Walter E. Helmke Library

Annual Report for
Academic/Fiscal Year
2011 - 2012

August 31, 2012

Cheryl Truesdell
Dean

Environment for discovery. Services for delivery.

Section	Statement
A-Mission	**Mission Statement** Walter E. Helmke Library creates a virtual and physical environment that supports the IPFW community in efforts to discover and access vital information. Helmke Library provides high-quality information resources, expert information services, and innovative instruction fully integrated with the educational goals of IPFW. As members of the IPFW community, we collaborate within and outside the university to increase information literacy and student success. We value equity of access to and ethical use of information, respect for the privacy of library users, and intellectual freedom. Helmke Library is dedicated to providing stewardship of the human record by collecting, describing, and organizing information. Employing technology wisely, the library offers responsive delivery of resources, customized research consultation, and an environment that encourages independent exploration in the pursuit of academic excellence. Adopted by the Library Operations Council June 22, 2005

Section	Executive Summary of this Annual Report
B-Executive Summary	What does a red balloon have to do with the Helmke Library? It turns out quite a bit. In July 2010 the American Association of State Colleges and Universities (AASCU) launched its Red Balloon Project: Re-Imagining Undergraduate Education. At IPFW, the Vice Chancellor for Academic Affairs began the fall 2010 semester with a challenge to faculty, librarians, deans, and academic administrators to envision new models of undergraduate education. In spring 2011 IPFW Helmke librarians drafted the library's response to the issues raised in AASCU's white paper. The library's document, *Red Balloon and Re-Imagining Academic Librarianship*, framed the discussions that led to the creation of the library's new 2012-2014 strategic plan. This annual report encompasses the end of the 2007-2011 strategic plan and the exciting beginning of the new plan. The library's new strategic plan parallels the university's current plan in its time frame (both end in 2014) and in its three goals 1) Foster learning and create knowledge; 2) Develop quality of place and experience; and 3) Contribute to the development of the northeast Indiana region. Within these goals, the library's objectives and action priorities center on 1) creating a physical place and virtual space that supports student and faculty academic success; 2) developing exceptional librarian-faculty partnerships to integrate information literacy into the academic curriculum; 3) supporting the continuous improvement of library operations; and 4) advancing the quality of life within the IPFW and northeastern Indiana community. In a re-imagined undergraduate education, faculty spend less time in the classroom delivering content and more time designing effective educational experiences. Repurposed library space that encourages out-of-class learning, collaboration, and informal exchange of ideas is ideal for these experiences. Since 2007 the library has been working with a variety of campus partners to develop a Learning Commons on the library's second floor as a significant learning space outside the classroom. In August 2011, the Learning Commons opened with library research consulting, Writing Center consulting, and IT consulting services delivered from one service desk staffed by Learning Commons student consultants. In November 2011, the Student Services Complex opened and the Learning Commons skybridge expanded the availability of group and individual study spaces. The launch of the Learning Commons required hundreds of man-hours from a team of dedicated staff and librarians to make the physical space available (by re-locating over 30,000 periodicals and government documents to other floors) and to organize and train a collaborative workforce of students, librarians, and staff. The use of the Learning Commons in its first year has exceeded expectations with gate counts this year over 50,000 more than last year. A host of collaborative activities such as Chapman Scholars presentations, Lunch with a Historian, Undergraduate History Conference, Featured Faculty, CELT's 12 O'clock Scholars Brown Bag discussions, iPad Faculty Cohort meetings, and FAME exhibition have used the Learning Commons space. Our students and faculty work in the virtual environment even as they inhabit the physical library space. With so many resources available electronically, libraries can increase services and resources available within virtual environments where students and faculty live, work, and play. The library has expanded the digital presence of IPFW, increased access to electronic information resources and services, and transitioned to a new, streamlined, and enriched website. Since 2010 the number of visitors to *Opus*, the institutional repository, has quadrupled and downloads have increased sevenfold. mDON digital collections have increased to over 40,000 items and two new collections , *The Communicator* and Anthropology Club Lectures video series, have been added. Access to research resources has increased significantly with the inclusion of IPFW faculty and students in a contract negotiated by Purdue University Libraries (a first) that includes full-text of most Elsevier journals and a subscription to *Scopus*, now the largest abstract and citation database of research literature.

Section	Executive Summary of this Annual Report
	The library is playing a major role in the development of IU Libraries' new integrated library system, OLE. In addition, the library's website has been completely updated and enhanced for ease of access and use of library resources, and services. The library also has an active presence on Facebook and Twitter. Faculty and librarians share the same goal of integrating information literacy teaching and learning into the curriculum. AASCU's Re-imagining Undergraduate Education recommends that faculty be "unbound" from the classroom, and librarians are doing just that by getting out of the library and becoming more involved in the academic life of the campus -- serving on departmental curriculum committees, co-teaching information literacy, experimenting with new technology for teaching and learning, and participating in the activities of academic and student affairs units that encourage academic success of students. In fall 2011 the library dean and Information Services and Instruction (ISI) librarians met with IPFW deans of colleges and schools to discuss library services, resources, and its academic program of information literacy. IPFW Deans recognize the value of librarians to their teaching and research mission. These meetings resulted in the collaborative purchase of iPad2s and accessories for five ISI librarians and their active participation with faculty in the campus iPad Cohort Groups I and II. The Business librarian was invited to serve on the School of Business undergraduate curriculum committee which is developing a curriculum-wide information literacy plan with phase one implementation fall 2012. The liaison librarian was invited by the Dean of the College of Education and Public Policy to present at a workshop for faculty on academic publishing. In collaboration with the Associate Vice Chancellor for Faculty Development, librarians were part of the faculty P & T workshops, the new Jump Start week-long program for new faculty, and a 3-day summer institute for faculty on writing for publication. Working with Enrollment Management, librarians are now included as part of the IPFW Collegiate Connection Program, meeting with teachers and High school librarians in the classroom and at IPFW. Librarians are increasingly participants in campus activities for students, such as SOAR, STARS, FYE Learning Communities, Honors Seminars, Freshman Colloquium, and others. A major premise of AASCU's Red Balloon project is that funding for higher education is static or declining and that universities will have to learn how to do more with less. This is a challenge that academic libraries have faced for years. Libraries are leaders in collaborative arrangements that maximize resources. The library's participation in state and regional consortia agreements has made possible access to the wealth of research resources available to IPFW students and faculty. The library has compiled an inventory of services for the purpose of prioritizing and allocating resources based upon campus fiscal realities. The library has created a suite of Professional Development grant opportunities for librarians: Librarian Research Leave, Travel Supplemental funds, and Emerging Technology grants, and librarians have developed their P & T standards document to replace the IU system-wide policies and procedures that are being eliminated. In response to a library request for new servers to support library operations, the administration asked that the library migrate all LITS server operations to ITS while maintaining library control of server operations. The library has managed its own LITS department for over 20 years, so this is a major change for both ITS and the Library, but the hope is to realize cost-savings and recoup library space. In addition the library agreed to open its teaching classroom as a student access computer lab when it is not in use. The library is proud of its recognition as an example of IPFW's Carnegie Community Engaged Campus designation and continues to collaborate with units and organizations on and off-campus. Of note this year are its collaborations with Purdue University Libraries in a contract for access to Elsevier full-text journals and *Scopus*, Academic Libraries of Indiana (ALI) Open Access Subcommittee charge to develop an endorsing statement on Open Access for ALI members, Office of the Executive Director for Major Scholarships and Chapman Scholars Program to move office to the library, IPSGA to purchase iPad2s for rent and loan to students, and VCAA to pursue a plan to re-invigorate the University Archives.

