



EMORY  

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OXFORD  
COLLEGE

ANNUAL REPORT

OXFORD COLLEGE LIBRARY

EMORY UNIVERSITY

2016-2017

Submitted to Dean Douglas Hicks

By

Kitty McNeill

Dean of the Library

July 10, 2017



# OXFORD COLLEGE LIBRARY

2016-2017

- Students, faculty, and staff gave library staff a score of **3.97** out of 4.0 for being **friendly**, **knowledgeable**, **reliable**, and **responsive**.
- Over **160,000** library visitors
- **7,489** questions answered
- Over **1,100** special events, exhibits, meetings, classes, and film screenings



## STUDENTS

- **97%** of the students who responded (44%) are satisfied with **overall library service**.
- Librarians taught **172** information literacy classes, reaching a total of **3,564** students.
- Librarians provided **392** one-on-one research consultations for students.






## FACULTY

- **100%** of the faculty who responded (70%) are satisfied with library instruction and reference staff.
- Faculty say the most important library service is support for their students' scholarly research.
- Want to be able to access scholarly materials from wherever they are doing research.



## WHAT CAN WE DO BETTER?

-  Inform more students, faculty, and staff about library services
-  Improve the library café
-  Help students learn about technology services through collaboration with Oxford College Information Technology

**Annual Report  
Oxford College Library  
2016-17**

At a library staff retreat in late spring, the staff reviewed the library mission and vision statements in the context of the College's new strategic plan. The mission statement was changed to focus on the achievement and success of the College's students, faculty, and staff. The vision statement continues to outline the "stretch goals" for the library. The revised statements are listed below.

**Mission Statement**

The library offers a powerful combination of traditional and digital resources, student-centered spaces, and a personal commitment to excellent service. As the social and academic hub of the Oxford College campus, the library is dedicated to the achievement and success of our students, faculty, and staff. Within an inclusive and supportive environment, the library provides agile services, information literacy instruction, learning and research opportunities, and preservation of Emory's history for Oxford College as a part of the larger University.

**Vision Statement**

- Build a more inclusive and transformative academic and social environment;
- Fully integrate the library's role into the teaching, learning, technology, research, and personal enrichment of the Oxford College community;
- Innovate and exceed traditional library expectations as a vital teaching, research, and community resource;
- Develop and enrich collaborative digital learning experiences;
- Advance the goals of the Emory Libraries and Information Technology Services, Oxford College, and the University through collaborative partnerships; and
- Become a leader on the local, regional, and national levels by expanding our presence and services.

**Accomplishments**  
**Library Goals**  
**2016-17**

The past year was one of substantial change for the library staff organization. However, with dedicated and highly collaborative teamwork, the library made significant progress on the accomplishment of the library goals in support of the College strategic plan, mission, and vision.

**Goal: Evaluate library staff organization and responsibilities in the context of filling the vacant Systems Librarian position and recruiting for an additional professional librarian to respond to the growing demand for librarian led teaching, programs, and services**

Four library staff members, the Administrative Coordinator, the Archives Coordinator, the Late Night Library Specialist, and the Afternoon and Evening Library Specialist all finished graduate programs in librarianship and took professional positions at other libraries during the past year. Three of the individuals found positions in other states and relocated for family reasons. Our Systems Librarian resigned in August 2015 to take a position at Agnes Scott College. Further, Jessica Robinson, Finance and Operations Librarian, went on maternity leave in the fall. In her typical manner, she prepared the staff well for her absence; and every library staff member stepped up to cover her key responsibilities.

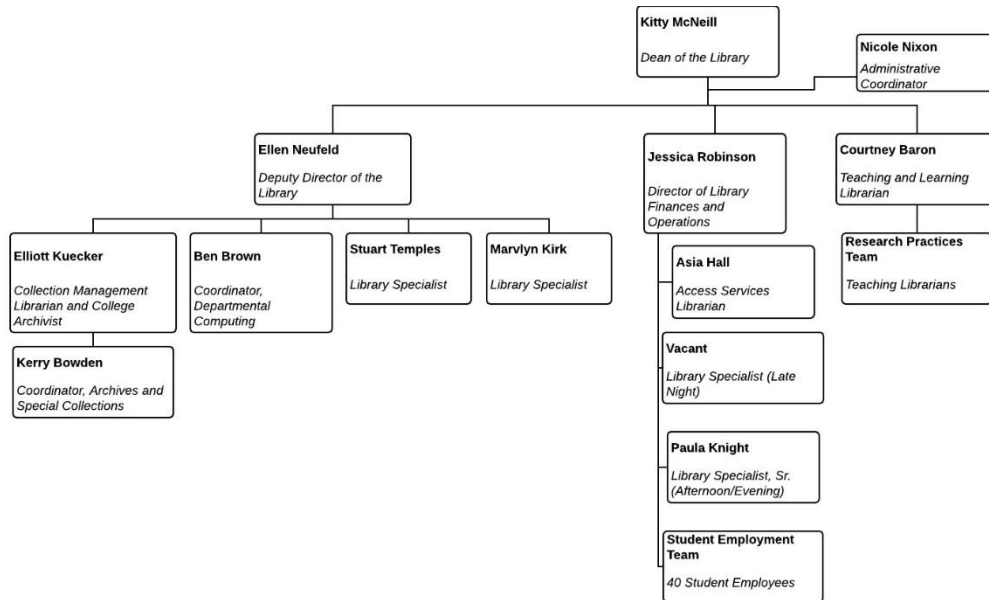
Most important, the College Budget Committee responded to the need for additional library staffing and approved a new librarian position for FY17. The new librarian will provide valuable support allowing the library to assist faculty and students with the information literacy and other components of the strategic plan.

