



## DEWITT WALLACE LIBRARY

### MACALESTER COLLEGE

BIENNIAL REPORT 2007 - 2009



# Celebrating our Connections



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# Only Connect

## WORDS FROM THE DIRECTOR

“Only Connect” is the theme of our annual report this year. Many will recognize the words from E.M. Forster’s book, *Howard’s End*. The words are also taken and used as the title of a well-known essay written by William Cronon in 1998 that discusses what it means to be a “liberally educated” person. In his essay, he states:

“More than anything else, being an educated person means being able to see connections that allow one to make sense of the world and act within it in creative ways. Every one of the qualities I have described here--listening, reading, talking, writing, puzzle solving, truth seeking, seeing through other people’s eyes, leading, working in a community—is finally about connecting.”<sup>1</sup>

These same qualities describe activities that are central to the learning that takes place in the library. In supporting all the activities including “puzzle solving” and “truth seeking,” we connect the community to resources and people that further the education process. In both our physical and our electronic environment, finding new ways to make connections is a major theme of our work that is reflected in this report on activities for the past two years.

One of our new connections this past year was adding a 24/7 electronic question service through our participation in the AskMN program. The service is supported by an international network of librarians who provide assistance to patrons who can be located anywhere in the world. Our students studying abroad can find assistance at a time of day that is convenient to them, even if they are not connecting to one of our own librarians directly. The service connects students, faculty, and staff who may be traveling abroad or doing research at late hours to obtain support when they need it and are not limited to the hours we are open and available.

The library continues its transition to providing many of its resources in electronic form. Our reference collection is becoming more virtual than physical. We have over 175 electronic databases, access to more than 35,000 electronic journals, and more than 40,000 electronic books. Our website continues to improve, and we continue to seek ways to develop an innovative solution for helping to develop a single search that would connect our patrons with our resources. Our implementation last year of Macalester WorldCat was an intentional decision to help improve the connections to the wide range of resources that we have access to, and to help break down the silos that exist for content that we produce and manage. This includes our expanding digital collections for both images as well as our digital publications found in the DigitalCommons.

While our electronic collections continue to grow, we strive to continue to make the personal connections that help contribute to improving the student experience on campus. A librarian reported that a recent student tour guide in speaking about the library stated: “they [library staff] are very committed to what they do.” I have mentioned in other places that I feel fortunate to work with a group of talented individuals who embrace change, are willing to explore new solutions, take risks, and be innovative in finding solutions. We continually strive to find ways to make personal connections whether by chat or in person. In 2008, we implemented a new program for orientation to introduce first year students and their parents to their “personal librarian.” In an effort to keep

1. [“Only Connect...” William Cronon. *The American Scholar*, Autumn 1998, vo. 67, issue 4 p. 73]

connections going after the initial library session in the first year seminars, we created another new service. Our personal consultation service helps meet a growing need to assist students with the myriad of choices they have for research resources. Our one-on-one personal consultation service offers students an opportunity to meet with a librarian to discuss their research projects and get focused attention and assistance. This program has been highly successful thanks to the creative outreach of our reference and instruction librarians.

We're also using the social networking tools available to us to reach out and make new connections. The library has expanded into Facebook to create another means of connecting to our users. For the past two years, an online game has been produced to introduce incoming new students to the resources and services we have to offer. Through a variety of social networking tools, we have found new ways to introduce new students to our services, while keeping the community informed of ongoing events.

Lastly, I'd like to address another quality of a liberally educated person, the ability of "seeing through other people's eyes." In 2007, the library formed a Diversity Group and began working with Tommy Woon, Dean of Multicultural Life, to develop a diversity plan for the library. I believe our library collection is already diverse and represents all viewpoints, even those with which we may not necessarily agree. The hallmark of a good academic collection is to have a broad range of materials that both inform and provoke. However, our diversity plan is focused on helping us create a library that will connect to all users as well as be a space and place that celebrates diversity in a variety of ways. We hope we are creating a place that our community members can find a piece of themselves in, whether they walk through our doors or find us on the web. We want them to feel fully connected and by connecting continue the process of becoming liberally educated and we hope we are ultimately contributing to their ability to "make sense of the world."