		University Strategic Goals:
		1. Foster Learning and Create Knowledge **2. Develop Quality of Place and Experience** **3. Contribute to the Development of the Northeast Indiana Region**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 1	**Foster Learning and Create Knowledge**	**Objective** **Provide effective user-centered information services delivered when and where they are needed**	**IPFW Goal 1**
Library Goal 1	**Action Priority**	**We will expand the digital presence of IPFW and the library** • Continue to develop *Opus* as IPFW's premier open-access repository for faculty and student research and creative activities This year's data shows a significant increase in content and use. Since 2010 the number of visitors to *Opus* has quadrupled, hits have tripled, and page views have doubled. Users in over 150 countries and 4,000 cities visited *Opus* in 2011. Downloads from *Opus*, an indication of readership, visibility, and impact, has increased sevenfold from 4,593 in 2010 to over 33,000 in 2011. Over 6,000 faculty and student scholarly and creative accomplishments are now in *Opus.* Collections added include: o Current IPFW Master's Theses o Back issues of The IPFW College of Education and Public Policy's journal *scholarlypartnershipsedu;* current issues are now being published online with *Opus* o Third Annual Department of History Undergraduate Conference abstracts o 2011 Student Research and Creative Endeavor Symposium abstracts o Over 1,000 College of Engineering, Technology, and Computer Science Senior Capstone Projects o Featured Faculty video series	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #

		• Continue to build ongoing and new mDON collections that document the history and development of IPFW and Northeastern Indiana
		  o Increased mDON content to over 40,000 items
		  o Launched historical and current IPFW student newspaper, *The Communicator*
		  o Launched Anthropology Club Lecture Series video collection
		  o Increased content of Fort Wayne Area History, Onstage at IPFW, University Archives, Student-Art-in-the-Library, International Photography, and Fort Wayne Government collections
		  o Began building collections for the Fort Wayne Art School and Sheet Music and Music Scores at IPFW	

Library Goal 1	**Action Priority**	**We will increase use of collections and information resources**
		Data provided to the Association of College and Research Libraries (ACRL) annual statistics report show:
		
		                         2010-11 **2011-12** **% change**
		Library visits 308,661 362,780 ↑ 15%
		Information & Research
		   Instructions 9,348 11,094 ↑ 16%
		E-books 167,405 224,048 ↑ 26%
		E-journals 61,493 62,783 ↑ 3%
		Databases & Indexes 147 157 ↑ 7%
		mDON digital objects 41,113 46,135 ↑ 11%
		Opus items 5,331 6,534 ↑ 19%
		Instruction & Training
		   Sessions 105 113 ↑8%
		Virtual Visits 413,238 340,891* does not include use of online subject & course guides during migration to LibGuides platform (8 months)
		Number of successful
		   full-text article request 424,042 data not yet available
			IPFW Goal 1

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #

Library Goal 1	Action Priority	**We will increase and enhance access to electronic information resources**
		• IPFW was included, for the first time, in a major contract for research resources negotiated by Purdue University Libraries. The contract with Elsevier, one of the world's largest journal publishers, provides full-text access to over 1,500 scholarly journals in the social sciences, sciences, technology, and medicine.
		• Added *Scopus*, the largest abstract and citation database of research literature in all fields including the sciences, social sciences, arts, and humanities. *Scopus* covers over 19,000 titles from more than 5,000 international publishers, as part of Purdue Elsevier contract. The addition of *Scopus* augments the library's collection of over 100 scholarly, electronic databases.
		• Other selected new online resources include:
		  o *American History in Video* - Collection of videos for the study of American history; can be streamed over the Internet
		  o *American Song* - Collection of music from America's past and present; can be searched in the database and played online
		  o *ArtStor* - Digital library of more than one million images in the arts, architecture, humanities, and social sciences. Allows users to view, print, save, and download images.
		  o *Dictionary of Old English Web Corpus* - an online database consisting of at least one copy of every surviving Old English text; electronic reference for all scholars of Old and Middle English
		  o *Ethnographic Video Online* -Provides the largest, most comprehensive resource for the study of human culture and behavior; covers every region of the world and includes interviews, previously unreleased raw footage, field notes, study guides, and more.
		  o *Jazz Music Library* - Collection of streaming jazz available online
		  o *LibraryMusicSource.com* - Collection of Western Classical sheet music from over 35,000 works
		  o *Linguistics & Language Behavior Abstracts* - International coverage in linguistics and related disciplines. Abstracts for articles and reviews of books, book chapters and dissertations in 1,500 journals
		  o *Wiley Online Library* - Delivers the full text of over 1300 leading scientific, technical, medical, and professional journals and over 800 books.
		• Redesigned and streamlined library's online list of electronic databases and indexes using a new software platform
		• Transitioned library's online subject and course guides to new, interactive, guide format
			IPFW Goal 1