To address the vacant positions, the library staff spent considerable time throughout the year searching to find and hire the best candidates for the open positions. In the summer of 2016, we hired Nicole Nixon to fill the Administrative Coordinator position; and, we selected Steffany Herndon, an Oxford and Emory College graduate, for the afternoon and evening Library Specialist position. Unfortunately, Steffany resigned suddenly during the fall semester; and Library Specialist Stuart Temples shifted to these afternoon and evening responsibilities for the remainder of the year. To partially address the staffing shortage, we hired Marvlyn Kirk, a retired Development and Alumni Relations staff member, in a temporary Library Specialist position.

Elliott Kuecker started as our new Archives and Special Collections Coordinator on August 22, 2016. We restructured the Systems Librarian position to focus on Collection Management and completed a national search in the fall. Elliott Kuecker applied and the search committee determined that he was the top candidate. He started in the professional librarian position in December 2016.

In January 2017, we launched a national search for the new professional librarian. Asia Hall started in this Access Services Librarian role on March 20, 2017. In June, we hired

Paula Knight as the Afternoon and Evening Library Specialist; and, Kerry Bowden starts as the Evening Coordinator on July 10, 2017. In addition to evening responsibilities, Kerry's work will focus on archives and special collections. We hope to fill the Late Night Library Specialist position prior to the start of the fall 2017 semester. The updated library organization chart follows.



To address the significant number of new staff and reorganization of responsibilities, Kitty McNeill established a new Library Leadership Team that includes the Dean of the Library, the Deputy Director of the Library, Ellen Neufeld, and the Director of Library Finances and Operation, Jessica Robinson. This group sets strategy for building a positive organizational culture and priorities for the accomplishment of library goals through the work of nine library work teams. Further, we established a Librarians' Council, composed of the six professional librarians, to discuss and emphasize professional and teaching responsibilities, leadership, role modeling, and the peer review renewal and promotion process required for librarians.

The Leadership Team realized that we would need to work hard to re-build the library culture to ensure the essential strong team environment and to maintain the library's reputation for excellent customer service to Oxford students, faculty, and staff. We continue to share and discuss the non-linear "forming, storming, norming, and performing"

progression that organizations must work through to establish high performance teams. As a total library team and guided by an Emory Human Resources consultant, we are using the DiSC personal assessment tool to improve work productivity, teamwork, and communication. The tool allows individuals to understand behavior differences in a non-judgmental manner. Specifically, the tool helps individuals understand personal styles that include dominance, influence, steadiness, and conscientiousness and to adapt their behaviors to work better with each other. During the next year, we will work to reestablish library team values, complete a number of teambuilding activities, and develop facilitation skills for all staff using a common reading, *Facilitator's Guide to Participatory Decision-Making*.

**Goal: Re-articulate the Research Practices instructional program to align with the developments in information literacy in higher education and strategic plan curricular initiatives at Oxford College**

All librarians at Oxford College are expected to teach and our library research instructional program is our top priority. This year the Research Practices team included two new teaching librarians, Elliott Kuecker, Collection Management Librarian, and Asia Hall, Access Services Librarian. We taught 172 instruction classes, reaching a total of 3,564 students (some students in more than one course). Due to our pilot of an online scheduling system, we saw a large increase in the number of individual research consultations over the previous year. The librarians provided 392 one-on-one research consultations for a total of 14,248 minutes with an average of 36 minutes per session. One hundred percent of the Oxford faculty who responded to the MISO Survey (70 percent response rate) were satisfied with library research instruction and overall library reference service. Further, library staff responded to 7,489 information desk questions, a 33.4 percent increase over the previous year.

By moving beyond one-shot class sessions, the teaching librarians continued to meet the need for relevant, course-specific information literacy instruction and to create deeper connections within the Oxford curriculum. We taught students in the following subject areas: American Studies, art, biology, chemistry, English, French, music, religion, sociology, and theater studies. Further, librarians coordinated with the Stuart A. Rose Manuscript and Rare Books Library to bring Special Collections resources to Oxford College classes including Molly McGehee's English 357, Susan Ashmore's History 357, Maria Archetto's Music 200, and Kevin Quarmby's English 311. The library staff offered sessions on podcasting with Audacity, audio-editing software, to students in theater and English classes; and, librarians taught workshops on Zotero research software to students in English, biology, and chemistry courses.

Kitty McNeill participated in the College Strategic Plan Curriculum Group, which led to the inclusion of information literacy as one of three outcomes for the new Discovery Course for first-year students. Librarians will work collaboratively with the Discovery Course committee and specifically with faculty teaching the new courses to integrate and develop information literacy and research learning opportunities appropriate for the various disciplines.

The teaching librarians met with the Discovery Course faculty at the end of the spring 2017 semester to begin planning for the fall pilot courses. Working closely with faculty, the teaching librarians will use the Association of College and Research Libraries (ACRL) framework to guide the development of information literacy outcomes for the Oxford Curriculum. The key concepts of the framework are:

- Authority Is Constructed and Contextual
- Information Creation as a Process
- Information Has Value
- Research as Inquiry
- Scholarship as Conversation
- Searching as Strategic Exploration

**Goal: Continue to develop events coordination, management, and communication in support of the library as the “social and academic hub” of the Oxford College campus**

The library staff continuously strives to establish the library as the “social and academic hub” of the Oxford College campus. The annual library attendance in 2016-17 reached over 160,000 visitors. Ninety-seven percent of the students who responded to the MISO survey (44 percent response rate) were satisfied with overall library services.