As always, I'm very pleased with the work that has been done by everyone in the library and media services. I hope you will take the time to review the progress we've made, and if you have an opportunity, share with others you think would be interested in knowing more about the work we are doing. If you have comments, suggestions, or questions, please do feel free to contact me. We hope that you too will "*only connect*" through the services we have to offer in the library and media services.

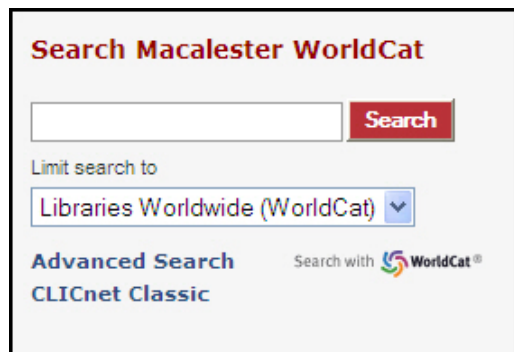
Terri Fishel  
Library Director



# Community Connections

## MACALESTER IMPLEMENTS WORLD CAT DISCOVERY TOOL

In fall 2008, the DeWitt Wallace Library became the first liberal arts college in the country to implement WorldCat Local. This discovery tool allows users to select and obtain research resources from around the world. Worldcat features a simple, Google-like interface and easy connections to full text and interlibrary loan options. Materials owned by Macalester are listed first, followed by the world's resources.



Faculty and students are enthusiastic about Macalester WorldCat. Library staff have noticed an increase in use of local holdings since Macalester WorldCat's implementation.

“We think that because our holdings are displayed first in WorldCat Local,” says Associate Director Angi Faiks, “people are finding and using our materials more often.”

Library Director Terri Fishel noted, “our student circulation increased by 5%, but faculty circulation increased by 29%. That's a huge increase.”

Because of the expanded access to collection via WCL, interlibrary loan (ILL) request volume from Macalester patrons increased by 26%, from 30,522 requests processed in 2007-08 to 42,432 requests in 2008-09. ILL staff handled an average workload of 116 loan requests per day.

For more information, see LMW News, Fall 2008.

*“Wow.*

*This is terrific!*

*Makes my job much easier--and gives me faster access to more knowledge, and an easier way to distribute it to students.*

*Thanks.”*

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**- Clay Steinman**

*Humanities and Media and Cultural Studies*

## TEACHING WITH TECHNOLOGY

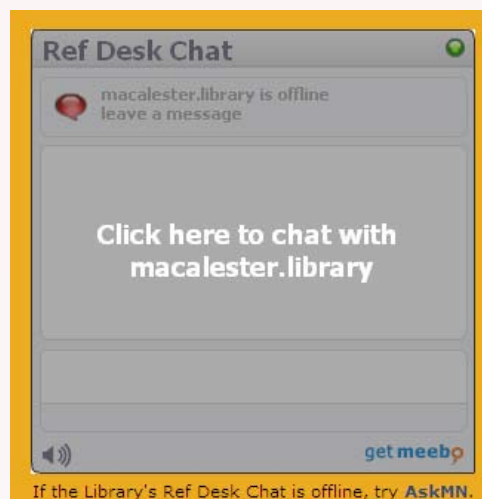
Library staff and Academic Information Associates received high marks from English Professor Terry Krier for helping her use existing campus technology and online resources to enhance her class content. Professor Krier used ARTstor and Moodle to organize and share course-related images with her students. The process was highly collaborative, and Terry was extremely pleased with the results.



Read more about teaching with technology in LMW News, Fall 2008.

## REFERENCE CHAT

Reference staff made improvements to the library's existing chat features that significantly increased their ability to offer users instant online reference services. Through the incorporation of a Meebo widget, the library eliminated any user sign-in requirements. During the 2008 fall semester, trained student reference staff were available via chat from 8 a.m. to midnight each day to help patrons find answers or refer them to reference professionals. In January of 2009, the library joined the AskMN and QuestionPoint cooperatives, giving the Macalester community additional chat coverage 24 hours a day, 7 days a week. In return, Macalester reference librarians staff the 24/7 chat service 3 hours a week, helping patrons from around the world.



