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WKU Libraries: An Introspective Review 2011

Connie Foster, Chair
Western Kentucky University, connie.foster@wku.edu

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WKU Libraries: An Introspective Review 2011

Submitted August 15, 2011

By

The Ad Hoc Committee

Laura Bohuski, Dept. of Library Technical Services

John Bowers, Information Technology

Brent Fisk, Visual and Performing Arts Library

John Gottfried, Dept. of Library Public Services

Jonathan Jeffrey, Dept. of Library Special Collections

Sara McCaslin, University College

Joshua Mosby, Library Technology

Tammera Race, Dept. of Library Technical Services

Connie Foster, Interim Dean, Chair

"The library will succeed (because it will have plenty of valuable work to do) if it continues to be the locus of expertise and innovation regarding scholarly information, how to find it, and how to use it." (*No Brief Candle*, p.27)

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Executive Summary

"WKU Libraries: An Introspective Review 2011"is a report that provides facts, strengths, weaknesses, aspirations, challenges and questions in anticipation of an external review by consultants and consideration by the provost as WKU Libraries explores ways to improve and align itself more fully with the future of WKU. The report covers ten areas, although not every area needs to receive (nor can it) total assessment. The appendices provide essential reports directly prepared by the three library departments, the advisory councils, and a collections statistical overview that includes the Kentucky Museum.

The committee examined the following ten areas:

> User/Instructional Services; Staffing; Collections (physical and virtual); Technology and Infrastructure; Communications, Marketing and Public Engagement; Facilities; Kentucky Library and Museum (Department of Library Special Collections); Development; Measurement and Assessment; and Budget.

Committee members contributed summaries for each section; the chair assimilated the information into a singular style and format. The content represents conversations that the committee had with library and other personnel and also information contained in the departmental reports.

Certain concerns and questions rise above others in this study and review:

- The fit of Kentucky Library and Museum at WKU and within University Libraries;
- The marketing of services and collections in a clearly defined organizational structure that basically asks, "What's in a name?"— Should the library be thought of as "WKU University Libraries" or "WKU Libraries and the Kentucky Museum? Or, should we regard WKU Libraries as a totally separate entity from the Kentucky Museum?
- The branding and donor opportunities based on Friends of the Library & Museum for the above issues.
- A better integration and collaboration between WKU Libraries and IT.
- A budget plan for staff and public computer replacements.
- The need for an Information Commons in Helm or Cravens to meet user needs as part of considering the best space utilization of Helm-Cravens for user access, instructional services and technology;
- Measurement and assessment emerged as an area of concern in many of the ten points--the overall need to re-examine positions, resources and services through a planned,

permanent, consistent and comprehensive library measurement and assessment strategy with oversight by a team or one person devoted to this responsibility.

We have the opportunity to create a new culture of teaching, research and service among our faculty, staff, and students. We aspire to maintain an active dialog and presence within the university community and beyond to promote library services and resources and to seek input from constituents on how we can deliver the most effective and best possible information resources.

I want to thank each committee member and the department heads for the diligence, effectiveness, and timeliness of the content and the meetings in July and August. Without their commitment, the report would not have been possible. The dedication of the museum and library advisory councils in preparing reports is very much appreciated and valued.

We believe this report will assist the consultants in recommendations about complex issues and provide avenues of reorganization and vision that we may not have imagined or that we have outlined in this report and deserve reaffirmation.

--Connie Foster, Chair

WKU Libraries: An Introspective Review 2011

Where are we right now? Where do we want to be? How can we get there? These three questions drive the report.

> The academic library is tied to the academic mission of the university. In contextual terms, we must recognize the shifts in scholarship practices that are occurring in our universities and research labs, and then seek to understand how the library functions appropriately in this new world where large data repositories become the norm for some disciplinary practices, where many students never visit a physical campus, let alone a library ….where special collections become indistinguishable from museums.
>
> *No Brief Candle*, p.53

This report is the first phase of WKU Libraries examination of its organization in terms of services, staffing, and resources to position itself for the future and to align with the "The Future of WKU" as outlined in a document distributed at a campus forum on March 25, 2011. The campus forum began a conversation about strategic planning and shaping the future of the institution and elements therein. This study provides, as concisely as possible, the current strengths, weaknesses, aspirations and challenges as described by library department heads and the ad hoc committee. The appendices contain additional reports written by each library department head in consultation with their personnel and by the museum and library advisory councils. Some of the information is extracted into the main body of the report, but each bears reading as a standalone document also.

Overview

Our Mission

The mission of WKU Libraries is to support the quest for knowledge, understanding, creativity, and innovation.

Our Vision

WKU Libraries ensures that faculty, students, and other users have access to a broad and diversified range of scholarly resources. We will

- foster innovative research and creative thinking
- integrate artistic and cultural resources
- provide expert assistance with and instruction for information resources
- maximize digital technologies and develop networked resources that enhance learning

- create an exemplary program of outreach to the University community and beyond.

Approved by the Dean of Libraries June 21, 2010

WKU Libraries has the opportunity to create a new culture of teaching, research, and service among its faculty, staff, and student assistants. There are 32 full-time faculty; 4 part-time faculty; 37 full-time staff; 34 part-time staff; and 114 student assistants that provide assistance for Helm-Cravens Library, the Kentucky Library & Museum, Educational Resources Center (located in Gary Ransdell Hall), and regional campus libraries in Glasgow, Owensboro, and Elizabethtown.

WKU boasts a 17,000 FTE (fall 2010) and is on track for additional growth this fall. WKU's growth has led the state for the last nine years and places the University and library resources in a significant category of large institutions. The impact for the Library resources should not go unnoticed as publishers usually base the pricing of databases and other electronic resources on an institutional FTE model. As WKU has increased student population, the library demands and costs have likewise grown.

WKU Libraries has three departments: Library Public Services (DLPS), Library Technical Services (DLTS), Library Special Collections (DLSC)-- includes the Kentucky Museum.

The Library belongs to OCLC's Research Library Partnership, effective July 1, 2011, and SAALCK (State-Assisted Academic Libraries and College of Kentucky consortia); FoKAL (Federation of Kentucky Academic Libraries, part of Kentucky Virtual Library); Lyrasis regional library network. The Library also is a member of ESIG (EPSCoR Information Group), a group of libraries in the various EPSCoR states. The purpose of ESIG is to enable participating libraries to better provide STM information to their researchers, who are eligible to participate in the National Science Foundation's EPSCOR program. Through ESIG we are able to subscribe to a modest number of Springer titles but have access to nearly 2,000 titles in SpringerLink.

The Library uses Ex Libris Voyager (as do all the Kentucky academic libraries). A summer 2011 installation of PRIMO search and discovery system--a single search box interface that retrieves results from across our databases, articles, books, and special catalogs—will greatly enhance the user experience in the research process; e-journal management system (TDNet), expanding to include e-books and databases); and LibGuides for subject-specific research needs.

MAJOR AREAS of REVIEW

I. User Access and Instructional Services

> Libraries must enable and accelerate learning and discovery…the nature of reference work will adjust accordingly. Collection development, never an exact science, will be hugely important in an age of increasing data and a shortage of sophisticated filter.
>
> *No Brief Candle*, p.54

Reference Services

The Reference Desk serves as the point of contact for reference and research questions from students, faculty and community users. It is staffed by a qualified MLS Librarian during most hours of operation during the semester. The library boasts a number of subject specialist librarians, so questions requiring specialized expertise are referred to the appropriate librarian. The Subject Specialists will come to the reference desk immediately if they are available; if not, the patron is given the specialist's business card containing complete contact information. Most Subject Librarians also work regularly-scheduled shifts at the reference desk and may be approached at that time. Faculty from all departments across campus can contact subject librarians to arrange for library-related instruction in classrooms and online, or to consult on research problems and questions.

Reference statistics (not including research instruction reports) for calendar year 2010 are as follows:

2,635 instances of direction questions involving traditional sources, not electronic sources (i.e., "where-is-something-located" type questions).

2,345 reference questions involving traditional sources (i.e., questions that are not of the "where is it" type). Reference Desk staffing answer 1,312 phone calls. In May 2011, the Reference Desk was relocated to a less centralized location to accommodate the Chinese Learning Center. This service area is staffed by faculty, staff, students, and part-time librarians for weekends.

184 questions concerning electronic passwords, 452 direction questions involving electronic sources (not traditional sources) .