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #

Library Goal 1	**Action Priority**	**We will experiment with new technologies to develop new services and reach new users**
		• Launched Library Facebook and Twitter sites and maintained active presence with multiple daily postings. Number of "likes" increased by 150%
		• Launched searchable database *Guide to Characters in Plays* conceived and designed by IPFW librarian, Denise Buhr. Database created to serve the needs of Theatre students and faculty and has their enthusiastic support. Database is now also being used at Armstrong Atlantic State University in Savannah, GA.
		• All ISI librarians received grants of iPad2s and took part in the campus Project #mobileEDU started by VCAA to "Re-Imagine Undergraduate Education at IPFW." Librarians took lead in developing an online guide to iPad apps recommended by faculty.
		• Implemented mobile access to databases when offered by vendors
		• Two IPFW librarians serve on IU system-wide library committees for the development and launch of OLE, IU's new integrated library system that will replace current IUCAT
		   ○ **OLE Local Communications Team**, charged with gathering information and facilitating communication among the various project stakeholders and implementation working groups, created a blog to disseminate project updates and status reports and coordinated online show-and-tell for staff on the new discovery layer Blacklight.
		   ○ **IUCAT/OLE Discovery Layer Task Force, whose** major work this year involved intensive testing of the new Blacklight interface for IUCAT. This interface is the first significant change for users in 15 years and is scheduled to appear in Beta-format in the fall of 2012. It has required numerous tests and decisions on every level including Boolean searching, new non-Boolean features such as word-stemming, appearance of record content, icon choice and appearance, book jacket features and displays, basic and advanced search screens, and navigational features. Test results are being used to define and clarify how the Blacklight IUCAT is performing, what it could and could not do, and priorities for programmers to work on prior to the launch of the BETA.
		   ○ **Account Management and Authorization Subcommittee** to create a process that will allow users affiliated with multiple campuses to have easy off-campus access to subscription-based resources purchased by each campus, and to quickly access and use services that involve the user's library account, such as renewals, holds and ALF requests while avoiding multiple logins. It is important for IPFW to be represented on this committee because we are the only regional managed by Purdue University. One important conclusion was defined in the report submitted in November 2011: "that the UITS identity management group, and their counterparts at
			IPFW Goal 1

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		Fort Wayne and Purdue begin an institutional conversation in a more meaningful and significant way. Authentication issues need to be dealt with." These recommendations have been forwarded a new system-wide group through Identity Management in UITS (Bloomington IT) to discuss long term solutions, and to another group which will focus on temporary solutions in the interim.	
Library Goal 1		**Objective** **Develop and promote exceptional librarian-faculty partnerships that improve scholarly and creative accomplishments of students and faculty**	**IPFW Goal 1**
	Action Priority	**We will increase information literacy awareness** The academic program of the Library is information literacy. Based on the Association of College & Research Libraries (ACRL) Information Literacy Competency Standards for Higher Education the Library's goal for every information user—students, faculty, staff and community members--- is to foster the information literacy which will carry through college, the work place and daily life decisions. The components of information literacy will be integrated into all librarian classroom teaching, reference consultations, orientations and outreach. • In the redesign of the library's website the ACRL five information literacy proficiencies have been moved front and center on the homepage. Each of the five proficiencies is linked to a guide and worksheet for developing information literate research processes. • The VCAA began the fall 2010 semester with a challenge to faculty, librarians, deans, and academic administrators to envision new models of teaching, faculty work, curriculum requirements, course and instructional design, institutional organization, and enrollment management. Librarians drafted a response to AASCU's white paper, *Red Balloon and Re-Imagining Academic Librarianship*, adding the academic librarian perspective to the debate on the future of higher education in the United States. The librarians' white paper outlines the critical need for a program of information literacy integrated into the curriculum and the role of librarians in that effort. An article on the library's white paper has since been published in *Indiana Libraries*, vol. 31, no. 1, 2012.	