## FACULTY SURVEY

In December 2007, we conducted a short, three question survey of faculty to measure how the library contributed to faculty scholarship. This survey was done in cooperation with the Center for Scholarship and Teaching. The main question was:

*During 2007 did you produce a publication (article, book, chapter, book review, conference proceeding, etc.) or creative work, or prepare for a performance, art exhibit, or any related scholarly activity?*

We received 76 responses, and 71 replied yes. Of those 71, more than 40 responded that the library contributed in one of several ways: we owned the journal or book, or we provided access through a specific database, or else we acquired the article or book through interlibrary loan. As a means of measuring how we contribute, we felt this small, but representative sample helped confirm that the library does support faculty research and scholarship. A final question asked if faculty negotiated with their publisher to retain their rights as an author. We had four who responded "yes" and we generated interest from other faculty to work with them to negotiate and retain their author rights for pending publications.

Community

# Community Connections

## LIBRARY WELCOMES NEW STUDENTS

### FIRST YEARS SOLVE DEWITT CODE

The library took advantage of the popularity of online gaming by offering first year students an opportunity to be introduced to basic library services and resources through an online murder/mystery “game” which they could play during the summer before their arrival on campus. *The DeWitt Code* was a cross between the old-fashioned CLUE board game and the more recent *The Da Vinci Code* and Harry Potter books.

The game’s creators incorporated many typical gaming concepts into *The DeWitt Code*. Students were able to create personal profiles, access a page where they could track their progress and the progress of other players, interact and collaborate with other students while playing the game, and create game “pieces” that earned points and could be used later in the game. Approximately 175 first year students participated in the first year of *The DeWitt Code* in 2007.



### ROOT BEER, RACES, RESOURCES

During welcome week, library staff expanded its activities to include parents and siblings of first years.

On move-in day, Library and Information Technology Services staff teamed to provide computer set-up, registration, and help on the the lower level of the library. Students, parents and siblings were invited to meet library departmental liaisons, participate in the Tour DeWitt—a remote control car race through the library’s reference and periodicals stacks—and enjoy root beer floats.

## OPEN ACCESS DAY

On October 14, 2008, DeWitt Wallace Library staff joined over 100 institutions in more than 20 countries in celebrating the first Open Access Day. The purpose of the day was to broaden public awareness and understanding of the principle that publicly funded research should be freely accessible online. The library hosted a keynote speaker and a panel discussion on textbook prices.



Learn more about the Open Access movement at <http://openaccessday.org/>

## “WASTE LESS” WEDNESDAY

On a Wednesday in late February 2009, the library shut down access to all public and staff printers for 8.5 hours. Library staff and Macalester’s Sustainability Office co-sponsored the event, dubbed “Waste Less” Wednesday, to call attention to the amount of printing that is done just in the library. The event was one of several campus activities supporting the Minnesota Campus Energy Challenge and was a featured campus initiative for Recyclomania 2009.

During the day, library and ITS staff provided guidelines on how to use electronic options for classroom and personal study needs in lieu of printing. Library Director Terri Fishel and campus Sustainability Manager Suzanne Savanick Hansen also hosted community members in a lunchtime discussion of ways to encourage sustainable printing practices across campus.



The library’s sustainability team plans to build on the success of “Waste Less” Wednesday to promote sustainability within our facility and across campus.

## NEW SPACES FROM OLD

The library’s second floor Bibliographic Instruction Room received a new look and a new name in spring 2008. Ergonomic Steelcase Cachet chairs replaced the room’s well-used task and stack chairs from the late 1990’s. Flexible mobile tables with built-in power and locking casters took the place of more traditional training tables.

In addition, new Macintosh computers that can run on both Mac and PC platforms replaced the older single platform instruction computers. The change was the first physical implementation of library staff’s ongoing goal to create flexible and inviting spaces for teaching, discussion and project preparation throughout the building. The room’s simpler, fresher new name? Library Instruction Room.



Community

# Academic Connections

## DIGITAL INITIATIVES

The DeWitt Wallace Library digital collections provide access to the scholarly and creative works produced by Macalester students, faculty and staff, including student artwork, photography, and oral histories of men and women who have played notable roles in the college's history and academic works. Recent projects and pilots have enabled us to increase our resources for users at both the public and institutional levels.