The library provided space and support for over 1,100 special events, meetings, training sessions, classes, and film screenings during the year. Examples of special library exhibits and events for the year included:

- Opening orientation party for all first-year students, Chocolate, Sweets, and other Treats;
- Reception after memorial service for Abinta Kabir and Faraaz Hossain;
- Reception for President Claire Sterk’s inaugural event at Oxford;
- Shakespeare exhibit (postcards, plants, and popular culture);
- Construction and live virtual streaming of a Sand Mandala by Tibetan Monks;
- Oxford College Collection of Asian Artifacts exhibit;
- Inspired Performance, a celebration of faculty and staff publications, presentations, and creative works;
- Dean’s annual holiday party for faculty and staff;
- Numerous prospective student events such as visit days and Scholars Weekend;
- Honors Symposium and reception;
- Phi Eta Sigma induction ceremony brunch for Oxford and Emory College first-year students;
- Study breaks, game nights, and other fun events for students.

In the context of the College strategic plan Leadership initiatives, the Student Employee Team worked hard to begin aligning our Library Leader program with other leadership programs on campus (e.g. PALS, RAs). The team developed applications for students to

apply to the Library Leader program. We are building relationships with other groups and departments on campus to incorporate additional trainings, such as Sexual Assault Peer Advocates. In collaboration with the Coordinator of Career Services, the library offered a resume workshop tailored to our library student employees to help students incorporate library job responsibilities in a professional resume.

Each year the library conducts a focus group with the First Year Council to solicit and incorporate feedback to improve the library's orientation events, resources, services, research instruction and assistance, and communication. Based on feedback received from this focus group, the library added a new study pod on the 2<sup>nd</sup> floor for additional study space, purchased an extensive table top game collection, and included new features, such as the escape room, to our game night events. The library also has a strong relationship with the SGA Library Committee. Regularly, we attend meetings to receive feedback about the library and share new information with students.

**Goal: Develop library collections and resources, physical, digital, and archival, to support the goals of Oxford College and more specifically the teaching, research, and learning of our students and faculty**

The library is dedicated to the achievement and success of our students, faculty, and staff. Through collaboration with the other libraries Oxford patrons have access to more than four million print and electronic volumes, over 100,000 electronic journals, and internationally renowned special collections. Critical to a relevant print collection is the process of removing outdated materials using specific retention policies and withdrawal procedures. The library weeded over 4,000 print volumes from the collection.

In addition to building a print and electronic collection in support of the Oxford College curriculum, the library supports and coordinates collection development print, digital and streaming film efforts with the other Emory libraries. For example, an Oxford librarian has primary responsibility for the Overdrive electronic books collection for the entire university. Also, the library provides print resources for the broader university community via Atlanta-Oxford loans. Specifically, the library loaned 3,429 items to the Atlanta campus while borrowing 2,987 from the Atlanta campus during the past year.

During the past year, the library focused on the development of archives and special collections services and resources. We successfully filled a new position, Collections Management Librarian by hiring Elliott Kuecker. We hired an Evening Coordinator reporting to the Collection Management Librarian, whose responsibilities include support of special collections and archives. We incorporated Emory's records retention policies when transferring documents to the University archives and removed 20,000 duplicate or low-quality digital images from the archival photograph repository.

**Goal: Cultivate strategies to develop and maintain a dynamic library website**

The library staff made significant progress to develop and maintain a dynamic library website. They completed a content review and update of the site, implemented an online

