browsing and convenient collection access by maintaining as much of the recent and high-use print collections in open stacks as is consistent with ensuring adequate public study space. Ensure print materials removed from open stacks are accessible quickly and efficiently.

C. Promote the library as the primary informal learning space on the campus. Develop necessary partnerships with other campus units that support research, teaching, and learning.
D. Integrate library and information tools, resources, and expertise into the teaching, learning, and research enterprises. Develop and implement computer-mediated systems where possible to reduce long-term workloads and make services available 24x7.

E. Prepare for and develop local information collections to be curated, e.g., a campus information repository, digitized sets selected from Special Collections, etc.

F. Support Georgia Southern University’s Strategic Themes:
   1. Academic Distinction
   2. Student Success
   3. Increasing Research, Scholarship & Creativity
   4. Fiscal Sustainability & Risk Management

- **Annual Progress in Assessing Effectiveness**

  - **Student Learning Outcomes in Degree Programs, Measures for Assessing Learning Outcomes, Plans for Improvement Following Analysis of Assessments** N/a

  - **Specific Evidence of Improved Student Learning in Degree Programs Emanating from the Prior Year’s Analysis of Assessment Plan** N/a

  - **Discussion of Major Findings of Program Accreditations, or Responses to Major Findings, Conducted during FY 2010**

  As noted above, the primary roles of the Henderson Library fall within three categories: Affect of Service, Information Control, and Library as Place. To briefly summarize the findings of assessments in the past year:

  **Affect of Service** – More than ninety percent of the library users responding to our survey and feedback forms (paper and online) reported positive library experiences or had a positive service interaction with library employees.

  **Information Control** - Additional electronic and print information resources were identified and added to the library’s collection in an effort to support new and existing degree programs offered at the institution. These decisions were made on the basis of methods for continually reviewing annual subscriptions and collections to determine what information resources should be added or removed.

  New methods for assessing student learning outcomes during library instruction were developed and will be implemented during FY13.

  **Library as Place** - Low use and legacy collection materials were identified and moved to the Automated Retrieval System in order to increase seating for group and individual study. Some existing furniture was relocated and new furniture was placed in designated locations, in response to increased student enrollment and the need to continue identifying quiet study spaces throughout the library.
• Discussion of Major Improvements Emanating from Comprehensive Program Review Conducted during FY 2011 N/a

• Summary of Internal Adjustments/Reorganizations in 2011-2012

Dr. Sonya Shepherd was appointed to the full-time position of Library Assessment Officer, reporting to the Dean of the Library. Her former duties were filled by Dr. Robert Fernekes (Associate Department Head of Information Services), and a new hire, Ruth Baker (Director of the Learning Commons), who began her assignment August 1, 2012.

With the retirement of Special Collections Librarian Marvin Goss, Special Collections was reorganized to become a unit within Collections and Resource Services. A new Special Collections Librarian, Katrina Jackson, was hired effective August 1, 2012, and Ms. Jackson will report to the Associate Department Head, Debra Skinner.

In the early part of the fiscal year we learned that the Board of Regents had issued a policy stating that all benefitted positions would be required to work a minimum of 30 hours per week. At the time our weekend staff worked 24 hours each week. We added 6 hours per week to the positions to reach the new minimum. In order to at least partially absorb the costs we made severe reductions in student assistant hours for the spring. All in all, this has been positive: communication with weekend staff has been made easier by having them work some weekday hours, and weekend staff have learned from weekday staff and vice versa. The overall quality of Circulation/Reserve Desk service has improved.

With the retirement of long time Library Assistant III weekend staff member Linda Jarrell, we saw an opportunity to address several issues. We made the position full time and incorporated the existing weekend shifts in the position’s work week. This allowed us to make the employee the weekend supervisor, and by scheduling the person for several shifts during the week the individual works directly with the department head to ensure consistency of performance between weekday and weekend employees.
Major Goals and Objectives for 2012-2013

Provide a List of Goals for 2012-2013 in Priority Order

To include:

- Continuing Efforts
- New Major Goals and Objectives
- Relationship of Objectives to Georgia Southern Strategic Plan

1. Successfully meet the expectations of our three key performance categories: Affect of Service, Information Control, and Library as Place.
   
