Library Annual Report

January 1, 2017

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I. Mission and Vision Statements

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

The Zach S. Henderson Library is committed to providing:
- a physical environment that is comfortable, safe, and conducive to learning; (The faculty and students who responded to the most recent LibQUAL+ comprehensive survey regarding Henderson Library performance indicated that our building facilities and the study environment were exceeding their expectations: using a rating scale of 1 to 9, 6.38 was the mean expectation and 7.36 the actual performance rating.)

- staff who are recognized by users as being well-trained and committed to facilitating patron success; (The faculty and students who responded to the most recent LibQUAL+ comprehensive survey regarding Henderson Library performance indicated that our staff were exceeding their expectations: using a rating scale of 1 to 9, 6.56 was the mean expectation and 7.39 the actual performance rating.)

- a wide and deep range of information resources selected to match the needs of the institution’s faculty and students; (The overall responses to the most recent LibQUAL+ comprehensive survey regarding Henderson Library performance indicated that our information resources and research support tools were exceeding their expectations: using a rating scale of 1 to 9, 6.46 was the mean expectation and 7.19 the actual performance rating. However, in this case it is important to examine the responses broken down by type of patron, since the overall rating was heavily weighted by the much larger number of students who responded and who are satisfied with the resources supporting their undergraduate programs. Faculty responses showed dissatisfaction with the Library’s collections, which the faculty deem insufficiently deep to support faculty and graduate student research. To make better use of scarce dollars, we have eliminated the “opt-out” approval plan, in which we purchased books that appeared to support our highest priority academic programs, because our records showed that five years from date of purchase about 75% of the books had never circulated. Instead, we have adopted a demand-driven “opt-in” plan that relies on loading into our catalog records of books and electronic books available for purchase, and buying those actually requested by students and faculty. In addition, we conducted a review of low-use subscriptions, soliciting input from academic departments regarding which could be canceled and the content accessed via interlibrary loan, when needed. The result of this and related resource reviews led to almost $210,000 in savings.)

- efficient and effective avenues for obtaining information resources needed by the library’s patrons but not held in the local physical or electronic collections; (The faculty and students who responded to the most recent LibQUAL+ comprehensive survey regarding Henderson Library performance indicated that our interlibrary loan and document delivery services were exceeding their expectations: using a rating scale of 1 to 9, 6.33 was the mean expectation and 7.22 the actual performance rating. We hope to improve this rating in the future as a result of our adopting the Rapid ILL system in May, 2017. Rapid ILL has been shown to reduce wait-times for requested books and articles by a third.)

- service and content support systems that are easily located and navigated (e.g., web pages, database interfaces, online research assistance that is posted or interactive synchronously or asynchronously, etc.); (As a result of extensive usability testing conducted by engineering students and Library personnel, the following improvements have been or are being made to our web presence:
  1. Attempt to clarify the meaning and purpose of the “Your Library account” feature pending its total replacement by a new Library catalog in May 2017.
  2. Expand the Library’s FAQs to better align with student use behaviors.
  3. On the Print Services page, add a map showing printer locations on the second floor.
  4. Eliminate or better define any acronyms appearing on Library web pages.)
5. Investigate the possibility of adding an “Item Exact Match Recommender” app in Discover to improve mediation of navigational and service-related searching in this platform.

6. Focus features of the tabbed box area on the homepage to support common search needs of unmediated novice users.

7. Focus features of the lower right-hand column to support navigational needs of mediated and advanced users. Revise the link menus in the lower right-hand column according to Cycle 2 results, including addition of “Research Help” and “Search Tools & Collections” menus.

8. Adopt the navigational convention of “More…” links and secondary disambiguation pages for each menu.

9. Revise select secondary pages according to cycle 3 prototypes and results.

- empirically demonstrated positive impact on student learning, faculty research, and pedagogical activities; (Our Assessment in Action project found there is a positive correlation between GALILEO use and first-year cumulative GPA. The correlation is statistically significant at the .01 level. This study will continue as we track students’ library use and academic success throughout their entire Georgia Southern careers.)

- services for collecting, preserving, and managing the “born-digital” output of the institution’s faculty and students; (As of June 30, Digital Commons@Georgia Southern works and SelectedWorks profiles have accumulated 1,607,068 total downloads from a worldwide audience, of which 628,576 downloads occurred in the past year alone.)