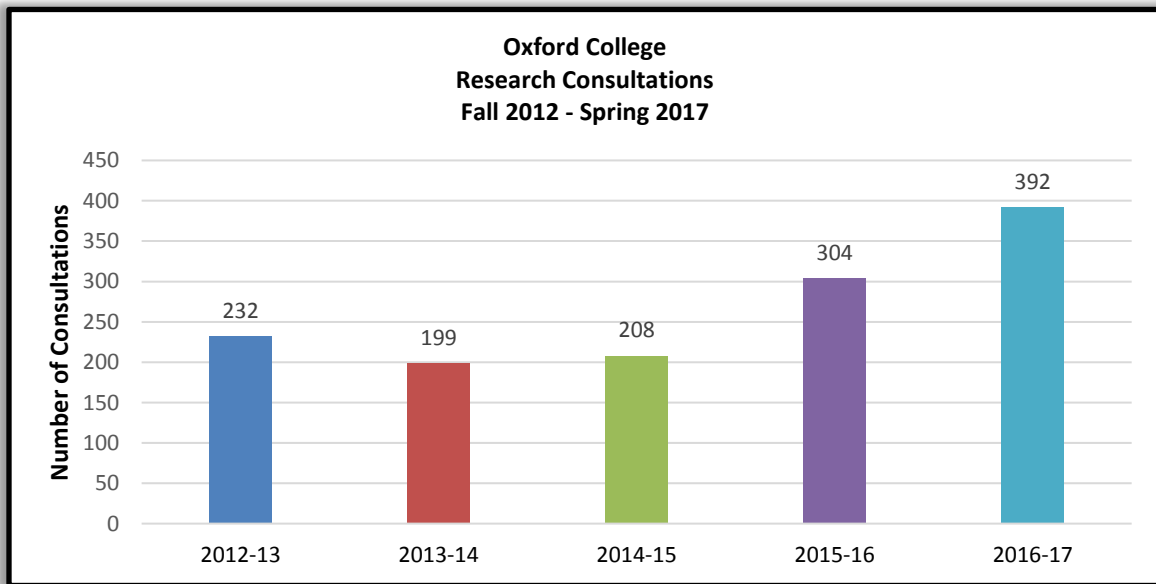
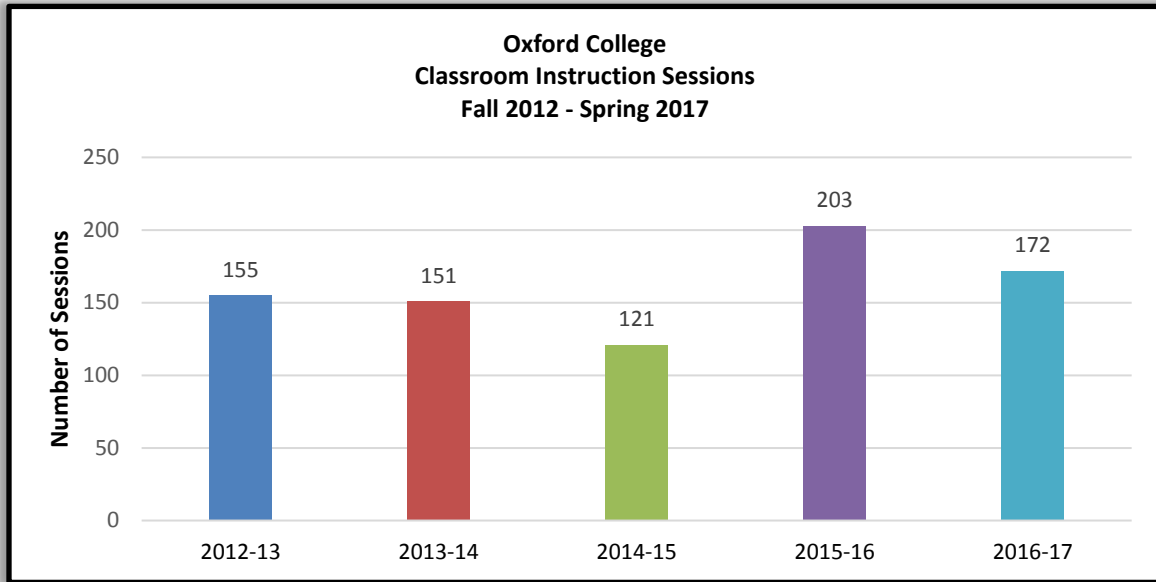


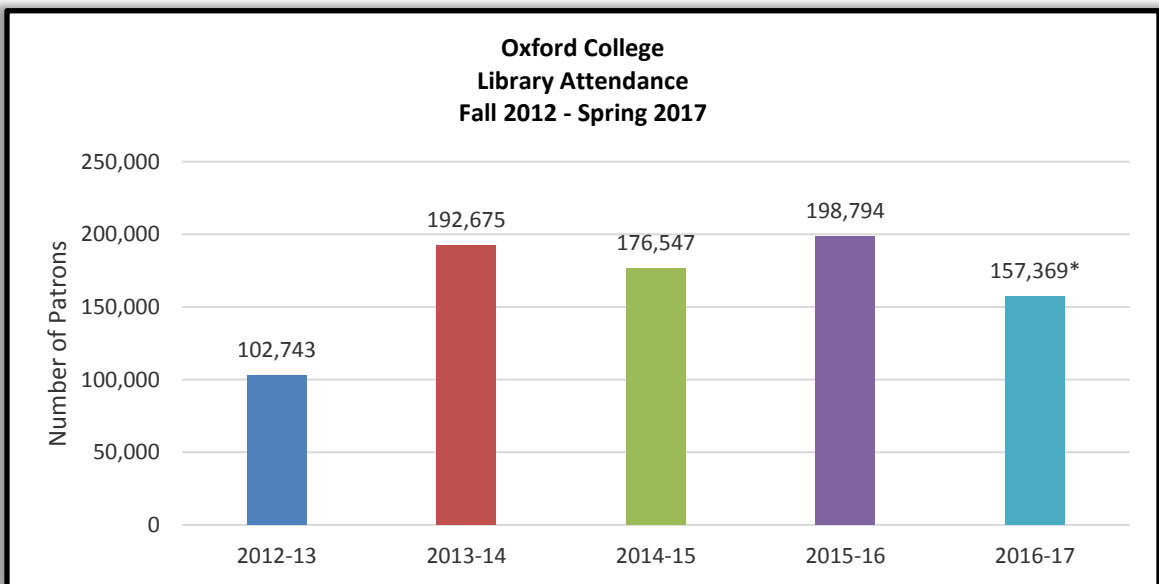
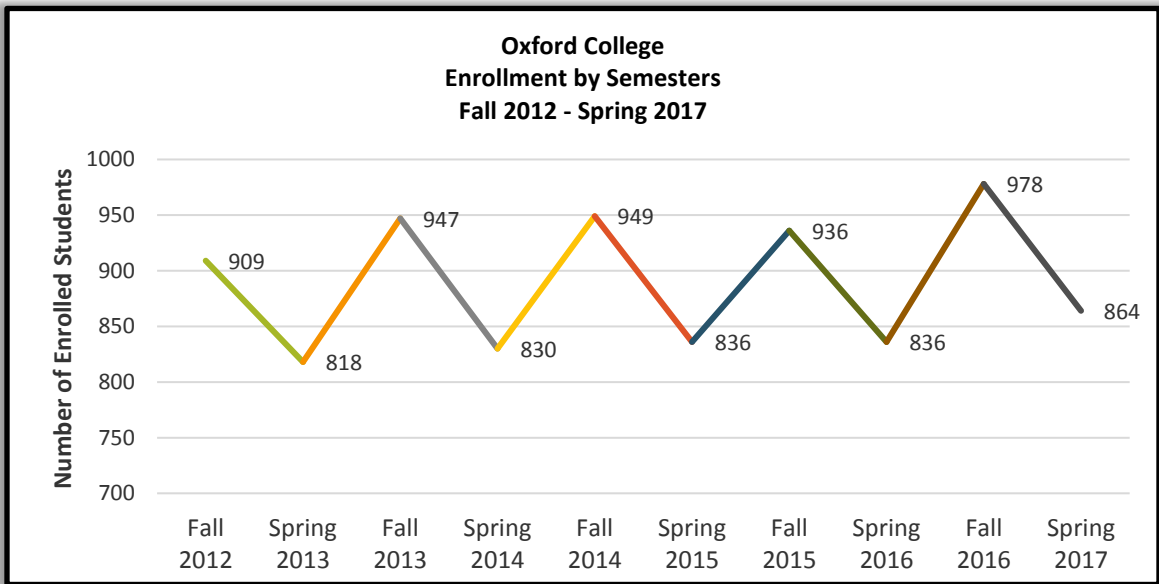
scheduling tool for research consultations, executed the ability to send and receive text messages through LibChat to increase real time research interactions with students, and provided links to the library site via the new Oxford College website to ensure easy navigation to the library services and resources.