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		- Librarian on IPFW Senate General Education Subcommittee working on inclusion of information literacy components in Gen Ed required courses - Library Dean and librarians continue to actively pursue every opportunity to integrate information literacy concepts in the curriculum, orientations, FYE activities and any other outreach opportunity to students, faculty, and staff - Library Dean presented a report on information literacy studies and recommendations for higher education at VCAA meeting of Deans (AOC) - Office of VCAA added the Library to the Academic Program Review schedule with its first review to begin in 2012-2013 - Provided CELT workshop promoting information literacy as the centerpiece of lifelong learning	
Library Goal 1	**Priority**	**We will enhance and expand orientation and education regarding library services for students and faculty** - Librarians included in new weeklong Jump Start program for new faculty and revised one-day orientation for new faculty - Meet and greet with all Deans in the fall 2011 resulted in more opportunities for librarians to work with faculty both in teaching and scholarship - Developed new orientation for Warsaw students and faculty, Helmke@Warsaw - Librarians added as a component of the IPFW Collegiate Connection (CC) program and requested that the High School librarians be included as well. Librarians provided an IPFW CC orientation for High School Media Specialists, met with CC High School teachers and classes at South Side and Central Noble High School, and Bellmont High School's Early College Program, and IPFW librarians and High School Librarians were included for the first time in the paid one-day CC teachers summer workshop. - Maintained up-to-date information on library services in Student Handbook, Undergraduate and Graduate Bulletins, and Schedule of Classes - Completed first extensive redesign of library website infrastructure, content and layout in over ten years improving usability and access to information about the library and its resources	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		• Continued to provide orientation to library services for IPFW sponsored events such as SOAR, STARS, Library Welcome Tent, Collegiate Connection, Summer Bridge, Honors Seminar, Speeding Ticket to Graduation, International Student Orientation, Freshman Colloquium, Student housing Resident Advisors, Writing Center orientation for 100-level classes, FYE Learning Communities, and others. • Continue to seek new opportunities to provide orientations to library services, such as Military Student Services and Career Services. • Continue to meet with and provide training to instructors in the Writing Program.	
Library Goal 1	**Action Priority**	**We will partner with faculty to support teaching and integrate information literacy into the academic curriculum** The library's white paper *Red Balloon and Re-Imagining Academic Librarianship* called for an expanded role for academic librarians in teaching information literacy one-on-one and in collaboration with faculty. Suggestions included changing the pedagogy of information literacy from a set of skills to a process, using mobile technology to meet students where they are, embedding librarians as co-faculty in departments to sit on department committees and working with faculty as they integrate information literacy into the curriculum. • Business librarian began working with DSB Undergraduate Curriculum Committee to develop a curriculum-wide, information literacy plan. Phase one of the plan will be implemented fall 2012 • Three librarians awarded VCAA grants for the IPFW Project #mobileEDU initiative • Deans of Education and Public Policy, School of Business, Visual and Performing Arts, ETCS and Chairs of Departments of History and Political Science funded iPads for liaison librarians as part of the IPFW Project #mobileEDU. Librarians took an active part in working with faculty in experimenting with use of iPads in teaching and learning. • As part of IPFW's Project #mobileEDU, librarians created an online resource of faculty-recommended Apps for the iPad. • Librarian partnered with Dr. Buldt in teaching new course "Methods in the Humanities" Philosophy 10200. One of the goals of the course is "to teach research tools and methodologies in the humanities, focusing on skills necessary for primary texts and the formatting of scholarly texts." • Liaison librarian to Nursing department co-teaches graduate nursing informatics course and is working to develop an information literacy curriculum for the undergraduate courses.	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		• Librarian on IPFW Senate General Education Subcommittee working on inclusion of information literacy components in Gen Ed required courses • Librarians migrated and transformed all online course guides into a new format that encourages multi-media and social media interaction • CELT has included librarian contact information on recommended faculty syllabi templates • Librarians provided 168 librarian-led in-class instruction sessions (courses 200-level and above) to over 5,000 students.	
Library Goal 1	**Action Priority**	**We will collaborate with faculty on assessment and research to strengthen faculty and student achievement** **Assessment** • Head of Public Services is an active member of campus Assessment Council and a member of the Assessment of General Education Task Force. This Task Force works closely with the Gen Ed Subcommittee, Director of Gen Ed, and Director of Assessment to establish guidelines for development, implementation, and reviewing and interpretation of all assessment results of general education courses. • Library's new homepage places the five information literacy proficiencies in center of page. Each of the five proficiencies links to a guide and worksheet for developing information literate research concepts and processes. These guides are being tracked by Google Analytics. • Provided support for accreditation reviews in Engineering, Nursing Graduate Program, Theatre, and IUPUI Social Work program • Responded to requests for minor in Astronomy, Medieval Studies, and Professional and Applied Ethics, certificate in Information Systems, and LGBT Studies, and major in Early Childhood Education and EdD in Education. • Developed new Information Services statistical form that replaces a strictly quantitative measure with a qualitative analysis of interactions based upon the READ (Reference Effort Assessment Data) scale. READ is a six-point scale tool for recording vital supplemental qualitative statistics gathered when assisting users with their inquiries or research-related activities. The scale emphasizes recording the effort, skills, knowledge, techniques and tools utilized during an informational/reference transaction.	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		• Library Documentation Database for tracking library instruction sessions and information literacy proficiencies addressed in those sessions has been completed by ITS and will be tested in fall 2012 as a way to document the extent of information literacy teaching in for-credit courses. The library will also investigate tie to Banner to link information literacy and student performance. • Implemented Google Analytics for Subject and Course Guides which will provide some data on type and extent of use. • Librarians continue to identify methods and means to assess information literacy competencies and to work with faculty on development of an information literacy assessment plan. **Research** • Faculty comprise 12% of all librarian research consultations • Librarians provided information on research services, citation analysis, and publishing in Promotion and Tenure workshops for faculty • IPFW Educational Policy Committee presented to IPFW Senate "For Information Only" Senate Reference No. 11-23 "Protecting Your Intellectual Property" developed by Library dean. The Checklist helps faculty to understand their copyright and to work with publishers to retain control of their intellectual content. The Checklist has been adopted as a model for Virginia Henderson International Nursing Library and Cedarville University • CELT workshop presented by librarians, *Publishing in Scholarly Journals,* became a VCAA sponsored three-day Summer Writing Institute for faculty. Workshop reached maximum attendance and plans are to repeat similar workshop for faculty. • Invited to participate in College of Education and Public Policy faculty workshop on faculty scholarship	
Library Goal 1	**Action Priority**	**We will develop new tools to enhance reference and instructional services designed for the specific pedagogical needs of students and faculty** • Librarians migrated and transformed all online course guides into a new format that encourages multi-media and social media interaction • Librarian created new Business Resource Center to replace and enhance the old Business Resource Center Website. The new guide was designed based on actual DSB assignments and students and includes customized resource descriptions and instructions to help students make the best use of websites and library databases.	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		• Librarian began development of new Government Gateway using new library guide platform • The new location of the librarian research consulting area next to the Writing Center consultants has resulted in new and welcome joint consultations with students, librarians and writing center consultant. • Library's new homepage places the five ACRL information literacy proficiencies in center of library's new homepage. Each of the five proficiencies link to a guide and worksheet for developing information literacy concepts and processes.	
Library Goal 1	**Action Priority**	**We will develop programs especially targeted at the freshman and first year experience** With the absence of a required general education information literacy course or required information literacy component integrated into Gen Ed curriculum, librarians have targeted their efforts at outreach to as many freshman and FYE orientations, events, and classes as possible. • Librarians continue to provide orientations to library services for IPFW sponsored events such as SOAR, STARS, Library Welcome Tent, Speeding Ticket to Graduation, International Student Orientation, Freshman Colloquium, Collegiate Connection, FYE Learning Communities, Writing Center orientations for 100-level courses, Honors Seminar, Summer Bridge, Student Housing Resident Advisors, and others • A streamlined navigation on the Library's new website, mobile reference, IM chat, and use of social media such as Facebook and twitter are among the library's outreach efforts. • Librarians added as a component of the IPFW Collegiate Connection (CC) program and requested that the High School librarians be included as well. Librarians provided an IPFW CC Orientation for High School Media Specialists, met with CC High School teachers and classes at South Side and Central Noble High School, and Bellmont High School's Early College Program, and IPFW librarians and High School Librarians were included for the first time in the paid one-day orientation for CC teachers summer workshop. • Continue to meet with and provide training to instructors in the Writing Program.	**IPFW Goal 1**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 2	**Develop Quality of Place and Experience**	**Objective** **Create an inviting environment that empowers independent exploration, inspires a community of scholars, and promotes life-long learning**	**IPFW Goal 2**
Library Goal 2	**Action Priority**	**We will align the library's physical space with the University's academic program** The library has been working in collaboration with CASA and ITS since 2007 to develop a Learning Commons(LC) on the second floor of the library that supports learning and study outside the classroom. Fall 2011 phase one of the Learning Commons was successfully implemented. • LC student consultants hired and trained to staff LC Service Desk and to provide peer-to-peer assistance • Librarians, Writing Center Consultants, IT services consultants are providing services at one joint Learning Commons Service Desk • Learning Commons skybridge opened November 2011 and was immediately used by students studying in groups and alone, using the white boards and outlets to power up their mobile devices. Library gate count increased by over 50,000 over last year, primarily due to the Learning Commons • Established the Learning Commons Planning and Implementation Group for governance and decision-making and completed a Memorandum of Understanding that outlines the purpose and operations of the Learning Commons • Worked with URC over many months to develop branding and key LC messages • Have begun working on developing a joint information literacy program and assessment process for Learning Commons activities • Have met with Administration to plan Phase 2 implementation • LC has hosted a variety of academic programs and meetings for students and faculty such as Chapman Scholars presentations, Undergraduate History Conference, Lunch with a Historian, CASA Diversity workshops, Featured Faculty Lecture Series, Chapman Scholars Faculty Cohort meetings, Summer Writing Institute, iPad Cohort meetings, CELT brown bag lunch, SOTL meetings, and more are planned for next year.	**IPFW Goal 2**