- creative experimentation with applying information technologies to library services; (We were one of three “vanguard” libraries that over the course of two years tested Alma, a state-of-the-art online library management system that was successfully installed by all University System of Georgia campuses. The system went live at the end of May, 2017. Our testing role involved ensuring the Alma system met the USG libraries performance specifications, which reduced the amount of time and effort required of the other USG institutions when implementing Alma on their campuses.)

- continuing education and professional development opportunities for library personnel. (Every Library faculty member attended at least one professional association conference or professional development workshop relevant to their duties. We registered for online access to 38 webinars dedicated to academic library trends, issues and best practices.)

In sum, the Library aims to be recognized by faculty and students as an effective and essential contributor to the institution’s central mission of teaching and learning. (As indicated by the overall satisfaction ratings from our LibQUAL+ survey respondents, we are achieving our mission reasonably effectively: the performance rating of 7.30 on a nine point scale exceeded the expectation rating of 6.48 by 0.82. The primary concern is faculty dissatisfaction with the depth of the Library’s collections.)
II. Major Objective and Accomplishments for 2016-2017
Provide a listing of the Library’s 2016-2017 Major Objectives and how they relate to the Institution’s Strategic themes and budget requests. Make sure that the plans indicate how last year’s action plans were addressed.

### 2016-2017 Major Objectives Report

<table>
<thead>
<tr>
<th>Institutional Strategic Theme</th>
<th>Major Objective</th>
<th>Strategy Development and Implementation</th>
<th>Results/Findings &amp; Analysis</th>
<th>Action Plan to Maximize Future Efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Cover the anticipated 6% increase in the cost of our scholarly journal and database subscriptions, and bring information resource expenditures more closely in line with similar expenditures at peer institutions.</td>
<td>Consult with academic departments regarding eliminating low-use subscriptions and providing interlibrary loan access to the titles instead. Request increase to Library’s base budget</td>
<td>Almost $210,000 in savings were realized by providing interlibrary loan access to low-use titles instead of subscribing. The University was unable to increase the Library’s budget, but covered the shortfall with year-end funds.</td>
<td>Since our expense commitments will continue increasing due to inflation at approximately a 6% annual rate, and we will have additional costs because we must extend our resources to the Armstrong campus at the completion of consolidation (the Armstrong library’s budget is insufficient to cover these costs), continue to seek new state and private revenues.</td>
</tr>
</tbody>
</table>

Promote Academic Excellence; Enhance Student Success

<table>
<thead>
<tr>
<th>Major Objective</th>
<th>Strategy Development and Implementation</th>
<th>Results/Findings &amp; Analysis</th>
<th>Action Plan to Maximize Future Efforts</th>
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</thead>
<tbody>
<tr>
<td>Improve patron ratings of our public service in the three performance areas where ratings in the 2016 comprehensive library effectiveness survey of faculty and students were lower than our 2013 survey ratings: Giving users individual attention: 7.13 (2013) vs. 6.77 (2016), rating scale 1 – 9. Willingness to help users: 7.56 (2013) vs. 7.45 (2016), rating scale 1 – 9.</td>
<td>Library personnel attended customer service training opportunities that were designed with libraries in mind. The Library’s Administrative Council developed a set of public services expectations includes tips and best practices for providing individual attention, demonstrating enthusiastic willingness to help users, and</td>
<td>The Library conducted a user survey during April to obtain a snapshot of users’ satisfaction with customer service performance. The survey contained five questions that collected data on where we do well and where we need to improve. The majority (96%) of the respondents consider the overall quality of Library service to</td>
<td>Continue to refine and improve staff training in the principles of excellent customer service.</td>
</tr>
<tr>
<td>Enhance Student Success</td>
<td>Enhance use of the online Credo Information Literacy Modules in Library reference and instruction services.</td>
<td>Collaborate with Writing &amp; Linguistics faculty to evaluate potential use of modules in first-year writing courses.</td>
<td>The Writing &amp; Linguistics faculty selected eleven Credo modules for use in first-year writing classes.</td>
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<tr>
<td>Increase Research and Creative Activity</td>
<td>Continue to develop Data Management Services-related resources and training for faculty.</td>
<td>Five open houses, six training workshops, and eight DMS newsletters were delivered during the academic year.</td>
<td>Thirty faculty data management consultations and sixty-six faculty attendees at workshops.</td>
</tr>
<tr>
<td></td>
<td>Expand promotion of Special Collections resources and services.</td>
<td>Develop new resource guides using the LibGuides platform for integration into our website.</td>
<td>Twenty-seven consultations with faculty, staff, and community users, thirteen presentations with 1228 attendees, three exhibits with 184 attendees.</td>
</tr>
<tr>
<td>Ensure Fiscal Sustainability</td>
<td>Revise Collection Management Plan to include rubrics for evaluating specific types of resources.</td>
<td>Investigate professional best practices on resource evaluation techniques, and adapt as appropriate.</td>
<td>Evaluation rubrics were adopted for monographs, journal subscriptions, and streaming services.</td>
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### 2016-2017 Budget Allocation Report