1,511 reference questions that involved electronic sources, not traditional sources.

Interlibrary Loan

Interlibrary Loan is in Helm 107, the far left, remote corner of the Reference area. Staffing includes 2 full-time staff, students for external borrowing and lending; another staff handles

campus document delivery and partners with a circulation staff to provide delivery and access. These latter positions are located in Cravens. Regional campus requests are handled by the Extended Campus Librarian and her assistants in Helm 104.

Instructional Services

For calendar year 2010, 31 librarians conducted 455 research instruction sessions with 16,814 attendees, involving 657.5 hours. Of the 31 librarians, 20 were in DLPS; 9 from DLSC; 2 from DLTS. The research instruction sessions include those led by the library faculty with specific discipline focus, as well as general studies, as part of the University Experience (UE) Library Skills component. Since University Experience is undergoing review, a description of the Library Skills component, which is not coordinated by WKU Libraries, is useful at this juncture.

University Experience Library Skills

The UE Library Skills Coordinator is a faculty member at the rank of Instructor within the Department of Interdisciplinary Studies in the University College. The UE program/course officially became a part of the Department of Interdisciplinary Studies just before the beginning of the fall 2010 semester. Interdisciplinary Studies is an academic department within University College, which is housed in Tate Page Hall as of May 2011.

The Library Skills Computer Lab and the Coordinator's office area are moving from Helm Library Room 6 to Tate Page Hall. The future library skills workshops will be conducted in Tate Page Hall (TPH) Room 213.

During the 2010-2011 academic year, the UE Library Skills Coordinator led in-person library instruction to all UC 175 (Main Campus) and UCC (Commonwealth School) 175 students-- over 1100 students (956 students during fall 2010; 185 students during spring 2011). This "real time" library instruction provides students a more structured introduction to and hands-on demonstration of the online catalog and web- accessible databases for academic and scholarly research in a lab environment.

The Library Skills Coordinator grades the library research projects for both the UC 175 and UCC 175 sections of UE and compiles each student's overall LSC grade. Each UE instructor receives these grades to be incorporated into the student's overall UE grade. UC 175 students were assigned an Annotated Bibliography project related to the UE common reading *Freakonomics*. The UCC 175 students complete a Career Exploration project which prepares them for college-level research and challenges them to think about a future career.

Strengths

- In its current state, UE Library Skills provides information literacy/library skills to nearly 75% of all first-year students who are registered for either a major specific or general section of the UE course.
- Students enrolled in a major/department/college specific section of UE have the opportunity to connect with a faculty librarian early in their course for their chosen major via the library skills session.
- Students gain a valuable introduction to the most popular and helpful tools provided via University Libraries during the library skills session.

Weaknesses

- The UE course is not required of all first-year students; therefore many students do not register for the course and do not receive a structured introduction to University Library services.
- University Libraries does not employ a dedicated First-Year Librarian to coordinate the UE Library Skills sessions.
- As mentioned above, as of August 2011 the IS Department will be relocating to Tate Page Hall and the Library Skills workshops will be conducted in TPH rather than Helm Library. The best place to conduct a library skills workshop is in the library.
- The new version of Voyager (TOPCAT) allows for patron holds and requests. This should be implemented in lieu of users having to go outside the system to a web site for Circulation requests.
- Examine the ability for international students, adjunct patrons and other special circumstances, like visiting professors, to have borrowing privileges when not enrolled; examine and ensure that staff and students are aware of circulation policies, procedures, and memorandum of understanding.

Aspirations

- Potential changes to the University's General Education requirements could incorporate UE in some form as a required class or an option within a list of courses. This could be an opportunity for UE Library Skills to reach more students.
- The University is in the beginning stages of a "Rally for Retention" initiative, which is a potential opportunity for the UE course in that this course is a valuable tool used to retain students and Library Skills/Information Literacy is an important part of the course. See http://digitalcommons.wku.edu/ulstats/9 for the Task Force Report on Universal Information Literacy which carries specific recommendations for teaching and collaboration.
- Librarians are committed to engaging more fully in a structured way to teach classes in whatever way is deemed best for student learning.
- Reimagine the best ways to provide research instruction and library skills over what we are currently doing and beyond the structured course proposals. Do we need "office hours"? Do we need to market Your Personal Librarian contact more? Should we be more visible and mobile rather than desk-based? How can we best teach students in ways that help them succeed in their research skills and knowledge of academic databases?

Challenges

- With the potential changes to UE, including a possibility of the course becoming mandatory or a General Education option, several challenges could arise:
    - With more sections of UE, more faculty will be needed to teach the additional library skills workshops/session.

    - In addition, more library skills sessions could present a challenge to find space in which to teach the library skills sessions.
- A library faculty position devoted to undergraduate education and one that encompasses library skills would be the optimal solution to coordinate research skills and outcomes with a tenure-track position in Library Public Services.

II. Staffing

The library faculty have three areas of focus (teaching effectiveness-effectiveness as an academic librarian, university/public services, and research/creative activity) that parallel those deemed essential for all faculty. These expectations form the strength of our faculty and allow us to recruit highly qualified and professionally engaged individuals. As academic librarians, library faculty have many other responsibilities that do not necessarily involve teaching. Library faculty work with other faculty on collection development; classroom lectures; promote ways to use resources better for new programs; prepare information and access that is searchable across catalogs; implement new systems; provide point-of-service assistance at service desks in all library areas; assist with course proposal requests; prepare special reports as needed, etc.

Current Staffing Levels

- *Administration*
    - 1 full-time associate for personnel
    - 1 full-time marketing coordinator
    - 1 30 hr/wk associate (budgets and office coordination)
    - 1 part-time associate for membership (15 hr/wk)
    - 1 part-time literary outreach coordinator (27 hr/wk) and an assistant (15 hr/wk)
- *Department of Library Public Services (DLPS)*
    - Full time faculty, dept. head: 15.5
        - 13 tenure track, 1 joint with DLTS; 1 one-year appt.(Owensboro)
    - Part-time faculty: 5
    - Full time staff: 14
        - 2 Access Svces., 1 Security, 1 Facilities, 2 Govt., 1 Periodicals, 1 Reference, 1 ERC, 2 VPAL, 3 ILL)
    - Part-time staff: 19
        - 3 VPAL, 2 Java City, 5 Late Night, 1 ERC, 2 Glasgow, 1 Owensboro, 1 Weekend Circ, 1 courier, 1 DLPS office, 1 Extended campus
    - Student Employees: 80-85
- *Department of Library Technical Services*
    - 7 full-time faculty, dept. head, 1 transitional retirement faculty
    - 14 full-time staff; 2 part-time staff
    - Plus student employees
- *Department of Library Special Collections (Ky Library & Museum)*
    - 8 full-time faculty, dept. head
    - 7 full-time staff; 7 part-time staff (1 f-t, 1 p-t soft money)

- 18 student employees, 15 volunteers

Staffing Procedures and Policies

- Faculty hiring and administration is guided by the WKU Faculty Handbook http://www.wku.edu/Dept/Support/AcadAffairs/WKUfachandbook.htm
- Staffing hiring and administration is guided by WKU Human Resources policies: http://www.wku.edu/hr/

Strengths

- WKU Libraries reports to the Provost in Academic Affairs and is led by a dean who is a member of the Council of Academic Deans.
- The library faculty are actively engaged in instruction, research (both grant-funded and individual projects not tied to funding), public engagement, professional development, and service that includes University governance opportunities and committee assignments.
- WKU Libraries has a large staff of highly experienced, knowledgeable faculty and staff
- Faculty provide a wide range of highly specialized knowledge in subject and functional areas and are productive in terms of writing, research and service.

Weaknesses

- WKU Libraries must become more proactive in recruiting and retaining a more diverse workforce.
- Library faculty have $500 per year to attend conferences/workshops with other requests funded by the dean as budget permits.
- If Library Special Collections separates from the Kentucky Museum, then a new department head will be needed.
- There is no Serials/E-Resources Unit Coordinator in Technical Services (currently responsibility of department head).
- There are no assistant deans; department heads essentially function as assistant deans; coordinators function as department heads.
- There needs to be more cross-training in all departments to accommodate schedules of students and staff absences with needed service points.
- A job analyses should be conducted for staff positions to ensure current responsibilities match position descriptions and expectations and pay bands established by Human Resources.

Aspirations

- Reexamine positions that come open to reassess and maximize effectiveness through Staffing Plans to the Provost.