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #

Library Goal 2	Action Priority	**We will foster an environment conducive to discovery**
		The library building was completed in 1972, 40 years ago, and is in critical need of infrastructure and interior design upgrades to accommodate the needs of students in the 21st century. A renovation program statement was completed in 2010 and a $13.5 million upgrade has been recommended for the library. In the meantime the library:
		
		• Requested funds in last year's annual report to remodel library first floor service desk to respond to changes in services and to replace mismatched, antiquated desk units Request not funded
		• Requested carpeting for third floor where most of the carpet has been removed and the carpet that remains is torn and presents a tripping hazard in some areas in last year's annual report. Request not funded
		• Requested network upgrade for library to support student computing needs. Wireless upgraded, but network upgrade not funded
		• Requested library server upgrades. Request not funded
		• Requested relocation of first floor student access computer workstations to second floor Learning Commons. Request not funded
		• Requested repair of leaks around windows on upper floors. Leaks cannot be stopped, but plaster will be painted.
		• Requested new furniture in public areas for use by students, faculty, and other users. Request not funded.
		• The library has worked with IPSGA to implement some upgrades and services desired by students
		    o Continued 24/7 library hours for dead week and finals week based upon student demand and IPSGA support
		    o Petitioned IPSGA to purchase iPads for loan to supplement Laptop checkout program and support faculty mobile technology initiatives. iPad program approved and iPads will be rented and loaned to students fall 2012
			IPFW Goal 2

Library Goal 2	Action Priority	**We will provide a variety of quality learning and study spaces** • Created and expanded quiet, open study spaces on library first floor • Created two schedulable group study rooms with student access workstation and white boards • Designated entire third floor as a quiet study zone • Implemented Phase 1 of the Learning Commons	IPFW Goal 2

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 2	Develop Quality of Place and Experience	**Objective** **Support the continuous improvement of library operations**	IPFW Goal 2
Library Goal 2	Action Priority	**We will promote IPFW library as a place that encourages personal and professional growth, is open to new ideas, provides opportunities to try new things, is caring, and recognizes staff for accomplishments** • Held half-day retreat with library staff and Professor Linda Hite as facilitator for development of library's 2012-2014 Strategic Plan • Held half-day inspiring staff retreat on "Leading from Where You Are" featuring Bob Abel, Faculty, IPFW Diversity of Organizational Leadership and Supervision and Director of the Applied Leadership Series • Received $1,000 from VCAA to supplement librarian travel fund • Created Coordinator for Emerging Technology position • Developed new Emerging Technology Grant program for library staff • Granted three research leaves for librarians • Library Dean worked with Deans and Departments to share purchase of iPads for five librarians who did not receive VCAA funded grants. This allowed all ISI librarians to be involved in the campus iPad Cohort Group. • Established bi-weekly brown bag lunch discussions leading up to the retreat to develop library's new strategic plan • Moved *Helmke Highlights* newsletter to a monthly and to an electronic newsletter format and highlighted staff accomplishments in each issue • Established ISI and IA meetings twice/month • Conducted first mid-tenure review under new library policies and procedures • Met regularly to develop IPFW librarian promotion and tenure standards and other documents in preparation for elimination of IU system-wide P & T process • Hired ISI tenure-track librarians to fill current open positions • Hired visiting librarian for departments of Anthropology, History, and Political Science and government information • Began Search and Screen process for librarian for departments of Anthropology, History, and Political Science and government information. Although the position was frozen in February 2012, the visiting position was granted for 2012-2013	IPFW Goal 2