<table>
<thead>
<tr>
<th>Institutional Strategic Theme</th>
<th>College Major Objective</th>
<th>Budget Funding Requested</th>
<th>Budget Funding Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Cover the anticipated 6% increase in the cost of our scholarly journal and database subscriptions, and bring information resource expenditures more closely in line with similar expenditures at peer institutions.</td>
<td>$1.1 million in year-end funds to cover our budget shortfall and make some pre-payments toward FY18 expenses.</td>
<td></td>
</tr>
</tbody>
</table>

## III. Describe Accomplishments and Productivity for 2016-2017

A. Library Services and Activities – Narrative of Accomplishments

- Provide a bulleted list of significant or major accomplishments

- Leslie Haas was hired to be the new Head of the Information Services Department, effective August 1, 2017
- Nikki Rech was hired to be an Information Services Librarian, effective January 1, 2017.
- Billy Glasco was hired to be Special Collections Librarian, effective November 1, 2016.
- We participated in the implementation of the statewide GALILEO Integrated Libraries (GIL) Consortia online library management system, Alma/Primo, providing extensive leadership as one of three Vanguard libraries that carried out systematic design and testing work that was adopted by the rest of the USG libraries. Three librarians served on statewide committees, and one was committee chair. Two Collection & Resource Services librarians became certified Alma Administrators.
- The full run of the student newspaper *The George-Anne*, dating back to the 1920s, has been digitized and hosted in our Digital Commons Institutional Repository. Access to contents is now available via the repository and through Google search.
- The Digital Commons Team within C&RS was reorganized to provide strong leadership and organization for an emergent and growing library service.
- We participated in the formal planning for consolidation with Armstrong State University in January, 2018. We and our counterparts at Armstrong’s Lane Library developed recommendations for transitioning to the new Georgia Southern University
Libraries system, all of which have been approved by the President’s Consolidation Implementation Committee.

- 189 print periodical subscriptions were shifted to online access, reducing further the need for binding and archiving paper copies and expanding access to our remotely located students and faculty. This is especially helpful in extending access to the Armstrong campus of the new, consolidated Georgia Southern University.
- The OverDrive collection of popular fiction and non-fiction books in electronic and audio formats now has 414 titles. A total of 1,091 circulations were recorded in fiscal year 2017 with near equal usage between electronic and audio books. Since the implementation of OverDrive 75% of the titles have circulated at least once.
- Fully implemented Data Driven Acquisitions plan to more wisely spend funds by purchasing specific requests of faculty and students. Approximately 74% of materials purchased as demand driven requests were used at least once.
- Launched Kanopy, a streaming video platform in January 2017. Kanopy extends our demand-driven acquisitions initiatives through licensing films including documentaries, instructional videos, and professional development films. In the first six months of use, Kanopy films have been played 204 times.
- Audited catalog records for all databases; ensured off-campus access to all databases via the catalog, GALILEO A-Z database list, and LibGuides A-Z database list.
- Newspaper and electronic reference resource guides have been created and integrated into LibGuides and the library homepage. Both guides are among the library’s ten most visited guides.
- Completed registration of Digital Object Identifiers (DOIs) for all Digital Commons journal content.
- Began an inventory project and re-processing of Special Collections in preparation for creating archival level records in ArchivesSpace to foster greater discoverability for the Georgia Southern community.
- Moved 18,307 government documents volumes to the Automated Retrieval Collection storage in order to increase space for students in library.
- Received 4,063 donated in-kind gifts. Some were added to the collection and others were included in library book sales or given away in various campus and community events. During “No Impact Week” on campus, the Library gave free books to students, faculty and staff. The Library also took part in Statesboro Farmer’s Markets and the Bulloch County Reading Fair.
- Discovery Services team resolved over 304 e-Team tickets or requests for help accessing or discovering electronic resources.
- Discovery Services provided leadership to test and improve the Library user interface through updates to the MyGS menu, Library homepage, and LibGuides.
- The Digital Commons Institutional Repository experienced significant growth in contributed items and usage. A total of 10,322 new items were contributed, and the IR experienced 611,310 downloads and 182,251 metadata hits for a total of 793,561 item uses. At the conclusion of FY 16/17, the total number of works contributed to the IR is 35,266. Since inception, the IR has experienced 1,607,068 downloads and 501,198 metadata hits for a total of 2,108,266 item uses.
- Four new conferences and three new journals were added to the institutional repository during FY 16/17.
• The Government Documents unit was relocated from the Information Services suite to a larger work space on the bottom floor, near the shelving for the government documents legacy collection.

