

STRATEGIC PLAN

Simon Schwob Memorial Library

FY 2002 - Level 2 Plan

Part 1: Philosophy

A. Mission

The Simon Schwob Memorial Library participates directly in the purpose of Columbus State University, a comprehensive public University, and serves as an integral part of the educational program of the university. Thus, the mission of the Simon Schwob Memorial Library is to provide access to the information resources necessary to fulfill the institution's curriculum, teaching, research, educational and community leadership objectives.

B. Goals

1. To select and acquire materials in appropriate formats needed to support the instructional and research programs of the university, and to further the university's role as a resource of knowledge and expertise to the community.
2. To provide effective access to information resources regardless of location or format and to organize materials in the library for maximum ease of use.
3. To provide instruction for users in the most effective methods of locating and retrieving information in all formats.
4. To increase the use of new technologies as appropriate to ensure effective access to information resources.
5. To anticipate long-term needs of users and to make appropriate plans for meeting those needs consistent with university priorities.
6. To support scholarship and resource sharing through networks and inter-institutional agreements.
7. To serve as a model of excellence for libraries serving urban, comprehensive, university institutions.

Part 2: Assessment and Plans

A. Assessment of FY 02 Plans

The 2001-2002 academic year was an eventful and challenging year for the faculty and staff of the CSU libraries.

Major accomplishments included:

- Securing a position on the Board of Regents construction list for a new library/classroom building
- Furnishing and moving materials into the Music Library at the RiverCenter
- Securing of subscription to JSTOR, an online backfile of over 115 scholarly journals
- Soliciting the alliance of the Historic Columbus Foundation in working toward the establishment of the Columbus Archives and History Center, at a central location, as a CSU affiliate
- Securing much needed instructional equipment (\$95,000-worth) through "Advanced Learning Technologies" special initiatives

- Drawing up plans for the establishment of an Information Commons in the Reference Area
- Securing 21 new public computer through ETAC monies
- Providing technical advice and expertise on AV and instructional equipment for the Technology and Commerce Building
- Providing WebCT training to faculty that resulted in 90 faculty incorporating some aspect of WebCT into their courses
- Hosting a university-wide Faculty Research Forum series, comprised of seven forums and involving 16 faculty presenters
- Conducting a user survey that garnered 364 responses and showed a high level of satisfaction with library collections, facilities, services and staff
- Hiring a librarian to coordinate library instruction and serve as liaison to the Departments of Language and Literature, Communications and Theatre
- Establishing an official policy to allow beverages in spill-proof/resistant containers in the library
- Sponsoring activities that foster collaboration between CSU and other libraries in the community (hosting teleconferences, securing a bus for a day trip to the ALA exhibits in June, etc.)
- Creating a closed reserves and GIL Express work area in the Circulation Department
- Blocking out excess UV light in the first floor computer area through the installation of tinted film

Major challenges included:

- Working with a book budget of \$85,000 (in the beginning of FY98 this figure was \$169,000)
- Having 2 out of 4 vacant library positions frozen (one librarian, one technical support person for ITS)
- Ending up with very slim applicant pools for positions advertised
- Dealing with a shortage of student assistant funds
- Handling of sound and presentation equipment for non-academic venues (ITS responsibility)
- Operating an antiquated security (anti-book theft) system
- Spending thousands of dollars on paper and toner consumed by computer users who print for free in the Public Access area of the library
- Working in an unattractive, dowdy and dusty environment, badly in need of a major clean-up and a make-over

B. Plans for FY 03

The library strategic plan has 46 action goals for the coming year. Some of the most important goals include:

- Seeking to increase funding for the book budget
- Seeking to establish a "Friends" group
- Implementing Universal Borrowing ("GIL Express") in the fall of 2002)
- Holding a booksale of reject gift books
- Regaining 2 frozen positions (Education Liaison Librarian and Multi-Media Specialist)
- Adding a position to handle sound and presentation equipment for non-academic venues
- Integrating ACRL information literacy standards into all library instructional efforts

- Creating an Information Commons
- Creating a PowerPoint presentation practice room
- Undertaking a major over-haul of librarian and staff salaries
- Redoing the library's mission statement and goals
- Securing monies for replacement equipment, now that special initiative funds from the state are no longer available (need \$95,000)
- Continuing to pursue the establishment of the Columbus Archives and History Center in a central location as a CSU affiliate
- Hosting a second university-wide research forum series
- Becoming involved in the planning of the new library/classroom building
- Improving the appearance and functionality of the library, particularly the first floor