*"The Digital Commons is an outstanding aid to my teaching. Not only is this form of publication something to which students can and do aspire, but I also assign past student papers as standard readings on my syllabus, all of which is made easy with the Digital Commons."*

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**Paul Dosh**  
*Political Science*

*"This is an important way of sharing your insights with the broader scholarly community (and it is another way of giving back - and moving away from a model of extractive research). I really hope you will share your honors thesis in this format - in addition to the traditional paper copy."*

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**Bill Moseley**  
*Geography*



**Photo: Alison Sommer**  
**Reprinted with permission**

**Macalester's Institutional Repository, [Digital Commons @ Macalester](#)**, provides open access to high quality works produced by Macalester students, faculty, and staff, online, free of charge, and free of most copyright restrictions. It contains over 1000 documents, which were downloaded 31,285 times from June 1, 2007 to May 31, 2008, and 52,028 times from June 1, 2008 to May 31, 2009. These documents include student Honors Projects, Library Technology Conference presentations, text of Oral History interviews, and 12 journals produced by various academic departments, as well as the Institute for Global Citizenship. In 2008-2009, [DigitalCommons@Macalester.edu](#) [ranked](#) 273<sup>rd</sup> of all global institutional repositories, and was the top ranking institutional repository of all liberal arts colleges.

In April 2008, Library and Media Services launched **Macalester Views**, an online collection of digital images captured by Macalester community members from around the globe. Macalester students, faculty, and staff were invited to submit up to ten digital images taken during their off-campus study or work experience. Descriptive and reflective text accompanied the images, facilitating their discovery and use by a wide audience.



**The journal Macalester Abroad: Research and Writing from Study Away** was developed in late August 2008 to recognize and share with the world some of the original and high-quality research Macalester students accomplish on their study-away programs. The Editor-in-Chief is Paul Nelson, Study Abroad Coordinator at Macalester College. Seven articles have been published in the journal and downloaded over 1990 times.

Library and Media Services continue to assist and support the Art Department in its goal to **digitize and catalog over 30,000 art images** for instructional use. In this project, begun in summer, 2007, Library staff coordinate communication and technical information for the Art Department, Information Technology Services, and Cooperating Libraries in Consortium (CLIC) as they prepare images for inclusion in CONTENTdm, our digital media database. Historical images from the Archives and sound and video files of our oral histories are also in the process of being added to the database.

Macalester library staff began using **Selected Works** in November 2007, to showcase faculty research. SelectedWorks is a web-based service that enables us to provide faculty with clean, elegantly designed scholarly publication pages, which can be easily updated and maintained. On these pages reside faculty curriculum vitae information, as well as citations to recent articles, contributions to books, and other scholarly works by faculty.

**Macalester's Oral History Project** began as a pilot project in January 2007. The collection offers rich and varied perspectives on the history of Macalester from retired faculty, newly tenured faculty, alumni, former administrators including 2 past presidents, past board chairs, and staff. The pilot project has grown to a permanent collection that includes over 60 taped interviews. Users are able to view transcripts of the interviews via the library's [Digital Commons](#) and listen to audio interviews through the library's [Oral History Project](#). Project coordinators continue to gather histories and are currently working to share video files online.

*"You have, it seems to me, assembled a truly remarkable and illuminating oral history archive that can support any number of projects helpful to the College."*

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**Jim Stewart**  
*Faculty Emeritus  
History*



# Academic Connections

## CONNECTING WITH OUR ACADEMIC COMMUNITY: ASSESSMENT

Our librarians spend a great deal of time and effort developing library instruction sessions. How do we know if our students are learning as a result of these sessions? The library participated in two assessment programs in an attempt to answer that question.

During fall semester 2008, we joined twenty libraries from the Oberlin group of colleges to form the Liberal Arts Information Literacy consortium. The consortium submitted 10 information fluency questions developed by the Association of College and Research Libraries to The National Assessment of Student Engagement (NSSE) for inclusion in future assessments. The NSSE is administered every 3 years in the spring to first year students and seniors. The results will give us data to help improve programs, and to share with faculty in collaborative efforts to enhance student learning.