• During Spring Semester we hosted a collection of rare books and manuscripts from the Remnant Trust (Texas Tech University) relating to the history of individual liberty and human dignity. First or early editions of such canonical works as Thomas Hobbes’ *Leviathan* and Mary Wollstonecraft’s *A Vindication of the Rights of Women* were exhibited in the Library, and ten classes from various departments (History, Philosophy, English, and International Studies, enrolling more than 200 students) were able to use selected titles in their classrooms. The visitor log at the exhibit was signed by 134 faculty, students, and visitors. In addition, the exhibited collection was the basis of a special series of free public lectures offered by faculty in the College of Liberal Arts and Social Sciences.

• Zach S. Henderson Library participated in the annual Money Smart Week in April with two panel events geared toward student financial success. The first panel, “The Empty Wallet Diaries: Everyday Stories and Practical Advice from the Inside,” consisted of upper classmen (and library student employees) Nigel Brown, Keyani Loftin, Joshua Johnson, and Miranda Swaim. The panelists shared everything they had learned, and everything they wish they had known, regarding budgeting, savings, banking, credit, debt, and student loans while attending college. Documents Library Technical Assistant, Monica Van Wagenen served as moderator and shared savvy shopper tips throughout the event. The second panel, “You and Your Money: Who’s Using Who,” consisted of local experts in finance – bankers Shante Clesca, Shonda Wilkerson, and Coulten Hauser from Wells Fargo, Molly Sisson from Synovus Securities at Sea Island Bank, and Georgia Southern finance professor, Dr. Allissa Lee. This panel served to formally advise students of the need to take control of their finances now as they are starting out on their own. All of the panelists emphasized the need for students to educate themselves about how their financial choices regarding debt, credit, and savings will not only affect them now but far into the future. Students learned that it is never too early to invest in their own retirement.

• The Information Services Department adopted the Credo Information Literacy Modules for use in our instructional services for students. Stronger information literacy and critical thinking skills lead to higher student retention, and the InfoLit Modules provide high quality instructional materials that are aligned with the Association of College and Research Libraries’ information literacy learning outcomes. There are 60 videos, tutorials, and quizzes that can supplement existing lessons and address gaps in classroom or online teaching. The modules provide:
  - consistent baseline materials that easily scale across multiple courses or campus-wide
  - customizability for specific courses
  - knowledge checks for monitoring student progress
  - resources to embed directly into a Learning Management System
  - ADA compliant resources
B. **Research and Creative Activity – Narrative of Accomplishments**

- **Provide a bulleted list of significant or major accomplishments.** (Departments are encouraged to provide research and creativity data that most appropriately reflects the Department’s achievements.)

- **Ruth Baker**
  - Presented with Jeffrey Mortimore “Guides by the Side: The Role of Technical Services in Information Literacy Instruction,” Georgia International Conference on Information Literacy, Savannah, GA, September 2016.

- **Jermaine Bryant**

- **Jessica Garner**

- **Paolo Gujilde**

- **Clement Lau**

- **LiLi Li**
Jeffrey Mortimore

- Poster presentation with Jessica Minihan “Essential Audits for Proactive ERA Troubleshooting and Support,” ALA Annual Conference, Orlando, FL, June 2017.
- Presented with Ashley Lowery “Getting Started with DOIs in the Institutional Repository,” ALCTS CaMMS Cataloging Norms Interest Group, ALA Midwinter Meeting, Atlanta, GA, January 2017.