- Succession planning is necessary to replace faculty and staff due to retire in the near future.
- Increase use of helpful software (LibGuides, collaborative software, office productivity software, and so forth) for greater efficiency and quality resources for research.
- Aid in the retention efforts of the University through any one or combination of these ideas:
    - Have deliberate, strategic increase in teaching library skills through UE or General Education as the University's requirements becomes clearer. Involve more library faculty than are currently engaged in research instruction classes.
    - Retain students by increased involvement with UE; continue the Undergraduate Research Award piloted in Spring 2011.
    - Consider embedding librarians within remediation classes to assist in retention, or in some way specifically partner with instructors in those classes for specific library help.
    - Continue to lecture upon request, or teach classes as overload where needed to meet student demand for learning.
    - Find innovative and expeditious ways to move requests and services for collection development through the liaison channels with subject librarians and departmental representatives (such as online ordering for all book titles; continuing to monitor print vs. online access for journals).
    - Examine the feasibility and need to provide students at the Commonwealth School campus on Nashville Road with minimal services, book delivery and retrieval, on-site library assistance a few hours weekly.

Challenges

Do we need to use existing faculty and staff in different ways to meet new services?

- Attract and retain knowledgeable faculty and staff.
- Provide ongoing training/development for faculty and staff.
- Provide more travel funding for faculty to encourage conference attendance and participation in professional associations.
- Examine staff positions for upgrades as budget allows through attrition.
- Examine current proposed needs:

Administration (Dean's Office)

- Add full-time administrative assistant (expand current part-time position).

Technical Services

- Add Serials Coordinator position.
- Consider adding Library Systems and Technology support staff positions, or partner with IT to have beneficial arrangement to optimize workflow for tech support and part-time systems.

- Consider creation of preservation/bindery/digitization unit (involves special collections initiatives also).
- Consider changing name of Department of Library Technical Services to Department of Library Collections and Access, or something reflective of current status.

Public Services

- Consider changing name of Department of Library Public Services to more accurately reflect current activities and mission.

Special Collections: KY Library & Museum (see separate section)

- If Special Collections is made a separate department, new department head will have to be added.
- Establish a curator position again for the Kentucky Museum.
- Increase part-time Special Collections library assistant to full time position.

III. Collections

Are we organizing our resources so as to provide clear paths of discovery or/and multiple points of discovery? We have had a concerted shift from Print to Online access for January 2012 that should impact skills of staff and position changes (bindery, metadata, copy catalogers). See Appendix for more detailed information. Our balance of print to online has shifted from 51% online in 2009/10 to 69% in 2010/11.

Paper Collection, Holdings

	Books	**Serials**	**Maps**
Main (Cravens-Helm)	729,070	3,600	7,808
Educ. Resource Ctr.	48520	627	62
Glasgow	2219	366	14
Owensboro	877	49	6
Elizabethtown	121	8	4

Kentucky Library & Museum (also see section Kentucky Library & Museum)

- 77,500 rare and antique books
- Maps, Photographs, Political Memorabilia, Microform
- Museum includes over 130,000 items
- Manuscripts and Archives (linear feet): 6,984

Acquisitions Budgets: Allocations, 2005 through 2010

Fiscal Year	Books	Serials	Electronic Databases**
2010-2011	$472,950	$1,817,969	$360,802
2009-2010	$458,614	$1,683,305	$375,412
2008-2009	$451,987	$1,769,767	$370,151
2007-2008	$480,516	$1,589,238	$350,074

Collection Development Procedures

- Purchases of books are reviewed by faculty subject librarians who possess training, education and background in the subject areas. They consult with the departmental library liaisons and also through faculty meetings to build collections, make changes in resources, or analyze support for new programs.
- Titles are selected using vendor notification slips and other sources, including catalogs, reviews, listservs and recommendations by professional organizations.
- Journal subscriptions and databases are approved by the library's Electronic and Continuing Resource Committee (ECRC) upon receiving requests from faculty and a library liaison, or from within the library. Sometimes decisions are prompted by consortia opportunities.
- The library is currently revising its Collection Development Plan.

Strengths

- Large collection of circulating titles.
- Significant print and e-based reference collections.
- TopSCHOLAR®, a University-wide, open-access centralized digital repository dedicated to scholarly research, creative activity and other full-text learning resources.
- Special Collections
    - Well-positioned to act as a curator of paper books, manuscripts, documents, photographs and other physical materials that will become increasingly valuable.
    - "One-stop-shopping" for special collections, university archives, and the museum.

Weaknesses

- Acquire more backfile sets (archives) of journal titles.
- Difficult to obtain statistical data about the collection (size, usage, etc.) (Refer to Measurement and Assessment).
- Library receives inflationary increases to the acquisitions budget, but no support for new academic degree programs. Must be carved out of existing allocations. (ex. new Doctor of Nursing Practice (DNP) and Doctorate in Physical Therapy (DPT) programs in College of Health and Human Services; (Master of Social Work (MSW) program).

- Slow to add many technological efficiencies for departmental work (such as collaboration software or electronic collection development systems).
- Library Special Collections (Kentucky Library, Kentucky Museum)
    - Confusion over clear, comprehensive presentation of various collections.
    - No separate, active budget to allow acquisitions for the Museum.

Aspirations

- Use electronic system to review and order titles for the collection--to replace current paper system for greater efficiency and more effective communication with faculty in other depts. and potential significant workflow change in technical services.
- Use more consortium arrangements and other purchasing strategies to maximize effectiveness of resources.
- The Collection Development Plan needs to address preservation or conversion of potentially obsolete formats, such as instructional videotapes that do not exist in a digital format yet.

Challenges

- Concerns that continuing budget cuts will adversely affect collections and collection development.
- Shift to digital and online resources may require reassessment and/or reassignment of staff in all departments.

Virtual Collections

Holdings:

- 136 Research Databases
- Electronic Journals: access to 34,556 titles
- E-books
    - 29 e-book sites linked to WKU, each with hundreds or more e-books
    - 20 free e-book sites
    - 10 commercial e-book sites
    - 3495 Netlibrary e-books
- TopSCHOLAR® digital repository
    - Sections for 63 departments; 56 contain separate series with articles
    - Remaining 7 departments—all but one contain articles
    - As of August 10, there are 6,881 items loaded and 298,181 downloads since launch in May 2007, with more than ½ of these in the last year
- Special Collections:
    - 23 online exhibits in the Kentucky museum
    - Some items have been digitized---just a 'taste' of the entire collection

Strengths

- Access to the Libraries main page is easily obtained from WKU's main website.
- The Libraries website is attractive and easy to use.
- Access to TopSCHOLAR® is free and any report or publication that is open access can be added to the repository and gives international reach to the intellectual capital of WKU.
- Collection snapshots in the Kentucky Museum are browsable digitizations of the physical collection.
- Overall, WKU libraries virtual collection is well-rounded and can be used as a solid basis from which the collection can continue to grow.
- Project Muse; JSTOR (enhanced with Current Journal Titles now).

Weaknesses

- There are very few e-books not in a collection, and those e-books in a collection are difficult to find in a TOPCAT search.
- Searching in TOPCAT does not return articles or electronic sources.
- Search parameters in TOPCAT return more than what is specified. (Title search does not just return words in the title.)
- Need better promotion of Libraries' online resources and other collections and formats.
- Purchase more archival collections or runs of journals to round out current subscriptions, or 10-year rolling access (or other models) offered by publishers.

Aspirations

- Streamline the collections so one search returns from all collections. (Fall 2011)
- Promote the virtual collection through social media. (WKU libraries Facebook page)
- As virtual collections become more and more important to libraries, expand collections into new areas will strengthen the resources. (Non-collection e-books, e-serials, etc.)
- Promote new acquisitions through a system-driven, automated scripting so users can see that we are acquiring "new" items in addition to the shelving area near Circulation.

Challenges

- Money – the rising costs of databases necessitates either an increase in budget or a decrease in subscriptions.

IV. Technology and Infrastructure

> Greater collaboration among librarians, information technology specialists, and faculty on research project design and execution should be strongly supported….scholarly publishing, institution repository development and sustainability, data curation broadly defined and digital resource development.
>
> *No Brief Candle*, p.10

Strengths

- The total number of public computers in the Libraries seems to be more than enough or adequate to meet the public's usage needs.
- Faculty receive computer replacements through the university-wide faculty pool replacement process.
- Recent Initiatives
    - During late-night study hours for exam week in May, IT expanded its lab hours on Helm 2 to match those of the library, so students had extended use of computers after 10:00.
    - The library added signs to the lobby entrance on the second floor of Helm 2 to assist IT with the message: No Food or Drinks in Labs.
    - IT received grant to replace security cameras in library that will be connected to WKU PD as part of campus-wide security system. Annual maintenance fees, if any, paid by IT.