COLUMBUS STATE UNIVERSITY
SCHWOB LIBRARY
FY_2002 STRATEGIC PLANNING ASSESSMENT

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Collection Services:	
1,2,3,6	1	Have Workflow Issues committee continue studying and addressing technical issues	Committee concentrated on technical issues related to the physical transfer of materials to the Music Library
1,2,8	2	Investigate scheme for providing easy access to online resources	A system-wide committee is investigating this matter; a CSU librarian serves on this committee
1,2,6,7,8	3	Implement GIL Universal Borrowing procedures	UB has been delayed due to software problems, which the vendor is working on; should be functional over Summer 02
1.6.8	4	Begin subscription to JSTOR in fall 2001	Began subscription January 02; partially funded by Student Technology Fee (\$27,000 paid out over a 3-year period)
		In the area of Information Services:	
1,3	5	Fill 5 vacant library positions (2 IS paraprofessionals; 1 IS librarian—Education Liaison; 2 ITS positions)	Filled 2 paraprofessional vacancies; one ITS position being filled; 2 other positions frozen (meanwhile, another IS librarian vacancy materialized and will be filled in FY03)
1,2,5,7	6	Continue collection development activities	Book budget of \$85,000 (includes standing orders); lowered standards on gift books to accept paperbacks; lobbied for endowment as part of CSU capital campaign
1,2,3,6,7	7	Continue to support library staff in improving their information technology and subject content skills	Little activity in this area due to short-staffing and budget concerns. Some staff did take CINS classes. The Schwob Library sponsored a 2-part teleconference on "Virtual Reference" for the local library community
1,2,3,7	8	Continue to evaluate the three-tiered reference service model	Held an IS Department meeting on "Approachability at the Reference Desk;" held a workshop for IS student assistants

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Customer Service:	
1,2,7	9	Continue to place a high emphasis on customer service	Customer Service Committee worked on a special area for relaxation; a customer service exercise was carried out by staff in August
3,4	10	Continue to provide increased opportunities for Professional and staff development	Held a Staff Development Day in March at the Rankin with speaker from UGA libraries (topic: facilitating meetings); used foundation money to rent CSU bus for day trip to ALA exhibits in Atlanta, June 02; sponsored 2 hour WebCT overview for staff
1,2,7,9	11	Conduct a user survey, including a web version	A user satisfaction survey was conducted in person and online from 02/01/02-03/31/02; 364 people answered the survey; results of the survey indicate that most users are satisfied with the collections, staff and facilities of the library
1,3	12	Address the student employee problem (financial and personnel issues)	Not done due to lack of funding; students assistants did not receive raises this FY
1,6	13	Provide additional technology in ETC: <ul style="list-style-type: none"> • PowerPoint production/practice area • Scanner for student use • Typewriter for student/community use 	<ul style="list-style-type: none"> • Secured PowerPoint equipment; have not installed; area as yet undetermined • A scanner and CD burner were secured for the ETC • It was decided that a typewriter was unnecessary

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Instructional Technology:	
1,2,5,6	14	Install and provide training in using the new technology at the Music Library and School of Music	Equipment was installed and training was provided
1,3,6	15	Secure technology training for ITS staff	"Connecting Teachers" funds were used to send ITS staff to 4 training conferences
1,2,3,6	16	Promote academic technology utilization through individual and group training sessions, forums, and demonstrations by faculty	Training in WebCT, audiovisual equipment and presentation software was provided to groups and individuals; 3 online teleconferences on "Online Instruction" were offered
1,2,3,6	17	Replace basic instructional equipment and add new/replacement technologies for circulation and installed usage, including GSAMS (need to replace 3 CODECs no longer supported by manufacturer)	Used \$99,032 of "Connecting Teachers" funds to purchase media classrooms (\$79,688); circulating and production multi-media equipment (\$4,582); WebCT license (\$7,000); training (\$1,125); campus cable system \$4687); and miscellaneous (\$1,950)
1,3,6,8	18	Investigate Voyager Media Booking module and Remedy Help Desk system for ITS	Coordinator of ITS attended meeting on use of the Voyager Media Booking system in May '02; no decision on Remedy Help Desk
1,2,3,6,7	19	Fill 2 vacant ITS multimedia positions (Tim Daniels' replacement and new hire that was frozen)	During FY02 neither position was filled; currently attempting to fill the Daniels' position
1,7	20	Add a technical support specialist position for ITS	Will continue to lobby for a position to handle sound and presentation equipment for all non-academic venues