The Research Practices Survey (RPS) is an information fluency assessment tool developed by a group of faculty, institutional research staff and librarians at several liberal arts colleges. The Macalester Assessment Steering Committee selected this tool to administer to 1/3 of the incoming students on “Assessment Day” during orientation in fall 2008 and again at the end of spring semester 2009. The results of the survey reinforce perceptions of incoming students’ information fluency skills. The students are very confident of their ability to find information,



but their experience and knowledge do not always match their perceptions. Instruction librarians, Academic Information Associates, and Faculty teaching in the first year seminar program will use these results to inform their plans for first year seminar library instruction sessions.

For more information about NSSE, see <http://nsse.iub.edu/html/about.cfm>

## LIBRARY TECHNOLOGY CONFERENCE DRAWS A CROWD

Library, Media and Web Services staff teamed with staff from several regional public and private libraries to create and host the Library Technology Conference on the Macalester campus in May 2008 and March 2009. The conference attracted over 250 participants from 5 states in its first year and grew to nearly 350 attendees in 2009. The conference provides an opportunity for participants to discuss the technologies that are affecting library services, see examples of what libraries are doing with these technologies, and learn specific skills or knowledge that can be taken back and adapted for use in their own libraries.



For more information, see Library Technology Conference 2010.

**Photo: Alan Levine. Reprinted with permission.**



# How Mac Stacks Up

## SELECTED OBERLIN CONSORTIUM STATISTICS

INSTITUTIONAL DATA	2008-2009		
	MAC	AVERAGE	MEDIAN
ENDOWMENT (IN MILLIONS)	\$548.6	\$441	\$286
TOTAL FALL FTE ENROLLMENT	1891	2146	1985
FALL FTE FACULTY	184.3	201	190
TOTAL FTE LIBRARY STAFF	18.4	25	24
STUDENTS PER LIBRARY STAFF	102.77	92	89
	USAGE COMPARISON		
	2008-2009		
	MAC	AVERAGE	MEDIAN
CIRCULATION BY STUDENTS	44,449	44,666	38,134
STUDENTS PER LIBRARY STAFF	102.77	92	89
TOTAL ILL SUPPLIED	23,401	9,533	8,029
TOTAL ILL RECEIVED	19,031	9,348	7,532
AVERAGE WEEKLY BUILDING USE	10,685	9,862	9,130
TOTAL GROUP INSTRUCTION	169	134	125
ACQUISITION FUNDS PER STUDENT	\$685	\$668	\$606
COLLECTION SIZE (VOLUMES)	434,215	601,206	530,025

Macalester ranked well above average in several key areas in user services offered during the 2008-2009 academic year.

## STATISTICAL COMPARISON WITH SELECTED OBERLIN INSTITUTIONS FOR ACADEMIC YEAR 2008-2009

Statistical Comparison with selected Oberlin Institutions for academic year 2008-09  
DeWitt Wallace Library, Macalester College

### CIRCULATION BY STUDENT

Davidson	71,508
<b>Macalester</b>	<b>44,449</b>
Reed	41,729
Kenyon	40,211
Oberlin Median	36,691
Grinnell	33,764
Carleton	31,438
Bowdoin	27,697

### AVERAGE WEEKLY BUILDING USE

Reed	10,798
<b>Macalester</b>	<b>10,685</b>
Carleton	9,665
Kenyon	9,363
Oberlin Median	9,206
Davidson	8,111
Grinnell	4,516
Bowdoin	NA

### HOURS OPEN PER WEEK

Reed	120.5
Kenyon	118
Carleton	116
Bowdoin	109.5
Grinnell	109
Oberlin Median	109
Davidson	107
<b>Macalester</b>	<b>104</b>

### STUDENTS PER LIBRARY STAFF

<b>Macalester</b>	<b>103</b>
Oberlin Median	90
Davidson	75
Carleton	72
Grinnell	71
Kenyon	65
Reed	60
Bowdoin	51

### TOTAL GROUP INSTRUCTION

Davidson	198
<b>Macalester</b>	<b>169</b>
Carleton	155
Bowdoin	136
Reed	125
Oberlin Median	125
Grinnell	87
Kenyon	86

### TOTAL FTE ENROLLMENT

Oberlin median	2009
Carleton	1975
<b>Macalester</b>	<b>1891</b>
Bowdoin	1720
Davidson	1668
Grinnell	1657
Kenyon	1639
Reed	1428