Weaknesses

- Many of the Libraries' computers are outdated. Any that are more than five years old cannot be migrated to Windows 7. Of 163 faculty/staff computers, 56 (34%) are not Windows 7-ready. Of 100 public computers, 40 (40%) are not Windows 7-ready.
- There is no budgeted replacement plan for outdated computers. Some of the oldest computers still in use at WKU are in public locations at the Libraries. This reflects poorly on WKU and the Libraries.
- **Outdated legacy network equipment affects network speeds in Cravens and the Kentucky Building. There are 188 10-mbps connections in Cravens, serving both public and faculty/staff computers. These are the slowest network connections on campus. There are also 119 100-mbps connections in Cravens and the Kentucky Building – faster, but not up to the ultimate campus standard of gigabit connections. These are not the only legacy network locations on campus. As funding becomes available, it is a high priority of the Information Technology division to replace this equipment as soon as possible.**[Revised 8/17/2011]
- The Cravens 4th-floor entrance area is a spacious area, but, in its current form, does not convey an ideal welcoming environment for one of the most frequently used entrances to

the Libraries. The Java City entrance last year had a gate count of 300,000; Cravens 4th count of 100,000. Currently Cravens is a "mixed use" area that could have a more cohesive service focus.

Aspirations

- Continue to improve interface and user experience for TOPCAT (underway with PRIMO search and discovery interface).
- Continue development of TOPCAT for mobile devices and tablet interfaces, in conjunction with other mobile development efforts in the IT Division.
- Integrate management of Libraries public computers with Academic Technology departmental lab support for imaging, deployment, and maintenance.
- Make better use of IT Division Desktop Support resources for support and maintenance of faculty/staff computers.
- Strategically decide the "right" number and locations for public computers throughout the Libraries buildings, including Cravens 4th floor.
- Ideally, the University will adopt and fund a campus-wide replacement plan for staff computers. If that does not happen, there is a fairly urgent need for the Libraries to plan for staff computer replacements. The large number of old computers is probably preventing the whole University Libraries system from migrating to Windows 7.
- Improve connection speed for all computers, both public and staff and faculty, to the ultimate campus standard as soon as possible, or at the very least, upgrade those 10-mbps now.
- Consider an Information Commons in Helm or Cravens. The Information Commons should be technology friendly and welcoming, with comfortable furniture for individual or group work, along with ready access to power outlets. There should be available Reference and Circulation services, as well as technology user support. The Information Commons will reinvigorate students to deem the library an exciting, useful, and essential physical space on campus.

Challenges

- Examine existing spaces in library where IT and Library share space; examine computer replacement plan, etc.
- Determine most effective technology for reaching students and accessing information (also space initiatives)
- Make easier the course reserves and other resources like LibGuides through Blackboard or other instructional software. Enable professors and librarians to collaborate and customize databases and link to journal articles for classes (embedding virtually)
- Consider any other assistive devices for accessibility in space and resources.
- Considerable lag time in computer installs, some troubleshooting, orders, upgrades with existing staff. Perhaps the 50% IT model would help with technology and also Web projects. Other colleges have an information technology consultant, funded 50-50.

V. Communication Strategies, Marketing, and Public Engagement

Current Profile

Existing staff resources

- Marketing Coordinator
- Literary Outreach Coordinator and assistant
- Director of Development for University Libraries and Student Affairs (funded by Development; office located in Wetherby Administration Building)

Existing communications tools and primary audiences

- Web site (www.wku.edu/library), blog; Facebook; YouTube, twitter, flickr, etc. (libraries, WKU, public)
- All library listservs (libraries); All university listservs (WKU)
- Council of Library Department Heads (CLDH) minutes (libraries): Now Library Leadership Council
- Newsletter "Collections and Connections" (electronic + print; libraries, WKU, public)
- *College Heights Herald* (WKU, public): are ads of value?
- *Bowling Green Daily News* (public)
- Other local publications (i.e., *SOKY Happenings*, *The Amplifier*; public)
- Professional membership newsletters, listservs, blogs (public)
- Professional publications (public)

In addition to these communication tools, Access Services (Circulation) and the Reference Desk serve as important communication spots within Helm-Cravens, as well as the Educational Resources Center, Kentucky Library & Museum, Owensboro Campus Library, the Glasgow Campus Library, and, fall 2011, Elizabethtown campus library.

Existing outreach activities and primary audiences

- Far Away Places, Kentucky Live! (public)
- SOKY READS! (public)
- Southern Kentucky Bookfest and Kentucky Writers' Conference plus expanding to include children's events in the writing component (public)
- Master plan events in the Libraries and in the Kentucky Building (WKU students)
- Your Personal Librarian (WKU students)
- New faculty orientation (WKU faculty)
- Liaison librarians (WKU faculty) to extend to the KL&M librarians to reach untapped departments that would benefit from collections and exhibits (Ogden, CHHS medical, etc.)
- On campus education opportunities (i.e., copyright training, special collections research training, classes offered through FaCET (Faculty Center for Excellence in Teaching); WKU faculty)
- On campus education opportunities (i.e. research instruction; WKU students)
- Events and education programs offered through Kentucky Library and Museum (public)

- Conference presentations (local, state, regional, national, international)
- Publications (local, state, regional, national, international)
- Volunteerism by staff and faculty (local, state, regional, national, international)

Awards

Undergraduate Research Award (students in UE classes)
Evelyn Thurman Award (writers, illustrators of children's books)
Kentucky Literary Award
University Library faculty/staff/student/team awards (internal, annually)
Sara Tyler Merit Award (internal as appropriate

Strengths

- A well-developed and maintained online presence. The libraries' web site (http://www.wku.edu/library/about.html) is a gateway to services. The "Libraries" link under Academics is easy to identify on the WKU home page. Specific communications include links to the "Collections and Connections" newsletter and the blog (updated daily). The library directory allows easy access to staff and faculty.
- Specific staff positions dedicated to marketing and outreach. Having two coordinators dedicated to marketing and outreach shows that the libraries recognize the importance of these aspects. The libraries are ahead of many other institutions in this respect, by having staff resources specifically dedicated to these activities.
- Diversity of people and collections resources. The diversity of people and resources means that there is much to communicate and market, and a built-in network to help implement those activities.

Weaknesses

- Need better communication of layout of libraries. The Helm-Cravens buildings are not intuitive in layout and are confusing for new students and others new to campus.
- Need better communication of library resources and services.
- Need better understanding of patron needs.
- Need better measurement and assessment of activities. (See section titled such)
- Without clearly defined identities/branding/organization structures for the library as a whole, each department and specific units within departments, including Kentucky Museum, the marketing and promotion of services is extremely difficult.

Aspirations

- Conduct a needs assessment of patrons. Based on this assessment, the libraries would have a better sense of patron expectations, and could use that to inform communication and marketing strategies.
- Suggestions for better communication include additional signage within the libraries, advertisements via campus tools (*College Heights Herald*, campus radio, campus TV network), and embedding librarians around campus (i.e. academic buildings, residence halls, Downing University Center) during scheduled hours.
- Consider expanding public partnership opportunities.

Challenges

- Should there be reinstated a university library advisory council, including student members?
- Should there exist more robust charges for existing museum and library advisory councils?
- Should we add university faculty/students to these community-based councils?
- Depending on the outcome of the Kentucky Museum organizationally, this advisory mechanism would change.

VI. Facilities

Strengths

A few library facilities are adequate.

- The Educational Resources Center is housed in the new Gary Ransdell Hall (College of Education and Behavioral Sciences) on the first floor, main entrance access.
- The Owensboro Campus Library (WKU-O) occupies a classroom-size space within a new building.