Fred Smith

- Poster presentation “Faculty Use of Interlibrary Loan at Georgia Southern University,” Council of Media Organizations, Athens, GA, October 2016.

Rebecca Ziegler


**Supporting Data**

<table>
<thead>
<tr>
<th>Research and Creativity Data</th>
<th>(Data Should Be Provided by Department)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>Journal Articles and Book Chapters</td>
</tr>
<tr>
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<tr>
<td>2016-17</td>
<td>2016-17</td>
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<tr>
<td>0</td>
<td>3</td>
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</table>

<table>
<thead>
<tr>
<th>Sponsored Funding</th>
<th>(Data Should be Requested From ORSSP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submissions</td>
<td>2015</td>
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<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Awards</td>
<td>0</td>
</tr>
<tr>
<td>Award Funding</td>
<td>0</td>
</tr>
<tr>
<td>Range of Award</td>
<td>n/a</td>
</tr>
</tbody>
</table>
C. **Service – Narrative of Significant Service Activities and Accomplishments**

- Provide a bulleted list of significant or major activities and accomplishments

- **Tony Ard**
  - ISD Librarian Search Committee, Member
- **Ruth Baker**
  - Professional Service:
    - American Library Association, Reference and Users Services Association Emerging Technologies Section, Member
  - Georgia Southern University:
    - General Education and Core Curriculum Committee, Member
    - Information Services Department Head Search Committee, Member
    - Institutional Repository Manager Search Committee, Member
    - Undergraduate Curriculum Committee, Member
    - Undergraduate Research Council, Member
- **Jessica Garner**
  - Professional Service:
    - Georgia Library Association Interlibrary Loan Interest Group, Co-Chair
  - Georgia Southern University:
    - Faculty Senate Service Committee, Member
    - Georgia Southern University/Armstrong State University Consolidation, Library Operational Work Group, Recorder
    - University Athletics Committee
  - University System of Georgia, Board of Regents:
    - GALILEO Integrated Libraries Interlibrary Loan Functional Group, Co-Chair
- **Paolo Gujilde**
  - Professional Service:
    - American Library Association, Committee on Organization, Intern
    - Asian/Pacific-Americans Library Association, Local Arrangements Task Force for ALA 2017 Midwinter Meeting, Chair
    - Georgia Consortium of Media Organizations Program Committee, Member
    - Georgia Consortium of Media Organizations Program Equipment Subcommittee, Chair
  - Georgia Southern University:
    - Academic Standards Committee, Member
    - Grievance Committee, member
  - University System of Georgia, Board of Regents
    - GALILEO Integrated Libraries, Alma Acquisitions Functional Team, Member
    - GALILEO Integrated Libraries, Alma Implementation Project Team, Member
- **Lori Gwinett**
  - Georgia Southern University:
    - Academic Standards Committee, Member
    - Georgia International Conference on Information Literacy, Proposal Review Panelist
    - Information Services Librarian Search Committee, Member
    - Search Committee for Interlibrary Loan Librarian, Member
    - Undergraduate Curriculum Committee, Member
    - University Elections Committee, Member
- **Clement Lau**
  - Professional Service:
    - American Library Association, International Relations Round Table, International Sister Libraries Committee, Member
    - American Library Association, International Relations Round Table, International Poster Sessions, Member
  - Georgia Southern University:
- Georgia International Conference on Information Literacy Steering Committee, Member
- Georgia Southern University/Armstrong State University Consolidation, Library Operational Work Group, Co-Chair
- University System of Georgia, Board of Regents:
  - GALILEO Integrated Libraries, Alma Analytics Consultation Team, Member
  - GALILEO Integrated Libraries, Alma Training Team, Member

- LiLi Li
  - Georgia Southern University:
    - Faculty Senator
    - Faculty Welfare Committee, Member
    - General Education Committee, Member

- David Lowder
  - Georgia Southern University:
    - Georgia Southern University/Armstrong State University Consolidation, Library Operational Work Group, Member
  - University System of Georgia, Board of Regents:
    - GALILEO Integrated Libraries, Alma Assessment Consultation Team, Member
    - GALILEO Integrated Libraries, Alma Implementation Committee, Institutional Lead