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Archives:	
1,2,7,8	21	Pursue the establishment of The Columbus Archives and History Center as a CSU affiliate	The Director chairs the board of the Columbus Archives and History Center, Inc.; recently the Historic Columbus Foundation agreed to collaborate in this effort
1,2,7	22	Continue to solicit collections relating to the history of Columbus	A number of valuable collections have been acquired including additions to the Joe and Katie Mahan collections
1,2,6,7	23	Establish a webpage for the Archives	The new archivist created a webpage and is working to enhance it

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Resource Sharing	
1,2,6,8	24	Continue with GALILEO/GIL activities, specifically the GIL Union Catalog and Universal Borrowing projects	CSU continued as beta site for testing of Universal Borrowing; 5 staff attended the GIL Users' Group Meeting in May; CSU participated in a GALILEO/GIL web page usability study (1 Of 7 USG libraries)
2,6	25	Continue to share information about CSU library innovations	4 librarians made presentations about Schwob Library activities (2 national level; 2 state level)
2,6	26	Continue publishing <i>Simon Says</i>	Continued publishing 2 issues per year; improved format
1,2,6,7,8	27	Continue collaborative ventures with other academic libraries	Have agreements with GSW and Columbus Tech. College for reciprocal borrowing
1,2,7	28	Continue partnering with local libraries and media center specialists	Hosted 2 teleconferences on "Virtual Reference," to which all Columbus area librarians were invited; continue to participate in CALA (Erma Banks, Pres.); give discarded reference books to Columbus high school libraries
1,2,3	29	Host a faculty research forum that will highlight research activities across disciplines	7 forums were held during Jan. and Feb; 16 faculty participated; very well-received

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Improvement to the Physical and Technological Environment:	
1,2,6	30	Seek support for major library expansion (new facility) and renovation of present facility	B.O.R. approved concept in June 01; library strives to be involved in planning for this multi-use building
1,3,7	31	Develop and submit plan for improving: <ul style="list-style-type: none"> • Configuration of services/collection on first floor • Establish of an Information Commons • Library's heating and air-conditioning system 	<ul style="list-style-type: none"> • A committee has developed a plan for reconfiguring the Reference Area • 21 new computers have been ordered with ETAC funds for an Information Commons; plans have been developed to recoup printing costs • Cleaning and adjustment of thermostats throughout the building has somewhat improved the heat/AC problem
1,6	32	Replace part of 3M Security System	Not done due to funding; Music Library did install a new security system
1,6	33	Investigate options for blocking out excess UV light in first floor computer area (west side of building)	UV tinting on first floor windows on first floor clerestory windows was installed
1,2,6,7	34	Establish a UB work area in the Circulation Department for processing of books borrowed/lent via the UB program	Done

Goal*		PLANNING INITIATIVE	ASSESSMENT OF RESULTS
INSTITUTIONAL	UNIT		
		In the area of Improvement to the Physical and Technological Environment (cont'd.):	
1,2,3,7	35	Replace outdated computers (public, faculty and Staff)	21 public computers have been ordered with ETAC funds
1,3	36	Continue investigating one-card system for copying, fines, etc.	No funding for this project
1,2,3,6,7	37	Purchase ergonomically-designed computer furniture for public terminals, IS workroom, ITS multimedia lab, and IS librarian offices	No funding for this project
1,2,3,6,7	38	Major cleaning of entire building, including dusting, vacuuming, and cleaning of all glass surfaces (outside windows included)	No funding for this project; did hold "Library Beautification Day" in August, during which staff rearranged furniture and did minor cleaning
1,2,7	39	Begin to allow beverages in spill-proof/resistant containers in the library	Officially established new drink policy in Dec. 02—drinks in special containers allowed

COLUMBUS STATE UNIVERSITY
SCHWOB LIBRARY
FY_2003, LEVEL 2 PLAN

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Collection Services:		
1,8	1,5	1. Seek financial support of the university administration to restore and increase funding to build the library's collections	\$100,000	Ensure that the library acquires materials that meet the needs of students and faculty; need approximately \$100,000 more to get back to where we were at beginning of FY99.
4,8	1,5,7	2. Seek approval to establish a "Friends" group		This would be a way to build community support for the library and secure additional funds
1,8	1,5	3. Explore creative approaches to funding the library's book budget, such as requesting donations from the Alumni Association, offering check-out privileges for a fee, etc.		Improve the quality of the library's collections
1,6	2,5	4. Investigate scheme for providing easy access to online resources		Facilitate access to journals available online; hopefully this project will be funded by GALILEO
1,6	2	5. Install GIL terminals on the 2 nd and 3 rd floors of the library		Provide easier, more convenient access to the library's circulating collection
1,8	1,2,5,6	6. Implement GIL Universal Borrowing procedures		Ensure efficient delivery of UB services to CSU students, faculty and staff
8	1	7. Hold a book sale (through the CSU Foundation) to get rid of unwanted gift books		Generate a small amount of income for book budget. By selling reject books we will avoid destroying them