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 2	Action Priority	**We will collaborate with other units to optimize availability of new technology** • All ISI librarians received grants either from the VCAA Project #mobileEDU or collaborative grants from Dean of the Library and the Deans of the School of Business, College of Education and Public Policy, College of Engineering, Computer Science and Technology, College of Visual and Performing Arts, and the Departments of History and Political Science. Librarians are active members of Cohort Groups I and II. Librarians developed a campus guide to Apps for the iPad and Emerging Technology Coordinator provides a monthly column for the library newsletter, Helmke Highlights, on recommended new apps. • In response to library request for new servers to support library technology, administration instead recommended migration of all LITS server operations to ITS while maintaining library control of server operations. Transition has been challenging and is still in progress. • Petitioned IPSGA to purchase iPads for loan to supplement Laptop checkout program and support faculty mobile technology initiatives. iPad program approved and iPads will be rented and loaned to students fall 2012 • Proposed to ITS and implemented mobile ITSC Pilot project that provided iPods to ITS student consultants who monitor several lab locations • Library collaborated with ITS to make its training classroom an open-access lab for student use when classes are not scheduled in the room. In return hardware was upgraded and can now accommodate video streaming and other multi-media uses. This adds an additional 24 workstations for students use to the existing campus labs.	IPFW Goal 2
Library Goal 2	Action Priority	**We will evaluate current services for efficiency and effectiveness; and reallocate library resources and staff to address changing priorities** • Conducted surveys and gathered data on use of group study rooms, laptop checkout program, and 24/7 library hours for dead and finals week. Survey and data information used to tweak services and make decisions • Appointed two new task forces to analyze IM software and online calendar needs and available software. Recommendations will be used to improve and enhance services • Received one-time additional part-time wages to hire librarian to complete transition of old online library course and subject guides to new online guide platform. This made it possible for all course and subject guides to be migrated in less than one year and gave librarians time to concentrate on enhancing content for the launch of the new website	IPFW Goal 2

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
		• Moved staff intranet to campus Vibe service. Vibe provides for cross-campus intra-departmental use and eliminates the need for LITS to manage and maintain additional software • In response to library request for new servers to support library technology, administration instead recommended migration of all LITS server operations to ITS while maintaining library control of server operations. Transition has been challenging and is still in process. • As a result of strategic planning process, a complete inventory of services for the purpose of streamlining and re-prioritizing and re-allocating resources was initiated. The inventory of services has been completed.	
Library Goal 3	Contribute to the Development of the Northeast Indiana Region, including the IPFW Community	**Objective** **Advance the quality of life in Fort Wayne and northeastern Indiana**	IPFW Goal 3
Library Goal 3	Action Priority	**We will increase collaboration with libraries across the state, the nation and the world** • Met with Manchester College School of Pharmacy faculty and librarian to establish collaborations for this new program • Met with University of Saint Francis library director and librarians to advise on Learning Commons operations • Serve as regional library representative to IU Libraries' OLE project • IPFW library database *Guide to Characters in Plays* adopted by Armstrong Atlantic State University in Savannah, GA • IPFW *Author Checklist for Reviewing Publisher Copyright Agreements* adopted as a model for Virginia Henderson International Nursing Library and Cedarville University • IPFW, digital collection, Notes-A Collection of Sheet Music and Music Scores will be added to the online Sheet Music Consortium which makes materials available to a world-wide audience. • IPFW library Dean asked to be outside reviewer for Dean of Indiana State University Library and Director of Purdue University Copyright Office • Library Dean elected as chair of the Academic Libraries of Indiana Open Access Subcommittee charged with developing an endorsement statement on Open Access for all academic libraries of Indiana.	IPFW Goal 3

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 3	Action Priority	**We will increase collaboration with IPFW and established community partners** • Hosted FAME Exhibition • Taught information literacy classes for the Northeast Area Health Education Cooperative MedPower program to help increase pre-med placement scores of local students. • Provided library space to Northeast Indiana Diversity Library (NIDL) • Participant in Ontulili Learning Resource Center project • Worked with VCAA on a plan to re-invigorate the University Archives. Consultant hired to review status of Archives, report and recommendations sent to VCAA and Chancellor • Office of Executive Director for Major Scholarships and Chapman Scholars Program moved to the Library • Hosted Chapman Scholars presentations in collaboration with the Executive Director for Major Scholarships and Chapman Scholars Program • Hosted Featured Faculty Lecture Series in collaboration with University Relations • Hosted Undergraduate History Conference in collaboration with the Department of History • Hosted Lunch with an Historian in collaboration with the Department of History • Hosted SI classes in collaboration with CASA • Hosted CASA In-Service Training • The library has two member appointments to the IPFW 50th Anniversary Celebration Committee and received $2,000 grant to plan an event • Collaborated with Student Affairs to provide Coffee-Study break during finals week • Collaborated with IPSGA to provide supplies for students using the Learning Commons and library student-access labs • Collaborated with IPSGA to keep library open 24/7 during dead and finals weeks • Presented grant proposal to IPSGA for an iPads checkout program. Proposal revised to include rentals and loans of iPads and approved for funding. iPads will be available fall 2012 • Participated in APSCA Auction, Health Fair, Big Event, and Easter Baskets • Hosted three-day Summer Writing Workshop in collaboration with CELT and the Office of the VCAA • Asked to host COAS UC2 Remnant Trust exhibit for two years beginning fall 2012	IPFW Goal 3