- Jessica Minihan
  - Georgia Southern University:
    - Calendar Committee, Member
    - Grievance Committee, Member

- W. Bede Mitchell
  - Professional Service:
    - American Library Association/Association of College and Research Libraries, Academic Library Trends and Statistics Survey Editorial Board, Member
    - Bulloch County Historical Society Board of Directors
    - Journal of Access Services Editorial Board
  - Georgia Southern University:
    - Quality Enhancement Program Implementation Team, Member
    - Georgia International Conference on Information Literacy Steering Committee, Co-chair
    - Georgia Southern University/Armstrong State University Consolidation Functional Area Y, Library, Co-Chair
  - University System of Georgia, Board of Regents:
    - Regents Academic Committee on Libraries, Immediate Past Chair
    - GALILEO Steering Committee, Immediate Past Chair

- Jeffrey Mortimore
  - Professional Service:
    - Georgia Library Association Public Relations Committee, Member
    - Georgia Library Association Website Redesign Committee, Member
  - Georgia Southern University:
    - Faculty Development Committee, Member
    - Faculty Research Committee, Member
    - Graduate Committee, Member
    - Institutional Effectiveness Review Team, Member
    - Research Symposium Planning Committee, Member
  - University System of Georgia, Board of Regents
    - Alma Implementation Project Team, Member
    - Alma Assessment Functional Work Team, Member
    - Primo Online Public Access Catalog Functional Work Team, Member

- Dawn “Nikki” Cannon-Rech
  - Professional Service:
IV. Student Success and Achievement
Provide data as available for each area of student success and achievement per Program of Study/Major

Not applicable.

V. Annual Progress in Assessing Effectiveness
Provide a listing of Proposed Action Plan Items from the most recent Academic Program Assessment Report for each of the academic programs offered by the department and summarize the implementation of the Action Plan Items during the current academic year. Include in the summary who implemented Action Plan item, when it was implemented, and the result of the implementation.

Not applicable.
VI. New Major Objectives for 2017-2018

<table>
<thead>
<tr>
<th>Institutional Strategic Theme</th>
<th>Library Major Objective</th>
<th>New Library Major Objective</th>
<th>Summary of Evidence/Rationale used to Determine New Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote Academic Excellence</td>
<td>The Library aims to be recognized by faculty and students as an effective and essential contributor to the institution’s central mission of teaching and learning</td>
<td>Complete consolidation of Henderson and Lane libraries into an integrated system that ensures equitable services/resources to the Statesboro, Armstrong, and Liberty sites</td>
<td>Faculty, staff, and students in the new Georgia Southern University must have the same quality of access to resources and to research assistance</td>
</tr>
<tr>
<td>Enhance Student Success</td>
<td>Creative experimentation with applying information technologies to library services</td>
<td>Fully exploit capabilities of the online integrated library management system, Alma</td>
<td>The functionality of the system, and the fact that it is shared by all USG libraries, creates great potential for workflow efficiencies and the sharing of resources and expertise</td>
</tr>
<tr>
<td>Increase Research and Creative Activity</td>
<td>Efficient and effective avenues for obtaining information resources needed by the library’s patrons but not held in the local physical or electronic collections</td>
<td>Complete implementation of Rapid Interlibrary Loan</td>
<td>RapidILL has been shown to significantly reduce the amount of time between the patron request and the delivery of the requested item to the patron</td>
</tr>
<tr>
<td>Ensure Fiscal Sustainability</td>
<td>A wide and deep range of information resources selected to match the needs of the institution’s faculty and students</td>
<td>Eliminate $1.4 million budget shortfall by continuing to identify costs that can be eliminated, and seeking increase in base budget to reduce dependence on year-end funding</td>
<td>The Library is dependent on substantial year-end funding to meet fiscal obligations. Should sufficient year-end funding not be available, very extensive cuts in subscriptions and purchasing would be necessary, including resources that are essential for meeting accreditation standards</td>
</tr>
<tr>
<td>Institutional Strategic Theme</td>
<td>Library Major Objective</td>
<td>New Library Major Objective</td>
<td>New Budget Request</td>
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<tr>
<td>Ensure Fiscal Sustainability</td>
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