Weaknesses

- Ground floor Cravens, flooding—major problems. Unusable for anything currently. French drain might cost $100,000; water infiltration from ground. This area is not ADA compliant. That requirement hinders several potential uses.
- Mortar falling from Cravens building to sidewalks; serious safety issues
- Windows in Cravens difficult task to replace but water leaks through walls down from 9th to 2nd floors.
- Use of Helm 6 where UE was located. Convert or transfer work areas for classroom lab.
- ADA accessibility only through 4th floor of Cravens; Helm is not easily accessible. There is no easy way, not even from Cravens 4th, for easy accessibility to the buildings.
- Helm asphalt roof will need replacing.
- Helm terra cotta tiles border; some that were replacements are crumbling
- Glasgow Library, the oldest, has space issues
- Elizabethtown library space awaiting additional funding but a small area is in place with a part-time librarian.

Aspirations

- Recommend or highlight again the 2007 architects report. Also see appendix for additional DLPS report about facilities. Library renovation on capital outlay plan for 2014-16.
- Consider service point consolidation either at Circulation or at Periodicals with Reference services, Writing Assistance, etc. into Information Commons or other collaborative area: Helm 2, Cravens 4, Helm 1.
- Commonwealth School on Nashville Road lacks mechanism for students to access or return easily library resources; consider a courier service or book drop there, shuttle stop in front of the library (Cravens), specific hours for library assistance, etc. Remove as many obstacles as possible for them to succeed without huge logistical stumbling blocks for library resources. Revisit earlier discussions of services there.
- Preservation/ Bindery/Digitization: Ideally, A separate preservation unit that combines scanning for preservation by and for special collections and TopSCHOLAR, in-house repairs and other methods to decrease reliance on a dwindling commercial binding allocation.

Challenges

- Challenges arise from being spread out on the main campus, as well as the regional campuses, in terms of technology support (for the library and for IT), delivery of materials, and participation in organizational activities.
- Lack of funding for renovation or new campus building.

VII. Kentucky Library &Museum (Dept. of Library Special Collections)

The idea for the Kentucky Library & Museum (KL&M; also known as Department of Library Special Collections) originated in the 1920s in WKU's History Department. Faculty members collected books, manuscripts and artifacts related to Kentucky's history. Today the Kentucky Building includes 80,000 square feet (the original building completed in 1939 and an addition erected in 1979). The Kentucky Library assumed curatorial custody of the University's rare book collection in the mid-1970s. A Manuscripts unit was added in the late-1970s. University Archives, which was also organized in the 1970s, fell under the aegis of Manuscripts but eventually became a separate unit reporting to the DLSC department head. Manuscripts accepted curatorial responsibility for the Folklife Archives in the late-1970s.

The museum maintains memberships in the following: AAM – AAMG (American Association of Museums / Association of Academic Museums and Galleries); AASLH (American Association for State and Local History); SEMC (South Eastern Museum Conference); and

KMHA (Kentucky Museum and Historical Association) whose meeting we are hosting next year.

Strengths

The KL&M offers a unique opportunity for students in a wide variety of fields to have work-related experiences via student employment and internships. It also gives WKU students the chance to come in contact with the human record in the form of printed material, manuscripts, and artifacts. KL&M faculty and staff spend countless hours in one-on-one reference sessions with our over 85,000 annual guests introducing them to the fascinating world of primary sources.

The KL&M is a unique entity in higher education. The facility is 80,000 sq. ft.; patron count is 87,500 annually. Finding a university museum under the aegis of University Libraries is unprecedented. KL&M's facilities, collections, and faculty/staff operate in much the same manner as a state historical society without the independence so necessary to assert that uniqueness and fully explore fundraising and development opportunities.

The KL&M boasts many collections of international and national significance:

- Over 130,000 artifacts including outstanding collections of quilts, textiles, glassware, furniture, dolls, toys, political memorabilia, firearms, and artwork. The museum's largest artifact is an early nineteenth century log house that is available for tours and for classroom instruction.
- Over 1,000,000 manuscripts pages featuring collections of politicians, authors and poets, governmental archives, club records, architectural drawings, land grants, and folklore.
- The University Archives includes material related to every facet of the university and those institutions that merged into WKU, including president's papers, Board of Regent's minutes, university publications, departmental historical records, photographs, and realia.
- Over 77,000 volumes in the Kentucky Library that chiefly document the history and culture of Kentucky. However, the KL also boasts many 16th through 19th century rare books and thousands of pieces of cultural ephemera including sheet music, maps, broadsides, prints, photographs, pamphlets, etc. The Library also owns the personal library of Robert Penn Warren.
- Donations are accessioned using a centralized cultural management system, Past Perfect, with the local catalog referred to as KenCat. Collections are split up physically among the department's units, but intellectually are kept together in KenCat. This eliminates duplication and donors are pleased that their gifts are housed in one location.

KL&M uses the collections to prepare exhibitions on a variety of topics, including quilts, decorative arts, horses, local and state history, the Civil War, WKU's history, photographs, etc. In addition the KL&M books traveling exhibitions for its galleries and sponsors a popular art

show annually as well as displays from WKU senior art students and interior design students. Faculty and students are encouraged to present ideas for exhibition.

Using the collections, expertise of the faculty and staff, and invited speakers, performers, and re-enactors, the KL&M offers a wide range of programming (from traditional lectures to hands on workshops and seminars) open to students and the public. Additional educational programming is available to public school students on topics ranging from Native Americans to applied arts to Chinese handcrafts to pioneer life in Kentucky.

Weaknesses

Listed on the University organization chart as "affiliated area" under University Libraries, the Kentucky Museum, as well as Library Special Collections, has a critical identity crisis within WKU Libraries or University Libraries. This also is its greatest challenge.

Aspirations

The Kentucky Museum wishes to seek accreditation with the American Association of Museums. Where KL&M fits within the university organization must be settled before that can take place, and some staffing issues require attention. After much discussion, there appear to be two good possibilities:

1) Allow the KL&M to remain intact but become a separate department within the university reporting to the President or to an appropriate vice-president. Faculty and staff would retain their employment with the university and WKU would continue to own and maintain the structure itself. A board of directors with fiduciary responsibilities would assist the organization in fundraising for collection development, programming, and special events and projects.
2) Allow the above to take place for the Kentucky Museum. The Department's current library units and functions (Manuscripts, University Archives, and Kentucky Library) would separate from The Kentucky Museum and become The Department of Library Special Collections (and require a department head) and remain within the WKU University Libraries organization.

Challenges

The "public face" is the Kentucky Library and the Kentucky Museum, yet organizationally, in alignment with the other two library departments, these areas get lost for their unique collections and services. A naming convention or organizational change is needed. Valuable time, interest,

and potential donors remain in flux until that area can consistently market services, know our identities and generate enthusiasm for support and a sense of belonging for interested donors and community leaders.

- A final decision must be made about how KL&M fits within the university's organization. Does it retain its status as Department of Library Special Collections within the library organization, or is it granted special affiliated status and allowed to proceed with application for 501(c)3 status?
- A final decision must be made about whether the library functions currently housed in the Department of Library Special Collections will be separated from the Kentucky Museum.
- A development officer must be dedicated to KL&M in order for the Department to succeed in the future.
- The Kentucky Museum would like to have a curatorial position.
- A staff position in the Kentucky Library should be created to assist with the workload and free faculty from clerical duties and full student supervision, thus allowing them to fulfill the work required of faculty members.

VIII. Development

Strengths

- Libraries, research and reading are viewed as positive influences in society and people and institutions see libraries as institutions worthy of support.
- Library collections, resources, and library faculty/staff expertise are viewed as essential to carrying out the research mission of the university.
- Library privileges and added value items (museum store discounts, facility usage) are available.
- Many sections of library system are available for naming rights.
- WKU has a proven track record in attracting development dollars.
- In Honor, In Memoriam process already in place.
- The Kentucky Library & Museum have a strong record of providing service and programming to the university community and the public.

Weaknesses

- Turnover in development position for WKU Libraries has been frequent. Continuity difficult. Current person in position for one year. Also mentioned under Staffing, this person has other areas of focus like Student Affairs.
- Difficulty in differentiating where to designate funds, Main Library and its individual units, ERC, Kentucky Library, Manuscripts & Archives, and Kentucky Museum.

- Every time we create a membership update, the discussion arises as to whether it should be one pool of money: Libraries & Museum, or two distinct pools, Libraries & Kentucky Museum.
- The membership process is still not a streamlined and consistent process with well-defined benefits and accurate information.
- Make department and unit heads more aware of development funds available to assist their area in the purchase of equipment, supplies, etc. or to pay for services.
- Direct solicitation is denied to those in closest contact to potential donors. Faculty and staff are not trained or possibly aware of how to proceed when they do have a potential donation.
- Patrons who donate are put on internal lists and get "hounded" by the development staff via e-mail, direct mail, or telephone solicitation.
- There is a perception that fundraising for University Libraries is limited to special events (Book Festival, speaker series) and the Kentucky Museum.
- Both University Libraries and the Kentucky Museum have established advisory councils.