Section C.1. Last Year's Department School/ College Goals	Description of Goal	List of 2011-12 Activities and Accomplishments supporting Strategic Goals	Strategic Plan Goal #
Library Goal 3	Action Priority	**We will collect, highlight and develop information resources about IPFW and northeast Indiana** While the management of the University Archives has been assigned to the library, it is still a function of the Office of the Chancellor and relies upon that office for financial support. In anticipation of the impending IPFW 50th anniversary, a study group, chaired by the VCAA, was formed to prepare a report on the status and needs of the University Archives and make recommendations to the Chancellor. • A proposed plan for re-invigorating the University Archives was prepared and presented to the Chancellor • A consultant was hired to review the IPFW University Archives and make recommendations for its future. The completed report, *Convergence and Opportunities: Assessment and Recommendations for the Indiana University-Purdue Fort Wayne University Archives* and was presented to the chancellor • VCAA funded the move of the University Archives from Ginsberg warehouse to the library basement and funded the purchase of archival boxes, folders and sleeves • University Archives website has been moved to the IPFW homepage "About > History" site • Librarian serving as interim archivist is an active and vital participant in the campus 50th Anniversary Planning Committee	IPFW Goal 3

Section C.2. Notable Faculty/Staff Accomplishments		List of 2011-12 Notable Faculty/Staff Accomplishments (not listed in section C.1.) [Selected items – not full lists – Full lists of publications/presentations to be recorded in OPUS] [Please include sufficient detail to support citation of the accomplishment, honor, or award]
		Tiff Adkins awarded funding ($600) from the Dean of the College of Education and Public Policy and Dean of Helmke Library for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2
		Susan Anderson awarded one of VCAA-sponsored grants for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2 ($600)
		Brandon Bowen was selected as one of the first class of the Indiana Librarians Leadership Development Institute.
		Brandon Bowen awarded funding ($600) from the Departments of History and Political Science and Dean of Helmke Library for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2
		Denise Buhr's play, *Last Stop Before Home,* placed 5th in the 3rd Annual Northeast Indiana Playwright's Festival
		Denise Buhr awarded an IPFW Helmke Library Research Leave for one month
		Denise Buhr awarded $500 Supplemental Travel Grant to attend the Mid-America Theatre Conference
		Denise Buhr awarded funding ($600) from the Dean of the College of Visual and Performing Arts and Dean of Helmke Library for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2
		Denise Buhr awarded an IPFW 50th Anniversary Celebration Grant of $2,000 to develop an anniversary event
		Margit Codispoti awarded a IPFW Helmke Library Research Leave for two weeks to complete revisions to her Master's Thesis

Section C.2. Notable Faculty/Staff Accomplishments		List of 2011-12 Notable Faculty/Staff Accomplishments (not listed in section C.1.) [Selected items – not full lists – Full lists of publications/presentations to be recorded in OPUS] [Please include sufficient detail to support citation of the accomplishment, honor, or award]
		Shannon Johnson only librarian to apply for and receive a grant from the first Project #mobileEDU Cohort 1. Grant included iPad2 and accessories valued at approximately $600
		Shannon Johnson awarded $600 to attend American Library Association midwinter and annual conferences
		Florence Mugambi and Shannon Johnson's Poster Session, "Establishing a Community Library in Ontulili Village, Kenya,".presented at the Indiana Library Federation Annual Conference. Fort Wayne, Indiana. November, 2011 won second place
		Florence Mugambi awarded a IPFW Helmke Library Research Leave for 1 month to conduct research in Kenya
		Florence Mugambi awarded $300 Supplemental Travel Grant to attend American Library Association Conference in Anaheim, California
		Florence Mugambi awarded funding ($600) from the Dean of ETCS and Dean of Helmke Library for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2
		Beth Overhauser awarded $600 to attend American Library Association annual conference
		Beth Overhauser awarded funding ($600) from the Dean of the School of Business and Dean of Helmke Library for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2
		Susan Skekloff awarded one of VCAA-sponsored grants for the purchase of an Apple iPad 2 and accessories and admission to IPFW Project #mobileEDU Cohort 2

Section C.4. Notable Faculty/ Staff Community Service		List of 2011-12 Notable Faculty/Staff Community Service [Excludes Community Engagement activities recorded in Community Engagement Data Base]
		Susan Anderson serves as volunteer liaison to international exchange students as part of the AFS Intercultural Programs, Inc.-USA
		Denise Buhr serves as Board Member for Sophia's Portico
		Denise Buhr serves as Playwright in Residence for Primrose Theater Project
		Shannon Johnson serves as University Scouting Instructor for the Boy Scouts of Anthony Wayne Council. She teaches Scout Leaders how to perform basic science experiments using household products
		Shannon Johnson serves as Trainer and Facilitator for the Girl Scouts of Northern Indiana Michiana. She drafted new "Older Girl Basics" training documentation and promotes community knowledge of and interest in "Older Girl Scouting"
		Shannon Johnson is serving as archivist for the four Girl Scout legacy councils of Indiana-Michiana
		Shannon Johnson served as instructor for the Northeast Area Health Education Cooperative MedPower Program that is designed to help increase pre-med placement scores of local students in the area of critical thinking and to improve information literacy skills
		Florence Mugambi is founder and project coordinator for the Ontulili Literacy and Resource Center, a literacy initiative to build and equip a community library in the Ontulili community of Meru in Kenya. Shannon Johnson and Christine Smith also serve on the board

Section C.5. Diversity Initiatives		**List of 2011-12 Diversity Initiatives/Activities** **[To be refined based on Diversity Council instructions]**
		Librarian Florence Mugambi and library staff member Deb Kelley entered a library booth in the Diversity Showcase
		The library consistently hires a diverse student workforce
		The library hosted and students attended the CASA workshop on Diversity in the Workplace
		Florence Mugambi is a member and hosts the African Faculty Research Forum at IPFW
		Florence Mugambi provides library orientation in fall and spring for international students

	Program Review Action Plan Update [Please include update on the progress of implementing your action plan developed in response to the last program review evaluation]	NOT APPLICABLE
Section D. Action Plan implementation	Description of Action Plan Recommendation	Summarize the progress on implementing recommendation.
	1.	
	2.	
	3.	
		<< Copy and insert rows as needed>>