### TOTAL ILL RECEIVED

Carleton	22,198
Reed	22,016
<b>Macalester</b>	<b>19,031</b>
Davidson	17,450
Bowdoin	17,250
Grinnell	9,558
Oberlin Median	6,845
Kenyon	743

### TOTAL ILL SUPPLIED

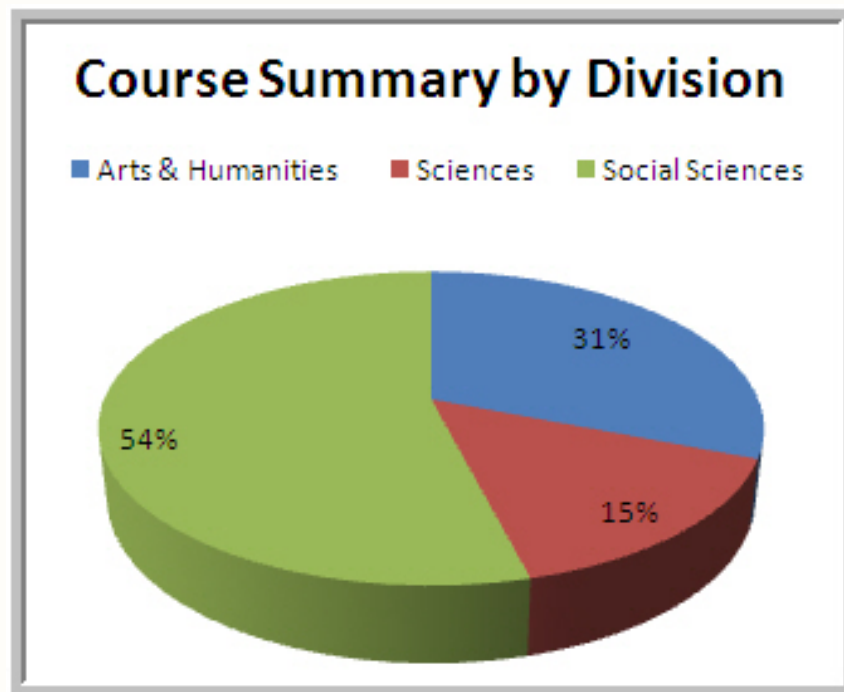
Reed	26,125
<b>Macalester</b>	<b>23,401</b>
Carleton	12,322
Bowdoin	12,318
Davidson	11,841
Oberlin median	6,845
Grinnell	3,957
Kenyon	1,135