**Goals**  
**Oxford College Library**  
**2017-2018**

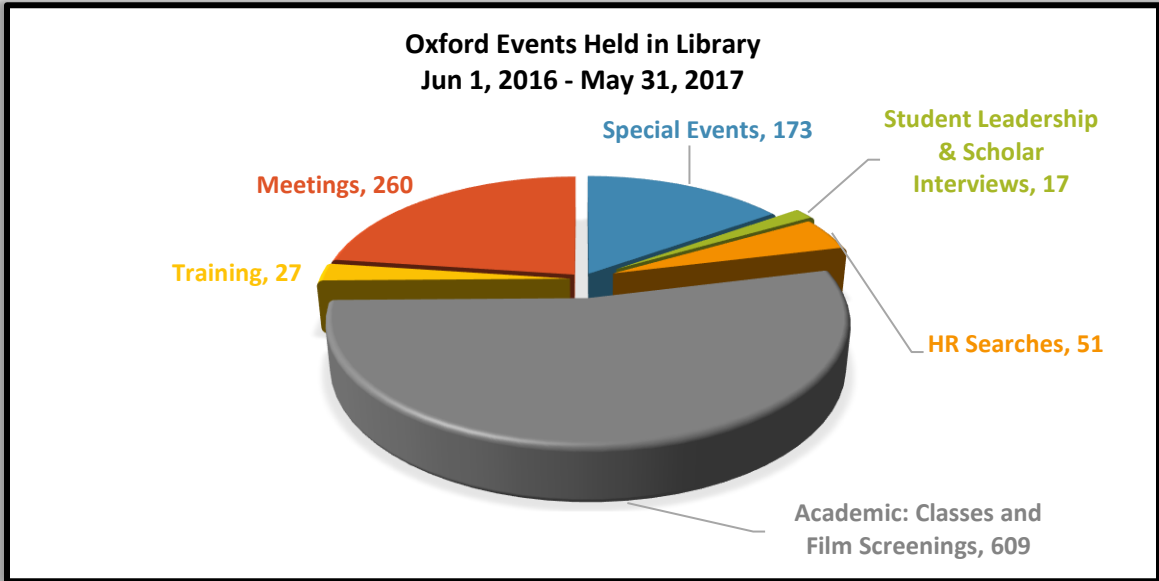
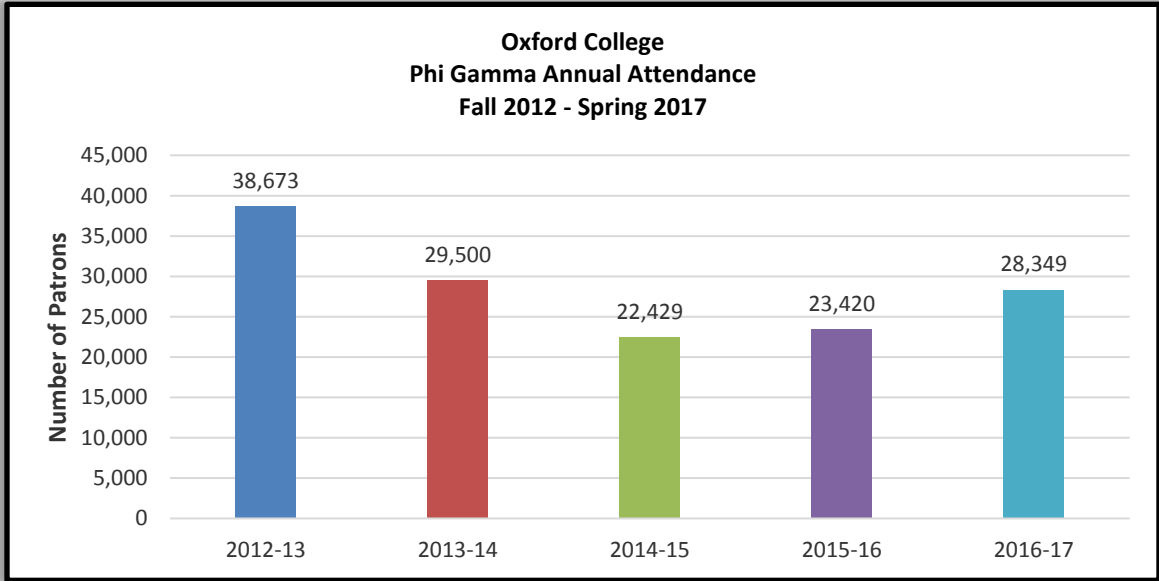
- **Re-articulate the Research Practices program to align with Oxford College strategic plan curricular initiatives and developments in information literacy in higher education.**
  - Embed teaching librarians in the eight pilot Discovery Courses (fall 2017).
  - Expand our teaching program in subject areas to include mathematics, philosophy, and psychology.
  - Develop the Research Practices program beyond the traditional classroom, incorporating the latest technology into information literacy instruction.
  - Use LibWizard to create fully interactive tutorials, quizzes, and assessment modules for library instruction to allow librarians to focus in-class time on discussion and active learning.
  - Develop and implement peer-evaluation methods for teaching librarians to help improve the teaching practices.
  