Aspirations

- Partner with Alumni Phonathon to harvest database for library donor potential. This was successful at William & Mary and Murray State.
- Maximize use of In Honor, In Memoriam. Allow parents (or other interested parties) to donate book in honor of graduating child, retiring faculty and staff, death of same, etc.
- Plenty of spaces within University Libraries are available for naming opportunities.
- Major campaign would be necessary if UL ever gets a new building.

Challenges

- Encourage departments with industrial, business and philanthropic partners to build subject area collections or purchase big ticket items that would increase the reputation of the department, library and university. Keep an updated wish list.
- Create a more independent 501c3 status for the Kentucky Museum to create a larger and more attractive avenue for solicitation for both financial gifts and collections.
- More fully utilize University Libraries and Kentucky Museum Advisory Councils for fundraising and development opportunities.
- Develop well-defined Friends groups (library and museum) that can actively engage in signature events and community outreach.

IX. Measurement and Assessment

[In preparing this report, there are references throughout about assessments, so it logically follows that this should be an area of study and importance that crosses many, if not the entirety of, library functions.]

Strengths

A focus on measurement and assessment can ensure that the library remains part of setting, achieving and measuring institutional learning outcomes. This approach can ensure that the library engages in focus groups involving users when launching new systems and services.

The Access Services librarian collects statistics as needed for the *WKU Fact Book* , occasional surveys, and other requests. We have no planned strategy of regular assessment and measurement of library services and user needs. This is a weakness in the organization.

Weaknesses

Typically assessments and analyses are on an as-needed basis and for specific areas, but not provided in a comprehensive, consistent or pro-active manner.

Aspirations

Create a team (or a faculty position) with expanded role of comprehensive library measurement and assessment, as well as routine usage statistics generally generated by the electronic resources librarian. This team would then have responsibility for evidence-based approaches to improve services, staffing, and resources through surveys, focus groups, advisory councils, etc.; prepare reports as requested using benchmark and other criteria.

Challenges

- How can we implement a regular statistical analysis of usage that includes distance learners in order to evaluate current collections and plan for future ones?
- How do we get user feedback? Chat online/ suggestion box/ blog?
- What data do we need to track regularly for reports; what is no longer needed?
- Do we need a position devoted to this responsibility or could a team function?
- Consider a survey of library and museum advisory councils to see what it is they want to accomplish, what leadership they want to assume, and who they want reports from at the meetings, etc.

X. Budget

- WKU Libraries must maintain consistent, understood budgetary practices for faculty travel, non-state spending, documentation for requests for reimbursement across all library departments with accountability to the dean's office. Ultimately the dean is accountable for all library units and their budgets and, therefore, that office has to receive all proper receipts, ensure that all purchases on procards have been reconciled, and

constantly monitor expenditures and balances throughout the year. The total Libraries budget is $7.9m. Of that $4.9 m is for personnel.

Strengths

The budget for books and subscriptions (includes all formats of materials like cds, dvds, etc.) is $2.4 and includes a fixed cost annually for inflation as part of the University's budgeting process. Inflation projections provided by or to the dean who forwards to Academic Affairs.

Weaknesses

The Kentucky Library & Museum operating budget is about $75,000 out of $1.048 m. Other costs for any kind of special projects or exhibits must rely on sponsors, fees for education camps and workshops, and major donors.

Aspirations

Receive new monies for growth beyond inflationary needs and without cancellations.

Challenges

The Library realizes dollars annually from the Division of Extended Learning and Outreach (DELO) distribution, some summer school tuition funds, and carry forward. The amounts vary annually and are somewhat restricted in what they can be allocated for; however, these additional dollars are hugely valued and enable us to provide significant outreach and services. We are also eligible for classroom improvement and teaching and research equipment monies.

Conclusion

This report touches upon key areas and provides glimpses into operations and resources, enough to give consultants areas to focus on, formulate questions, and have discussions. The information gathered herein was done so in the effort to inform readers about the basic responsibilities of the library and museum, to present facts, to identify strengths, weaknesses, aspirations, challenges and raise questions so as to effect change that aligns with the overall future of WKU and the strategic planning process for the next few years.

The key areas that emerged are the following:

- The fit of Kentucky Library and Museum at WKU and within University Libraries;
- The marketing of services and collections in a clearly defined organizational structure that basically asks, "What's in a name?"—Is the library WKU University Libraries or WKU Libraries and the Kentucky Museum; Are we WKU Libraries and then the Kentucky Museum is a totally separate entity?
- The branding and donor opportunities based on Friends of the Library & Museum for the above issues.
- A better integration and collaboration between WKU Libraries and IT.
- A budget plan for staff and public computer replacements.
- The need for an Information Commons in Helm or Cravens to meet user needs as part of considering the best space utilization of Helm-Cravens for user access, instructional services and technology;
- Measurement and assessment emerged as an area of concern in many of the ten points--the overall need to re-examine positions, resources and services through a planned, permanent, consistent and comprehensive library measurement and assessment strategy with oversight by a team or one person devoted to this responsibility.

As part of the larger effort to elevate WKU to a research intensive university with applied doctoral programs, outstanding undergraduate achievements, international experiences, and lasting outreach, the following quotation best summarizes the future of academic libraries:

> The academic library is anchored to an organizational form whose social contract and mission need not be radically altered by any technological advance. The future of academic libraries therefore will, I believe, be determined by the extent to which they amplify the mission of their host institutions and, ultimately, the mission of the university system at a national and international level. Since there is more than one type of academic institution, there will be more than one future for academic libraries. For those of us in research universities, the point can be made succinctly: libraries must enable and accelerate learning and discovery. Only by understanding this essentialcomponent of the university's goal can we steer a path through theambiguities of the future.

Readings

ACRL Plan for Excellence, approved April 20, 2011
(http://www.acrl.org/ala/mgrps/divs/acrl/about/whatisacrl/strategicplan/index.cfm)

Futures Thinking for Academic Librarians: Higher Education in 2025, prepared by Dr. David J. Staley and Kara J. Malenfant, ACRL, June 2010

Learning spaces, ed. Diana G. Oblinger, Educause 2006 (www.educause.edu/learningspaces

No Brief Candle: Reconceiving Research Libraries for the 21st Century.
(CLIR publication ; no. 142) Papers from a meeting convened by CLIR of librarians, publishers, faculty members, and information technology specialists on February 27, 2008 in Washington, D.C.

Our Iceberg Is Melting: Changing and Succeeding under Any Conditions, John Kotter and Holger Rathgeber. 1st ed. St Martin's Press, 2005.

Appendix A. Department of Library Public Services: Strengths, Weaknesses, Aspirations
June, 2011

Strengths

- Well-trained, experienced library faculty and staff
- Wide range of subject expertise among library faculty
- Library faculty with substantive creative/research reputations
- Library faculty with extensive global experience and international reputations
- High profile of library faculty in national associations and local and regional organizations
- Collegial comradeship which creates a nurturing environment and encourages excellence
- Comprehensive instruction programs at all levels from freshmen to doctoral students
- Personal assistance to researchers (e.g. "your own personal librarian")
- Hi tech access to collections and services (web site, blog, Facebook, twitter, mobile apps)
- Creation of and commitment to popular outreach programs to students (e.g. Java City Noontime Concert series, "Snacks in the Stacks")
- Award winning community outreach series (Far Away Places & Kentucky Live)
- Established popular leisure collections: films, books, audios, magazines
- New modern branch libraries for the Visual and Performing Arts (VPAL) and for the Educational Resources Center (ERC) in Ransdell Hall
- New regional campus libraries which complement established Extended campus library service
- Extraordinary print reference collection
- Increasing online access to many key resources (indexes, databases, collections)
- Popularity of library as a gathering place for social networking and collaborative group work
- Central Library collections are accessible 107.5 hours a week

Weaknesses:

- Aging physical plant in central library with few attractive study areas
- Confusing, labyrinth layout
- Access to reference now blocked and isolated by Chinese Learning Center and Java City
- No guest parking anywhere!!
- Central library lacks integrated "information commons" popular in modern academic libraries and has few group study rooms
- Library instruction classrooms are small and limited
- Central library lacks large auditorium/lecture hall for special events
- Lagging morale related to recent administrative developments
- Limited travel funds restrict involvement in professional associations