# Library Instruction

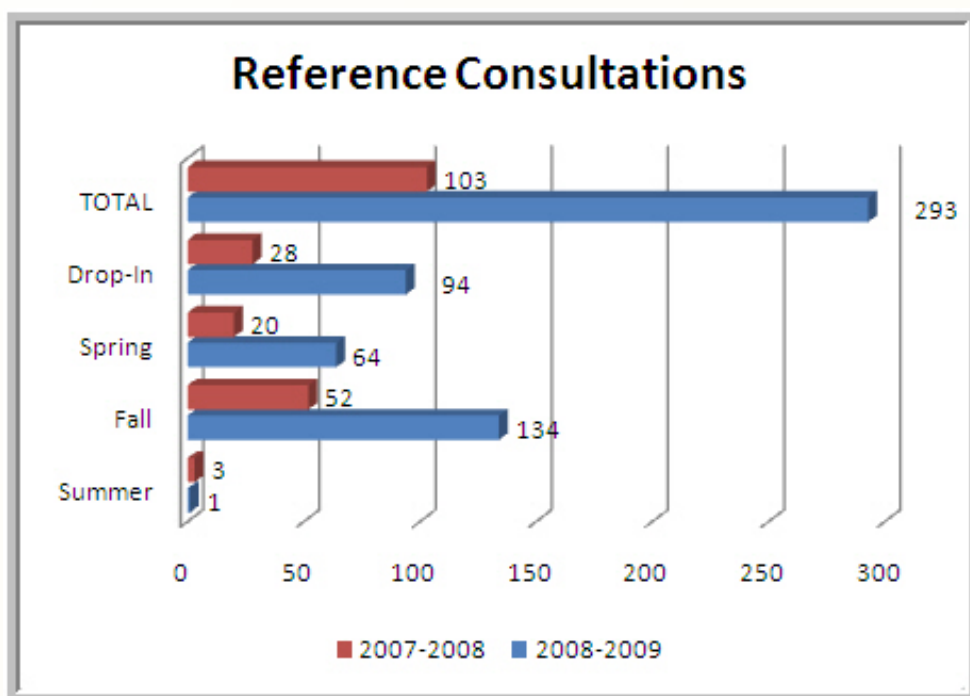
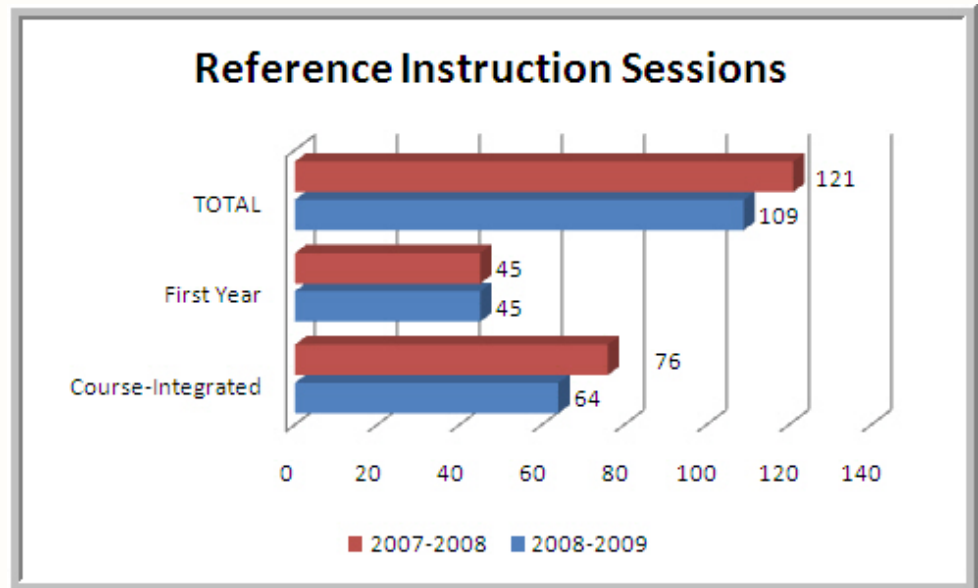
## 2007-2009 REFERENCE STATISTICS

The goal of Macalester's reference staff is to provide targeted and consistent instruction. All Mac students should receive library instruction in the first year course and at least one session in their field of major. In general, we target methodology and senior seminar courses.

Students in senior seminar courses increasingly choose individual consultation sessions for help with their capstone projects.



Reference consultations have increased dramatically as more students research special projects and need individualized attention. We promote individual consultations for all students. Because Mac students tend to do unique projects, we find individualized consultations to be highly effective.



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# Sharing and Telling our Story

WHILE PROMOTING MACALESTER

## *A SAMPLE OF PRESENTATIONS BY LIBRARY STAFF AT LOCAL, NATIONAL, AND INTERNATIONAL CONFERENCES*

- Academic Library as Publishing Agent: showcasing student, faculty, and campus scholarship and publications. Association of College and Research Libraries 14th National Conference, Seattle, WA. March 12-15, 2009. Terri Fishel.
- Changing Paradigms: Shifting the emphasis from Teaching to Learning. Gustavus College, St. Peter, MN. August 6, 2009. Aaron Albertson.
- Creating Local READ posters for Library Marketing, Library Technology Conference 2008, Macalester College, MN. May 30, 2008. Jacki Betsworth, Ellen Holt-Werle.
- The Development of an IR at an Undergraduate Liberal Arts College: The Macalester College Experience. Scholarly Collaboration and Small Colleges in the Digital Age (event). Pomona College, Claremont, CA. January 11, 2008. Janet Sietmann.
- The Development of an IR at an Undergraduate Liberal Arts College: The Macalester College Experience. Bepress session. ALA Midwinter, Philadelphia. January 2008. Terri Fishel.
- DigitalCommons@Macalester. Multipoint Interactive Videoconferencing presentation to NITLE as part of the Digital Repository Series. April 2, 2009. Janet Sietmann.
- Getting Serious about Usage Statistics: Utilizing Usage Statistics in Collection Development Decisions. MnObe Spring Meeting, Gustavus Adolphus College, St. Peter, MN. April 8, 2009. Katy Gabrio, Laura Secord, Mary Lou Steiner.
- Going Global with WorldCat Local. Presented at several conferences: Minnesota Innovative Interfaces User Group, Oct. 8, 2008. Academic Research Library Day, May 1, 2009. Angi Faiks, Dave Collins.
- Google Apps (and other Google Tools) for Libraries. Library Technology Conference, Macalester College, MN. March 19, 2009. Dave Collins, Barron Koralesky.
- Learning to Swim: Streaming Video from Zero to One Hundred. Consortium of College and University Media Centers 2008 Conference, University of Kansas. October 4, 2008. Johan Oberg.
- The Macalester College Experience at CARLI•Consortium of Academic and Research Libraries of Illinois (program meeting), Chicago, IL. April 11, 2008. Janet Sietmann.
- Meeting them Halfway: Using YouTube in a First Year Information Fluency Program. Library Technology Conference, Macalester College, MN. March 19, 2009. Aaron Albertson, Beth Hillemann.