   Target: In our 2013 LibQUAL+ survey results we will have fewer performance categories in which we fail to meet minimum scores than we did in 2010 (12).
   
   Measure: LibQUAL+ survey of library patrons.

2. Assist library users with resources and services - Public Services Desks (e.g. determine service quality and experience of overall library visit) (Affect of Service)
   
   Target: We will achieve at least a 90% satisfaction rating from patrons based on a scale of 1-5.
   
   Target: We will meet or exceed patron service expectations in LibQUAL+.
   
   Measure: LibQUAL+ responses; user feedback forms.

3. Instruct library users on use of resources and services - Library Instruction (e.g. determine if student learning outcomes were met during library instruction) (Information Control)
   
   Target: Ninety percent of the students will master at least 80% on all questions collectively addressing the specified student learning outcomes.
   
   Target: Ninety percent of the students will score at least 80% on each question addressing the specific student learning outcomes.
   
   Target: We will achieve at least a 90% satisfaction rating from students receiving library instruction based on a scale of 1-9.
   
   Measure: Newly designed test.

4. Develop and implement library marketing plan (Affect of Service)
   
   Target: Raise public awareness of library resources and services by implementing a library marketing plan.
   
   Measure: LibQUAL+; user feedback forms; increased usage of web pages, facilities, and services.

5. Investigate possible structural improvements - librarian liaison program (Affect of Service/Information Control)
   
   Target: All faculty using Folio are solicited to add library information and links within their course modules.
   
   Target: Liaisons will contact all new faculty hired in their assigned areas and introduce them to library resources and services.
   
   Measure: User feedback, including LibQUAL+. 
6. Investigate possible structural improvements - distance/online learner services (*Affect of Service/Information Control*)
   Target: Spring 2013 survey of distance learning students’ satisfaction levels with library resources and services. Report findings and recommendations to the dean.
   Measure: Survey responses.

7. Develop and implement fundraising partnerships and activities (*Information Control*)
   Target: Library resources will be included in the colleges’ “capital campaign case statements”.
   Target: Friends of Henderson Library will continue the Farm-to-Table dinner and similar fundraising events.
   Measure: Growth of Library’s University Foundation accounts.

8. Increase space allocated to student computing, group study, instruction, and other public uses.
   Target: Relocate low demand and redundant materials from the Reference Collection.
   Target: Add more computers for group study on third floor.
   Target: Relocate to ARC all bound periodicals before 2010.
   Measure: Net addition of public seating; User Feedback, including LibQUAL+.

9. Review and revise mission and priorities of Special Collections (*Affect of Service/Information Control*)
   Target: By end of Spring semester, report findings and recommendations to the dean.
   Measure: Procedure & policy implementation; benchmark & best practices.

10. Implement improved web page design as part of new University web template. (*Information Control*)
    Target: Go live with new page when functionality problems are resolved – by Spring 2013.
    Measure: User feedback, including LibQUAL+; usability testing using student volunteers.

11. Investigate configuration of book stacks on 3rd floor (*Library as Place*)
    Target: Assess the level of confusion of the call numbers layout on third floor.
    Target: Investigate options for addressing source of confusion, and provide recommendations to the Dean. Public Services Work Team will lead the investigation.
    Measure: Books will be easier to locate, as reflected in user feedback.

12. Investigate the need for new and/or revised signage throughout the library (*Library as Place*)
    Target: Report recommendation to Dean for a plan for new signage and revisions to current signage. Public Services Work Team will lead discussions at library faculty and staff meetings for comments/suggestions, and collect ideas from patrons.
    Measure: Improved navigability as reflected in user feedback.

13. Establish student employee club (*Affect of Service*)
    Target: Investigate the establishment of a student employee club, report findings and recommendations to the dean.
    Measure: Student assistant feedback.