		University Strategic Goals 1. Foster Learning and Create Knowledge 2. Develop Quality of Place and Experience 3. Contribute to the Development of the Northeast Indiana Region

Section E. Department/ School/ College Goals for Next Year	Description of Goal	List of Next Year's Department/School/College Goals	Strategic Plan Goal #
Library Goal 1	Foster Learning and Create Knowledge	**Provide effective, user-centered information services delivered when and where they are needed.** • Maintain *Opus* as IPFW's premier repository for faculty research and creative activities • Continue to maintain in process and ongoing mDON collections • Become known as "the place to go when you need to know" • Participate in OLE development and implementation, IU's new integrated library system • Continue to expand and develop resources and services available in-person and electronically • Evaluate current services for efficiency and effectiveness; propose changes as appropriate **Develop and promote exceptional librarian-faculty partnerships that improve scholarly and creative accomplishments of students and faculty.** • Librarians recognized, respected, and appreciated as a teaching and learning unit of the university • Information literacy recognized as the library's academic program and a core component of all courses/programs • The Information Assistants collaborate with librarians to develop procedures to collect class assignments • Explore and pilot innovative arrangements that integrate liaison librarians in the academic work of their departments • Conduct Library Academic Program Review • Develop information literacy assessment plan	**IPFW Goal 1**

Section E. Department/ School/ College Goals for Next Year	Description of Goal	List of Next Year's Department/School/College Goals	Strategic Plan Goal #
Library Goal 2	**Develop Quality of Place and Experience**	**Create an inviting environment that empowers independent exploration, inspires a community of scholars and promotes life-long learning.** • Develop services that are relevant to university's academic goals to promote student academic success • Target green, high-tech, virtual, collaborative innovations • Continue to develop the Learning Commons as the most significant academic space outside the classroom • Determine primary needs of international students and faculty and explore ways to meet those needs **Support the continuous improvement of library operations**. • Continue to work toward an attractive, remodeled facility that is environmentally pleasing and functional for staff and patrons • Continue to educate faculty and administration of the cost of scholarly resources and the associated library budget issues • Promote IPFW library as a place that encourages personal and professional growth, is open to new ideas, provides opportunities to try new things, is caring and recognizes staff for accomplishments • Evaluate current services for efficiency and effectiveness; propose changes as appropriate • Reallocate library resources and staff to address changing priorities • Continue communication within the library that is open, direct, and positive • Prepare Value of Academic Libraries report for Senate Library Subcommittee • Complete revision of P & T Standards and send forward to IPFW Senate to replace SD 05-12 • Hire ISI tenure-track librarian to fill current visiting position	**IPFW Goal 2**

Section E. Department/ School/ College Goals for Next Year	Description of Goal	List of Next Year's Department/School/College Goals	Strategic Plan Goal #
Library Goal 3	**Contribute to the Development of the Northeast Indiana Region,** *including IPFW community*	**Advance the quality of life in Fort Wayne and northeastern Indiana.** • Establish Helmke Library as an information conduit and nucleus of collaboration that radically impacts IPFW, Fort Wayne community, Northeast Indiana, and the world • Strive to be the best academic library in Northeast Indiana • Raise the profile of the IPFW library through quality public relations and programming • Participate in collaborative projects with IPFW units and departments as appropriate • Participate in collaborative partnerships in the northeast Indiana area as appropriate • Participate in statewide collaborative projects as appropriate	**IPFW Goal 3**

Section F. Resource Requests	Category	Item (List in priority order)	Cost and Sources of Funds	Rationale
	1. New Position Requests	Information Assistant, Service Desk	$25,000 – new funding	Information Assistants at the Service Desk answer all tier one questions in-person, phone, email and IM in addition to working on DDS, electronic reserve, and circulation issues. They also serve as backup for the Learning Commons Service area. Current staff cannot keep up with demand.
		(Unfreeze current Information Services and Instruction librarian position)	Frozen tenure-track position line	Position currently filled by visiting librarian, need to restore tenure-track position to provide quality services that supports academic success of students and faculty
	2. Equipment Requests			
	3. Space/Remodeling Requests	Library renovation	$13.5 million – new funding	IPFW Physical Plant has submitted a capital request to Purdue to renovate the library, especially its infrastructure – HVAC, electrical, plumbing, etc.

Section F. Resource Requests	Category	Item (List in priority order)	Cost and Sources of Funds	Rationale
		Relocate Technical Services to space on fourth floor that will need to be renovated for this purpose	New funding	Technical Services is located on the 2nd floor in space needed by the Learning Commons for Studio M, teaching-learning classroom, Honors, etc.
		Remodel/renovate library first floor	$105,000 (2005 estimate from Design Collaborative) New funding	In 2005, the University hired Design Collaborative to provide a redesign of the library's first floor service area. This project was put on hold because the Student Services and Library complex then in the planning stage was to include an addition and renovation of the Helmke Library. The addition and renovation was eliminated from the SSC project. While the whole library needs renovation (campus estimate $13.5 million) the first floor is in most need of remodeling primarily to respond to changes in service needs
		Install new carpeting on all floors, but especially 3rd floor	New funding	The carpet had been removed from about 1/3 of the third floor and is now reduced to plain concrete. The rest of the 1972 carpet on all floors is in very poor condition
		Purchase new tables and chairs to replace 1972 furniture on first, third and fourth floors and in second floor Learning Commons	New funding	1972 furniture is dated. Tables are unsteady and not mobile, chairs are uncomfortable for people to study and work

Section F. Resource Requests	Category	Item (List in priority order)	Cost and Sources of Funds	Rationale
	4. Other new funding requests, including lab materials, S&E, etc.	Relocate first floor student access computer workstations to Learning Commons	$30,000 (quote received from Mike Mourey, ITS, spring 2011) New funding	There are only 4 student-access computers in the LC. First floor student-access computers are needed on the second floor where Learning Commons consultants are available for assistance.
		Upgrade library's network	New funding	Library network is out-of-date