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Information Services:		
1,8	3,5	8. Fill 1 vacant librarian positions (Education Liaison)	\$35,000	Fulfill the library's teaching mission; take pressure off rest of staff who have been covering duties of this position
1,8	2,7	9. Continue to support library staff in improving their information technology and subject content skills	\$2,000	Improve academic support of the teaching/ learning process
1,8	3,7	10. Integrate information literacy standards (ACRL) in all of the library's instructional efforts		Ensure quality instruction across the board—in Credit course, one hour sessions, tutorials, etc.
		In the area of Customer Service:		
1	5,7	11. Continue to place a high emphasis on customer service		Improve the quality of service
1	1,5	12. Create a paperback exchange collection of unwanted gift paperback books		Provide recreational reading to students (since book budget does not allow purchase of much fiction)
8	5,7	13. Continue to provide increased opportunities for professional and staff development	\$2,000	Provide a more knowledgeable, helpful, Friendly staff

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Customer Service (cont'd.):		
1	5,7	14. Conduct another user survey, including a web version		Improve customer satisfaction by assessing perceived strengths and weaknesses and taking action
1,8	5,7	15. Address the student employee problem (financial and personnel issues)	\$25,000	Improve the quality of service by increasing the pool of student employees
1,6	4,5,7	16. Create a computer-equipped group study room on the 1 st floor	\$2,500	Meet the collaborate learning needs of our student clientele
1,6	4,5,7	17. Provide additional technology in ETC: <ul style="list-style-type: none"> • Create a PowerPoint presentation practice area • Implement Microfilm reader/printer's digital capabilities 	\$8,000	Increase opportunities for student use of technology
1,6,8	2,3,4,5,7	18. Create an Information Commons in the Reference Area	\$10,000	An Information Commons will provide one-stop shopping for students. They will be able to do information retrieval, word processing, email, etc.—all in an area where professional assistance is provided. While the computers for this area have been ordered, the furniture hasn't.
1,8	3,7	19. Obtain technology training for librarians, staff and student assistant who will man the Information Commons		Library personnel who work in the Information Commons will need better computer skills in order to assist student patrons. CINS classes should be able to provide that training.
8	2,3,5,7	20. Implement a major over-haul of librarian and staff salaries	\$48,000	Not only would this boost morale, it would enable us to attract and retain qualified employees. Recent applicant pools have been slim.
1,8,9	5,7	21. Redo the library's mission statement and goals		This information, which is over 7 years old, needs to be updated to reflect shifts in priorities

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Instructional Technology:		
1,6,8	3,4,7	22. Secure technology training for ITS staff	\$6,000	Provide better technology instruction to Faculty; improve instruction
1,6,8	3,4,7	23. Promote academic technology utilization through individual and group training sessions, forums, and demonstrations by faculty	\$2,500	Create a more technology-literate faculty; improve instruction
6,8	4,5	24. Replace basic instructional equipment and lamps; acquire new technologies for circulation and installations; upgrade GSAMS 2-way interactive system	\$95,000 (previously funded by special initiative funds)	Enhance the teaching/learning environment; further DL activities. CSU students and faculty have come to depend on the over 30 media-equipped classrooms/labs and circulating equipment used in instruction and student presentations. 20 media-equipped teaching areas will be added in FY03 in the Technology and Commerce Building. Some equipment now exceeds life expectancy. Replacement lamps for data and overhead projectors will cost over \$15,000
1,6	2,4,5	25. Bring up Voyager Media Booking module		Automated booking/scheduling process will facilitate booking and the gathering of statistics; no charge for either product
1,6,8	3,4	26. Fill 2 vacant ITS multimedia positions (Tim Daniel's replacement and new hire that was frozen)	\$56,000	Provide better service to faculty in the area of multimedia assistance, online courses (WebCT) and GSAMS. With the addition of new media classrooms (including 20 in the Technology and Commerce Building), an increased volume and complexity of media presentations by faculty and students, and a greater reliance on technology, the current staff of 4-5 will not be able to meet all requests for equipment, training, production assistance or web-based instruction information.
1,6	4,5,7	27. Pay for campus-wide WebCT license	\$7,000	Continue product that provides password-protected access to web-based materials for students. Faculty have invested considerable time and effort in this product which is the tool of choice in the USG, including CSU. Over 90 faculty have course in WebCT, involving over 1000 students. Note: WebCT license was previously funded through special initiatives.