- **Collaborate with the Oxford College Writing Program, Information Technology, and the other Emory libraries to support strategic plan initiatives and improve library and technology services for students and faculty.**
  - Develop a collaborative relationship with the new Oxford College Writing Program Administrator to discuss ways in which the library and the Writing Program can partner on curricular initiatives.
  - Work with Oxford College Information Technology to improve library and information technology communication and services based on the MISO Survey results.
  - Provide resources and faculty development on copyright and fair use for the Oxford College faculty.
  
- **Collaborate with other Emory Libraries on the development of the Emory Digital Library Program to provide access for students and faculty to the extensive digital resources of the libraries.**
  - De-duplicate photograph repository by approximately 20,000 items to reduce storage requirements and improve quality control in preparation for move to Emory Libraries' digital repository.
  - Select and digitize original Oxford College video cassette material.
  - Complete metadata for Early Emory College Class Photographs in Extensis, the digital asset management system.
  
- **Build targeted collections, resources, and access in support of the Oxford College mission, curriculum, and strategic plan to ensure the achievement and success of our students, faculty and staff**
  - Develop a more effective process to broadly share new electronic resources, streaming films, and digital collections with students, faculty, and staff.
  - Complete revision of the Oxford College Library Collection Development Policy.
  - Collect targeted print resources to support Oxford curriculum.
  - Continue weeding of the Oxford print collection to create a lean, curriculum focused, collection.
  - Revise and update all local procedures for library systems (ALMA, Illiad, Ares, etc.).
  - Maintain dynamic website and conduct local usability studies in preparation of move to new Emory Libraries' website.
  
- **Continue development of Library Student Employee Leader Program and align program with the strategic plan Leadership initiatives.**

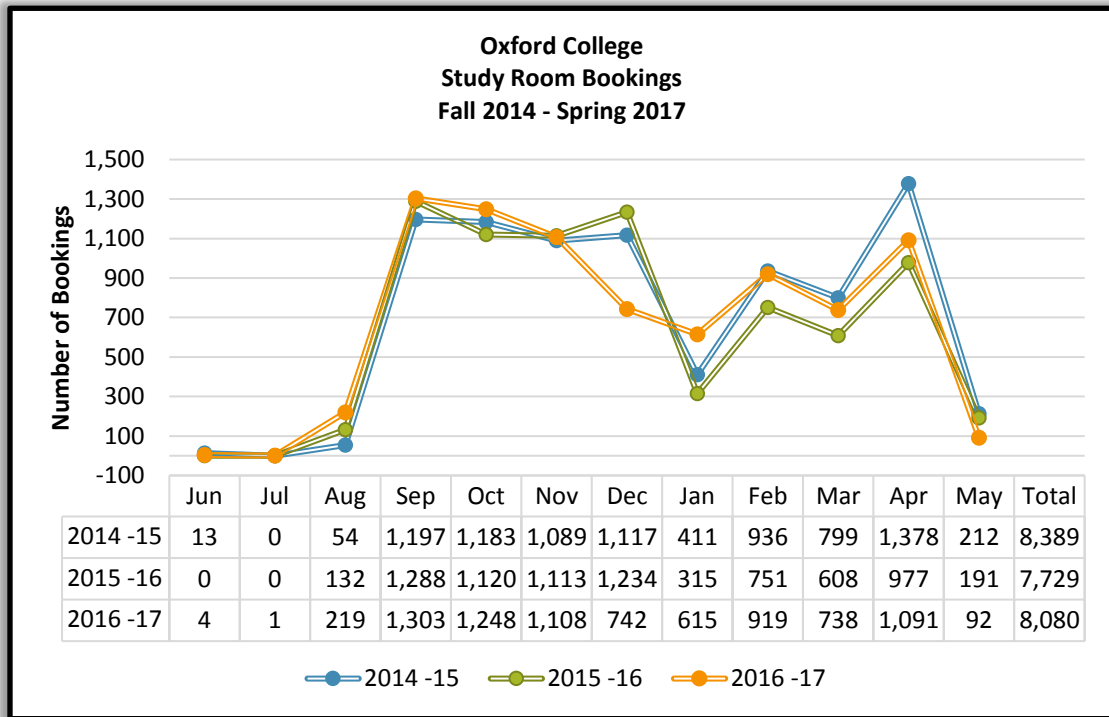
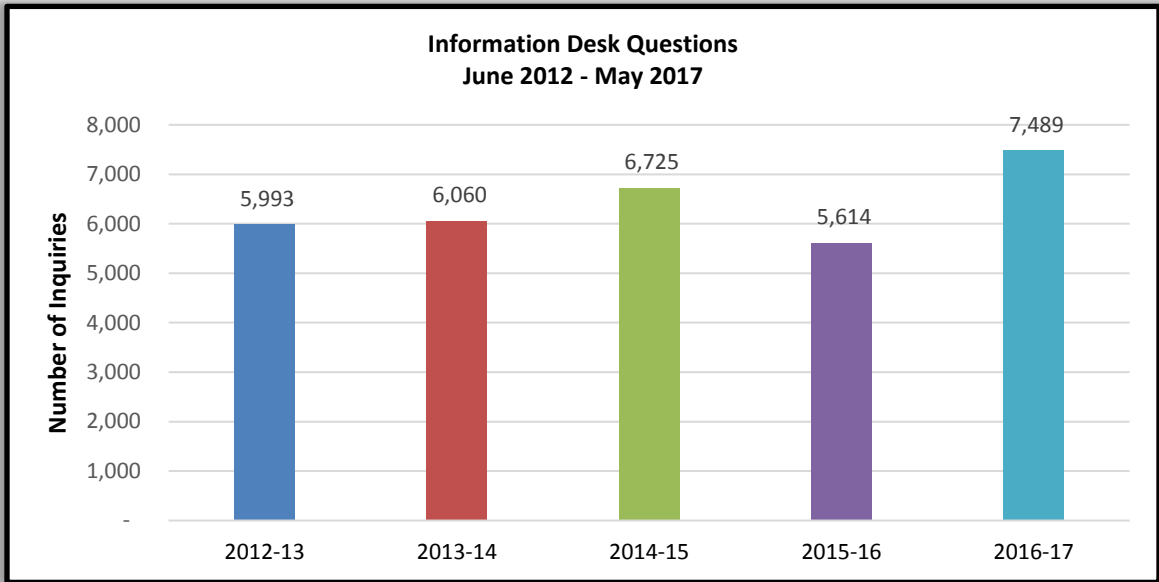
Oxford College Library  
Annual Statistics Report  
2016 - 2017