## A DECADE OF MUGS

The Library celebrated its tenth year of hospitality-via-mug in 2008. For the past decade, the library has provided colorful custom travel mugs as a welcome gift for all incoming first year students and new faculty. Each mug in the series features a different library-related quote selected by staff. The library also offers a limited number of mugs for sale at the circulation desk each year. Library mugs have become a collectible tradition for many in the campus community.

## CHILDREN'S COLLECTION CONTINUES TO DRAW FANS

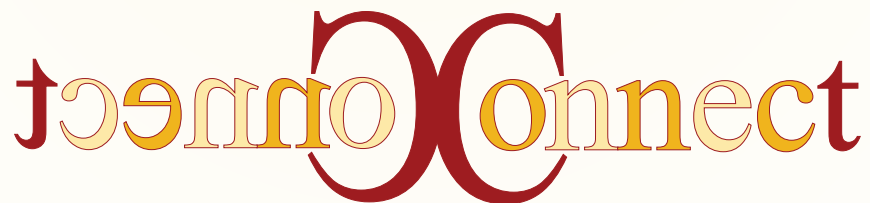
The Wood Collection, a treasure trove of children's literature tucked into a cozy reading room on the library's second floor, earned a feature story in the November 16, 2007 issue of Mac Weekly magazine. Begun in 1964 with funds from the Wood Elementary Endowment, the collection honors Stella Louise Hill Wood, whose kindergarten teacher training school was

incorporated into the Macalester campus community and curriculum in 1948. The growing collection is enjoyed by community members, faculty, staff and, most frequently, students. Though the college no longer has an elementary teacher training curriculum, more than 500 books were checked out from the Wood collection during the 2006-2007 school year.



## IN MEMORIAM

In November 2008, the library lost a very good friend and advocate. Jan Serie, Director of the Center for Scholarship and Teaching passed away after a courageous battle with ovarian cancer. When we were first approached about housing the Center for Scholarship and Teaching in the library, it seemed such a natural fit that there was no question how to respond. However, once Jan was selected as the first director, we knew we had an even better fit. In addition to supporting library initiatives including our information fluency program and our institutional repository, Jan was a valued colleague who provided welcome advice about new programs we hoped to start. We collaborated with Jan in supporting early CST initiatives such as “Food for Thought,” where faculty talk about their research. We partnered on the annual celebration of faculty scholarship, and hosting the celebration of newly tenured faculty. Jan’s support and interest in the library was pivotal and helped us to secure the new requirement that all first year courses have a library component, beginning in the fall of 2008. Jan’s laugh was infectious, and it was heard often. We truly miss seeing Jan stride through the reference room on her way to the Center for Scholarship and Teaching. Her support of the library will never be forgotten, and we welcomed the renaming of the center as the Jan Serie Center for Scholarship and Teaching.



# Visioning our Future

## IN THE NEXT YEAR, WE HOPE TO ...

- Assess our paper and electronic reference collections. Remove or relocate duplicate and non-current items.
- Create more flexible public space for work and play on the library's first level.
- Develop our own site based diversity plan.
- Create more teaching space.
- Improve technical support for computer use within the library.

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## LIBRARY AND MEDIA SERVICES STAFF

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