4,5	4,5	28. Add Audio & Presentation Technical Support Specialist for non-academic venues	\$35,000+	Audio/Presentation Technician is needed for non-academic sound system operation/ maintenance to provide training and emergency assistance for over fifteen sound systems (auditoriums, gyms, and athletic areas); operate equipment for special events. CSU is seeking to rent facilities to the community. However, such programs require on-site support before and during the event for sound and media usage. Failure to provide such support can reflect poorly on CSU if problems arise.
-----	-----	---	-----------	--

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Archives:		
4	1,2,6,7	29. Pursue the establishment of The Columbus Archives and History Center as a CSU affiliate		Collaborative venture for the long-term improvement of quality of life in the service area
4	6,7	30. Continue to solicit collections relating to the history of Columbus		Preserve valuable collections of primary source materials for present and future researchers
1,8	2	31. Begin evaluation the state of records management on the CSU campus; inventory existing record groups	\$13,000	Records management falls under the aegis of the library, but due to lack of staffing, has never been coordinated. Monies will be needed to hire a part-time staff person to inventory the records and survey their physical condition

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Resource Sharing		
1,4,8	2,6	32. Continue with GALILEO/GIL activities, specifically the GIL Union Catalog and Universal Borrowing projects		Increase funding for resources through statewide collaboration
4	7	33. Continue to share information about CSU library innovations		Enhance library's image as a model of excellence
4	7	34. Continue publishing <i>Simon Says</i>		Inform users of new services/resources
1,8	6,7	35. Continue collaborative ventures with other academic libraries		Improve resources available to CSU Distance Learners
1,8	6,7	36. Continue partnering with local libraries and media center specialists		Improve library service in local area
1,4	7	37. Host another faculty research forum that will highlight research activities across disciplines	\$300	Promote an interest in scholarship and will also serve as a vehicle for alerting faculty about the problems of scholarly journal publishing (i.e., spiraling costs, etc.)

Goal		PLANNING INITIATIVE	COST	PLANNED IMPACT
INSTITUTIONAL	UNIT			
		In the area of Improvement to the Physical and Technological Environment:		
1,6,7	2,3,4,7	38. Become involved in the planning of the new library/classroom building that was approved by the B.O.R. in June 01.		Ensure that library, information, and technology components of the new building will be functional and meet the needs of the CSU community and the library faculty/staff
1,8	1,4	39. Replace part of 3M Security System	\$12,000	Curtail unauthorized borrowing
1,7	5,7	40. Investigate options for blocking out excess UV Light in the Music Library	\$2,000	Prolong life of computer monitors and Library materials
7,8	5,7	41. Enlarge the present library conference room and furnish it with new furniture	\$10,000	The present facility is too small for library faculty meetings. It is also used for library social functions. The furniture in the room is mismatched odds and ends. Updating the room would be a real morale booster.
7,8	5,7	42. Obtain new furniture and a new paint job for the staff break room	\$3,000	The furniture in the break room is 27 years old. The entire room needs a make-over, which would boost the morale of the staff.
6,8	5	43. Replace outdated faculty and staff computers	\$20,000	Improve service to internal customers
1,6,8	4,5,7	44. Continue investigating one-card system for copying, fines, etc.		Free up staff for more difficult library-related projects; improve service to patrons
6,8	5	45. Purchase ergonomically-designed computer furniture for library faculty and staff	\$20,000	Improve service to internal customers
7	5,7	46. Major cleaning of entire building, including dusting, vacuuming, and cleaning of all glass surfaces (outside windows included)	\$5,000	Improve appearance as well as health-related conditions in the library
			TOTAL	
			FY03	
			COSTS:	
			\$519,300	

Part 3: Executive Summary

At the Library Faculty's Annual Retreat in August of 2001, librarians decided that the library should strive to be the intellectual hub of the campus. This sentiment was the basis for a number of activities, including a university-wide faculty research forum series, which featured presentations by 16 faculty, representing a wide range of disciplines. A total of seven forums, each an hour and a half in length, were hosted by the library in the months of January and February. There appeared to be strong support and approval of the series by faculty, and plans are underway to host another such event in 2003.