Aspirations

- The emergence of new technologies provides an opportunity to provide guidance and instruction in new methods of finding, organizing and implementing research
- Recently introduced LibGuides and Website Content Management provide easier access for library faculty and staff to create and post materials and to provide more in-depth instruction
-

Challenges

- Use evidence-based approaches to improve library services though surveys and focus groups
- Since the libraries are unusually popular for study, research and social networking—there is an opportunity to expand on this popularity though internal library marketing
- Ongoing economic concerns for library materials budget

Appendix B. Department of Library Technical Services Introspective Report
July 1, 2011

Strengths

- Work very well together as a department
    - everyone helps each other
    - people get along very well personally
    - dedicated team oriented workforce
- Do good quality cataloging work since we look at each record individually
- Strong leadership
- A positive workplace
- Adequate resources and opportunities for professional development of faculty and staff
- Flexible to change
- Efficient workflows

Weaknesses

- Not very technologically cutting-edge
    - e.g. we do not use macros; some staff still use paper resources instead of online; no departmental wiki to document workflow
- Staff computers are slower and less powerful than faculty computers
- Use of student help for less technical cataloging (ex., DLC copy)
- Crowded work area
- Lack of a library authority system
- Inefficiency of technical support
- Documentation of policies and procedures

Aspirations

- When hiring student assistants, give special consideration to applicants with language skills that can help catalogers catalog non-English titles.
- OCLC batch load updates
- Paperless materials ordering process
- Departmental laptops for faculty presentations and to do work in other locations
- Funding to outsource a retrospective clean-up of all authority headings from an authority vendor who could also provide a regular ongoing maintenance of authority control.
- Serials Coordinator position
- Create Library Systems support staff positions
- Additional Library Technology support staff positions
- Updated student and staff computers

Challenges

- If we become more efficient, does that equal job loss for some?
    - budget cuts
- University administration considering paper materials to be "outdated"
- Cataloging automation (the possibility of receiving shelf-ready materials)
- Downsizing
- Fear of no more tenure for technical services librarians
- Faculty reassigned to another department

Appendix C. Department of Library Special Collections
6/28/11

This brief report takes the point of view that the special collections department; library (including Manuscripts, Folklife Archives and University Archives) and museum operations should remain together as a unit, and should, administratively, be separated from WKU Libraries.

Strengths

In discussion with the faculty of this department, we agree that our presence as a research library and museum is strongest as a unit, not divided into parts under different administration. Such a combined organization, though common outside of an academic setting (i.e. historical societies from huge state-wide operations to small), is not common within academia. We have a unique set-up. Many universities are known for their special collections libraries…the unique documents they hold, their area of concentration...and those special collections libraries bring outside researchers to an institution. University museums bring equal recognition to their institution, generally from non-academic audiences, and most of those museums [95%] operate outside of a department or college, reporting directly to the provost, president, or some administrative VP.

One of our great strengths is our collections, not simply due to the size of our holdings (which compare favorably with state-wide institutions like the Kentucky History Center), and not only due to their unique nature, but perhaps it is our unusual combination of services which allows us to house diverse media together. For example, a donor has old photos, family papers, a quilt, some chairs and ephemera from their days at WKU. Here, in one place, that donor's gift can be housed together…one is not forced to make a donation of realia to one entity, paper goods to a different entity, with WKU materials going to a third. Also, a researcher may wish to see related manuscripts, furniture and photos without going to three different locations…and here they can access all of those things at one place. Our strength is that we maintain a wide range of materials in one location.

Being a "one stop shop" makes donors and researchers very happy. We support the Development office's efforts when a donor wishes to contribute several objects, as well as securities; we hold those donated goods. Donors receive credit from the Development Office for making donations to us, and when we accept donations from the community it builds ties with WKU, opening a path to potential donors for Development.

Students also benefit from our integrated collections…the clothing and textile program makes extensive use of our clothing collection (primary resources), as well as our archive of style catalogs and magazines, historic photographs (primary documents) and period fashion plates to

write research reports on selected costumes and changing styles. We also work with students from history, English, interior design, recreation, art history, political science, architectural & manufacturing sciences, horticulture, humanities seminars from the Honors College, as well as students from Gatton Academy and VAMPY classes. Connected to the main library or not, our service to the university will not diminish.

Weaknesses

Within our college there is some confusion about how to represent a museum within a library presence. While this department serves the university community, our core audience is patrons from the non-campus community. Yet, many of our community programs, workshops and camps are heavily populated by children of faculty and staff; an added benefit to the campus. But the issue arises when trying to reach that off-campus community. As we depend on income from admissions, workshop fees, gift shop sales, and donations, it is vital that we have a strong community presence, not veiled by our connection to the main library, to draw visitors, both on the web and in other media. Yet, there is no direct link to the museum on the WKU website…one has to have prior knowledge that the museum is found under "libraries."

It is vital for people to be able to discover what is here. And so, with the recent addition of Past Perfect, an on-line museum/research library cataloging and digital management system, these collections can now be shared with everyone from scholar to student to visitor throughout the world.

A major weakness of the current organization is that we are choked for funds and recognition. The main library has a huge budget for acquisitions (and we understand it is a budget hardly adequate to cover the costs of serial subscriptions), but the Kentucky Library gets only ¼ of 1% of those funds, and then those funds are limited to purchases in specific areas. The Kentucky Museum side of this department is excluded from any state acquisition funds. Yet, all of our collections, from postcards to fine art, from folklife interviews to feather fans, are part of a total WKU collection… worthy of financial support….and all equally valuable as primary resources for a well-rounded education. Until we acquired the Past Perfect catalog system, our non-book collections were unavailable on-line.

Aspirations

As the future of libraries evolves from having books on shelves to accessing more information digitally, a special collections library becomes more closely aligned with a museum in that its collections are both objects held for their intrinsic value and resources for the information contained within them. Dr. Cherry's diary may be posted on line, but the original booklet will never become obsolete, it will need to be stored, cared for, and available to scholars who wish to

see the original. As we look to the future, the rare and unique collections of the Kentucky Library more closely compliment the collections of the Kentucky Museum, than the computer stations of the main library.

The opportunity of being independent from a college is that we could function along the lines of many other non-profit organizations…across the state, and even here on campus. President Ransdell would like the museum to be affiliated with the Smithsonian, a situation that requires the museum have its own non-profit 501 C (3) status. This would also allow the museum to apply for grants with funding going directly to the museum. By changing our advisory council to an actual working board with fiduciary responsibilities, heading up membership, leading fund raisers and gifts, the Kentucky Library & Museum could build up its private funds. We could create a situation in which we do not have to compete with the main library for funds and recognition.

We could also establish a steering council of department heads, who might identify collecting areas that would benefit their classroom efforts, and guide us in selecting the primary resources best suited for their needs. This type of collaboration is similar to the liaison system within the main library for selecting serials and books.

Challenges

Recognizing our collections as vital primary resources remains a stumbling block for much of our college. An 18th century French porcelain is as much a primary resource as a letter written by George Washington. This problem is highlighted by a recent committee report on Information Literacy/ University Experience classes which completely ignored any aspect of the realia collections, as if learning how a Shaker chair or a 16th century Flemish painting can be a primary resource is totally unimportant for students. This sort of marginalization of a major collection emphasizes the weakness in the current system.

Without a budget which supports the purchase of objects, images or ephemera, we can hardly grow with any focused vision or direction. Of course there are a few limited private funds, the management of which has been removed from this department; compounded by no effort to grow those funds. Then there is the membership, which has been combined with the main library and moved farther away from this department. This costs us many "friends" and precious income when folks do not want their dollars going to support the main library. With more freedom to operate, WKU's museum collections can grow, in a focused direction, and remain dynamic.

The major threat of being separated from WKU Libraries is the concern over funding…(does our current budget move with us?)….and faculty status….(if not under Academic Affairs how do we

retain our current designation as faculty? Also, with the addition of the Baker Museum, we would need to hire a Curator of Art [possibly paid for by the Baker Foundation]….and if separated from the main library we would need to adjust our faculty duties so that one of them takes over as KL cataloger for books.

Appendix D.
[Following is an assessment given by the Museum Advisory Council at a special meeting called for that purpose on August 1, 2011.]