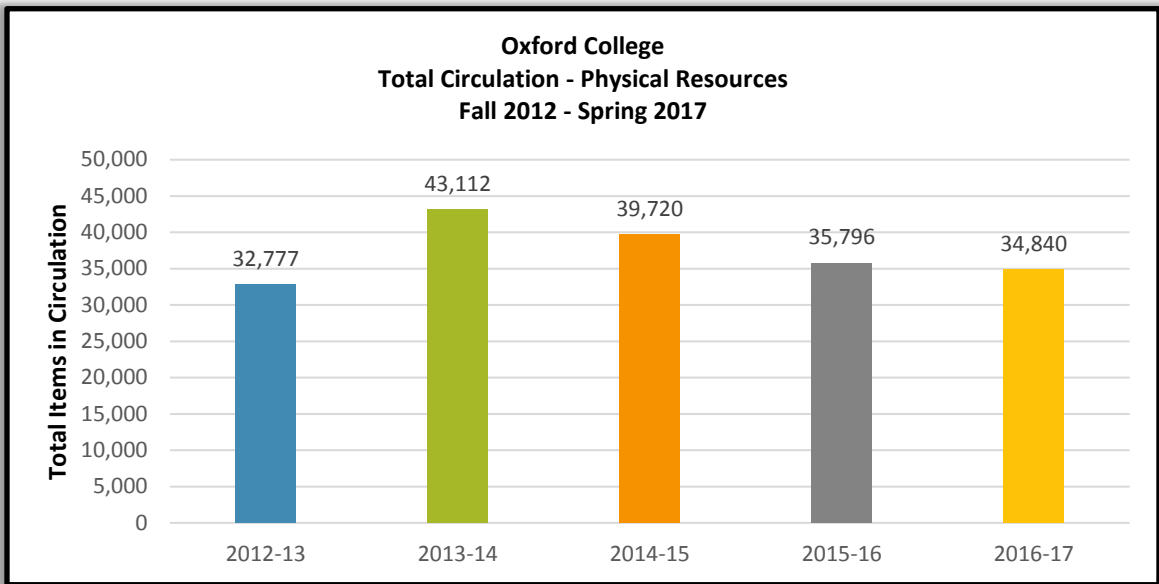




\* Door counter not working 6/23/16, 7/19/16, 8/26/16, 5/7/17 - 5/14/17, 5/19/17 to present.