In the coming year librarians plan to revise their mission statement to incorporate this new vision (i.e., intellectual hub), along with a re-prioritizing of the library's goals. Selecting and acquiring materials can no longer be our top priority. Due to budget constraints over the past five years, the library's collections have suffered tremendously. While we hope to have funding restored over the next few years, we realize that our collections will never be able to fully meet the needs of our students and faculty. Admittedly, our focus has shifted from ownership to access, with much of our time spent teaching students and faculty how to access and/or locate materials via computer. The library's image has changed from warehouse to classroom; we are now officially a teaching library.

As for our collections, we did have the good fortune this year to acquire JSTOR--thanks to the generosity of the Student Technology Fee committee which allotted us \$27,000 over a three year period for the down payment on JSTOR. The library will pay an annual fee of \$6000 in addition to the down payment, for an online backfile of about 120 scholarly journals of importance to undergraduates. Also during the year the library was the recipient of many gift collections. Because of dwindling purchases, we have loosened our standards on gift materials and begun accepting paperbacks and books more than two years old.

The library continued to offer a wide variety of services over the year. Standard offerings included for-credit courses, one-hour classes on GALILEO geared to specific courses/assignments, liaison services to faculty, interlibrary loan, and reference service in person, via email and on the web. Through its Instructional Technology Services Department, the library offered group and one-on-one instruction in WebCT. It is important to note that there are now about 90 faculty members who utilize some component of WebCT in their teaching.

The library's physical plant underwent a few changes during the year. An area behind Circulation was enclosed to provide a closed reserves section and a workroom for the University System's GIL Express, an unmediated interlibrary library loan service for books within the USG, slated to officially begin this fall. Also UV film was added to the clerestory windows on the western side of the building, to solve the problem of intense afternoon sun. On the third floor, the library's new archivist completely rearranged the archives, creating more shelving space in the back area and a more orderly arrangement in the research area. In the Music Library, located in the RiverCenter, furniture and shelving was installed early in the calendar year, and the library's music collections were finally transferred to the downtown branch.

The library suffered a few personnel losses over the year. In July 02, the Education Liaison Librarian resigned, and later in September, the Humanities Liaison Librarian left. In Instructional Technology Services there was already one staff shortage, caused by the death of a staff member. Also, there was a new hire position for ITS--a general multi-media support person--which was frozen. During the year we were allowed to advertise for the Humanities Librarian and an entry-level version of the ITS staff position of our deceased colleague. A new Humanities Liaison/Coordinator of Bibliographic Instruction Librarian has been hired and will begin August 1, 2002; we hope to have the ITS position filled by that time also.

During FY 03, we would like to investigate upgrading salaries of librarians and staff members. Recent job searches for faculty and administrative staff have yielded very small candidate pools (9 candidates in our recent nationwide search for the Humanities/BI librarian). Six out of our ten library faculty earn less than \$40,000, and a few of those individuals have close to ten years of experience. We also have about three paraprofessionals making less than \$20,000. In addition, the library needs more funding for student assistants, and should begin to address the apparent shortage of student assistant applicants.

Plans for next year cover a wide range of activities. We hope to become involved in the planning for the new library/classroom building. With the help of our new BI Librarian, we plan to study the subject of "information literacy," to make sure that we are adhering to national standards in all of our instructional endeavors. Before fall semester begins we hope to have established our Information Commons in the back of the library. This will be an area where students can pursue a wide variety of information activities--word processing, email, information retrieval (i.e., GALILEO, GIL and/or www). And, in winter of 2003, we will host another series of faculty research forums.

Over the past few years, dwindling budgets and frozen positions have created a little black cloud that hovers over the library. However, despite financial adversity, the library has persevered and accomplished a number of outstanding achievements as highlighted in Part 2A of this report. This was possible due to the positive attitude, competency, and resourcefulness of the library's dedicated faculty and staff. As we look for a silver lining in the form of future budget increases, we are confident that, with proper funding, the library will be able to accomplish even greater feats.

NOTE: The Simon Schwob Memorial Library continues to focus on seven strategic areas: Collection Services, Information Services, Customer Service, Instructional Technology Services, Archives, Resource-Sharing and the Improvement of the Physical and Technological Environment. These areas reflect the directions required to support the library's mission of serving the curricular, research and community leadership objectives of the university. Level 2 plans for FY 02 and 03 are grouped under these strategic areas.