Craig D. Heckman
Attorney at Law
1424 Sherwood
Bowling Green, Kentucky 42103
craigdheckman@gmail.com
(270) 780-0547

Connie Foster
Interim Dean
WKU Libraries
Cravens 102
1906 College Heights Blvd.
Bowling Green, KY 42101

Dear Connie:

As president of the Kentucky Museum Advisory Council I recently presided over a meeting called for the sole purpose of assessing our strengths and weaknesses. As a council we appreciate the opportunity you have given us to share our thoughts. The meeting was attended by nearly all of the council's members, a tribute to both the importance of the issue and commitment of the council's members.

The University's continuing support of the Kentucky Museum is important if the Museum is going to carry on its tradition of serving students, researchers and those with an interest in history and the arts.

The Museum has always been a special place. Its rich history reaches back to a time when the state's school children were asked to send pennies so that a museum could be built on Western's campus. What was built still stands. The Museum is the one place on Western's campus that has always housed the special collections and the unique manuscripts that are simultaneously suited for: incorporation into a course curricula; use by researchers; and display to those with an interest Kentucky and Kentuckians. The more popular exhibits bring to Western thousands of visitors who would not otherwise set foot on campus. When those visitors do come, the University puts its best foot forward.

Attached to this letter is a short summary of the strengths and weaknesses that the Council identified. I look forward to working with you and your staff.

Very Truly Yours,

Craig D. Heckman
President,
Kentucky Museum
Advisory Council

cc: Timothy Mullin

Strengths identified at the Museum Advisory Council meeting of August 1, 2011

1. connection to WKU
2. regionally significant and unique collections and exhibits
3. physical facility with excellent staff
4. outreach programs to children
5. community based advisory board
6. Kentucky room and other rentable spaces
7. Rich and compelling history
8. Adequate space for exhibits and storage
9. Reputation with other museums and ability to lend and borrow therefrom
10. Status as a federal depository
11. Strong relationship with other local attractions

Weakness identified at the Museum Advisory Council meeting of August 1, 2011

1. Finances and budget
2. Confusion about where the museum fits into the WKu organization
3. Publicity
4. Interest in history is dwindling in society
5. Location is difficult to give directions for and parking can be problematic
6. Being part of WKU may create an impediment to raising outside fundraising ("WKU will take care of it")
7. Confusion about membership means
8. No "gee whiz thing", an exhibit or collection that pulls in people and money just because of it
9. Failure to use visitor data to effectively recruit new members
10. Concern that within WKU there is competition between the library and the museum for funds and attention
11. Faculty does not necessarily know of the offerings of KYLM

Appendix E. Library Advisory Council Assessment

To: Connie Foster, Interim Dean of WKU Libraries

From: Anna Jo Johnson, Chair of Libraries Advisory Council

Date: 4 August 2011

Subject: Summary and Analysis of LAC SWOT

LAC Meeting on 11 July 2011

The Libraries Advisory Council met July 11, 2011, and developed an overview using SWOT as the Council members shared perspectives of their involvement on the Council.

Dean Foster first had given a thorough explanation of the charge that the Libraries have been given in an overall assessment of the programs and organization of this division of the University.

STRENGTHS

The major strengths of the Library and Museum are the annual Book Fest and the U.S. Bank Art Exhibition as well as various community outreach programs, such as One Book and the Kentucky Writers' Conference. The tremendous research capabilities of both divisions are the outstanding part of this division of the University.

WEAKNESSES

The weaknesses of the Council are the lack of a clearly defined purpose; the lack of a diverse membership, such as some members from outside of Bowling Green and minority representation; a need for additional art show jurors, i.e., specialized judges for each category; parking limitations (not always a problem, however); and perhaps, most importantly, more input encouraged from Council members, hence a widened knowledge of information from the community. Marketing strategies are necessary to achieve many of these needs which can better be transformed into goals.

OPPORTUNITIES

Among the opportunities that would appear to enhance the Council and its functioning are extending the Council membership beyond the immediate area to include the surrounding region; a phonation for fundraising; enlarge the regional Art Community; and enlarge the circulation about the Libraries' services and access to them, for example, the availability of materials for use in the Education Library located in Ransdell Hall.

CHALLENGES or THREATS

Challenges that seem most vital to the Council are the consolidation of the two Councils into one with designated committees reporting to a central Council; promoting a wider utilization of the physical libraries, both by WKU students and the public; and enhancing the physical environment in the Libraries to encourage their on-site use, i.e., the setting, such as one enjoys at Barnes & Noble. (Some members also may not realize that Java
City functions in this manner and that the academic environment differs also. Technology now makes much of the information available online so that students do not physically have to go to the library.)

CONCLUSION

The members stated that this exchange was the most valuable session any of the members have participated in. The Council members also recognize that the WKU Libraries will need to adapt to the constantly changing culture. Council members want and need more education themselves about the Libraries' organization and services and the interaction of other systems with the WKU Library and Museum.

Appendix F : Collections

University Libraries FY 2010

Collections	
Books (cataloged volumes)	729,070
Bound Periodicals	161,463
Serials Subscriptions	3,600
Government Documents	936,779
Microforms	2,236,014
CD-ROM and Internet Databases*	3,134
Manuscripts and Archives (linear feet)	6,984
Sound Recordings (CDs, audiotapes, & LPs)	
And Films and Videotapes**	29,906
Graphic and Cartographic Materials***	7,808
Expenditures	
Books, Videotapes, etc.	$477,550
Serials (all formats)	$1,909,844
Personnel and Other Operating Expenses	$5,332,255
Total Expenditures	$7,719,649

**Approximately 10,000 periodicals in full-text are accessible within these databases.*

***Does not include research LP collection at the Kentucky Library.*

****Does not include map collection on permanent loan to the Department of Geography & Geology.*

Virtual Collections

Main Library:

- 29 e-book sites linked to WKU, each with hundreds or more e-books. In addition there are:
  - 20 free e-book sites
  - 10 commercial e-book sites
- TopSCHOLAR® includes sections for 63 departments, in 56 of these departments there are separate series with articles. Of the seven remaining departments only one does not currently have any articles.
- In TOPCAT currently:
  - Netlibrary e-books – 3495
  - Databases – 136
  - E-books (not part of a collection) – 83
  - E-serials – 1101
  - Websites – 40
  - ACLS e-books – 1609
  - Teaching books (website with individual records) – 40

Kentucky Library and Museum

- 23 online exhibits in the Kentucky Museum: Some items have been digitized, but the library states that it is just a 'taste' of the entire collection. No percentage is given to measure how much is online versus how much is physically in the library.

TDNet Statistics:

- We have access to 34,556 unique serial titles via TDNet. We have not added titles to TDNet if we only have the title in print.

Total number of records	56521
Total number of unique titles	34557
Titles with access via publisher	511
Titles with access via aggregator	34151
Total full text	34331
Titles with print holdings	2760
Print only titles	225
Free titles (no restrictions or free passwords available)	7705
Free with print titles	235
Partially free titles	28
Titles with access details (UserName/PW)	12
Titles without access and print	1
JCR Titles	4963
Titles with private coverage	1586
Free titles (no restrictions or free passwords available)	7705

Kentucky Library and Museum

Manuscripts

- 5,000 cu. ft. of governmental, congressional, business & family papers
- 600 architectural drawings

Folklife Archives

- Over 1,800 papers, reports and sound recordings

University Archives

- 2,500 cu. ft. presidential papers, WKU attorney, college, and dept. records

- 65,000 photographs
- 2,500 films of games, etc.
- 800 architectural drawings

Special Collections Library

- 77,500 rare and out-of-print books and materials including Ancient Egyptian, Roman, Gutenberg, 1585 travel publication, Civil War, Religion, Cookbooks
- 6,000 maps
- 7,000 pieces of music, song books, sheet music, recordings
- 25,000 photographs; including Civil War, SCKY, around the world
- 210,000 political pins, buttons, posters
- 10,000 post cards
- 1,000 drawings & prints (including Audubon)
- 8,200 reels of microfilm (historic records & newspapers)
- 40,000 microfiche

Museum Collection

- Total: 130,000 pieces
    - Decorative Arts: 10,000
    - Art: 2000
    - Textiles: 7000
    - Duncan Hines-related special collection: 800

Remote exhibits

- Diddle Area
- Snell Hall
- College High Hall
- Helm Library
- Ransdell Hall
- (projected Alumni Center)