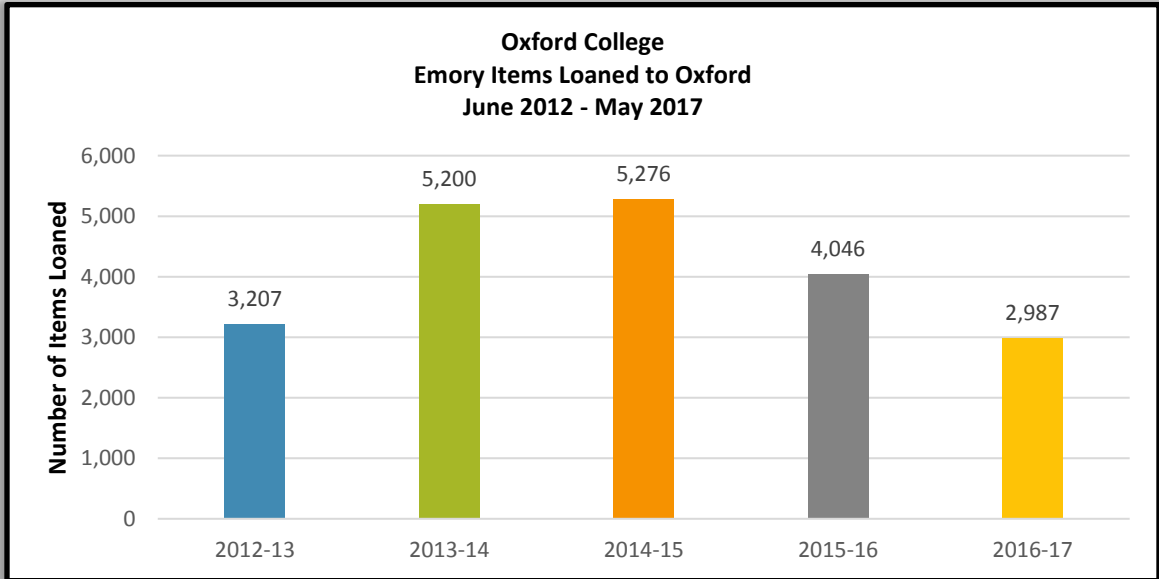
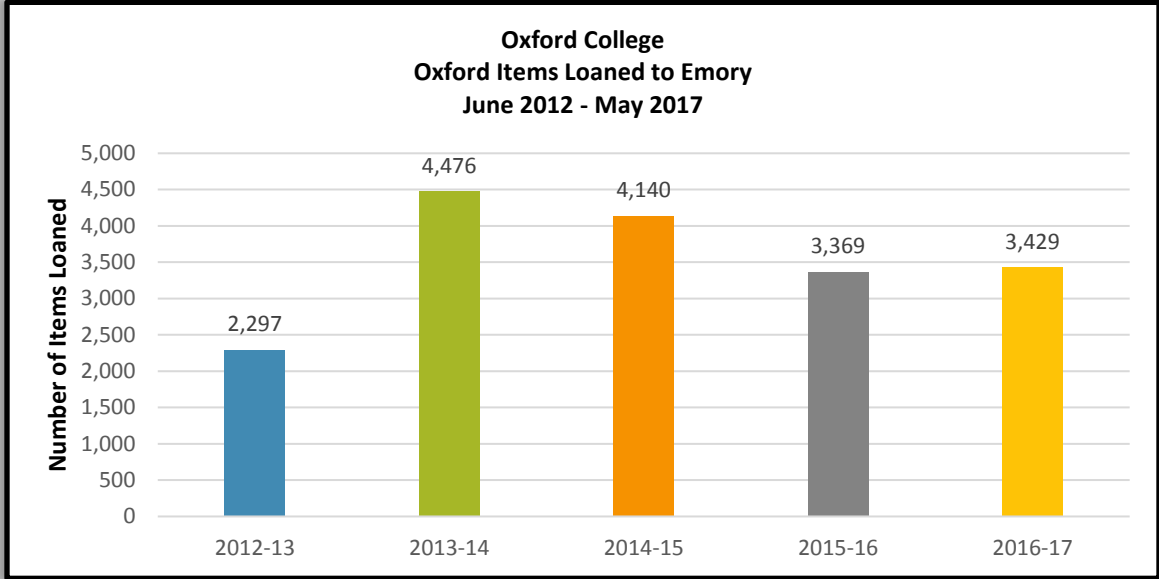






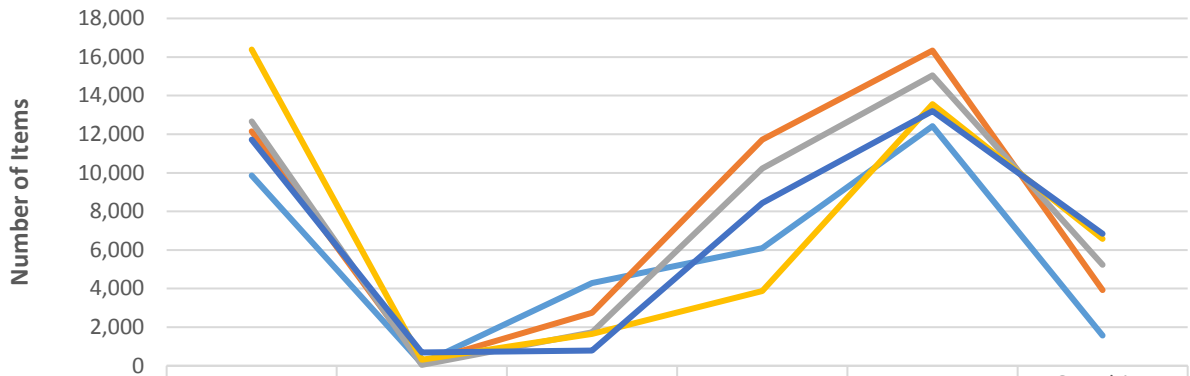
**Oxford College  
Physical Collection Resources  
As of June 2017**

Titles Held	65,047
Volumes Held	67,568
Volumes Withdrawn	4,588
Physical Media	2,031
Archives Added (Linear Feet)	15.8
Total Archives (Linear Feet)	181.8



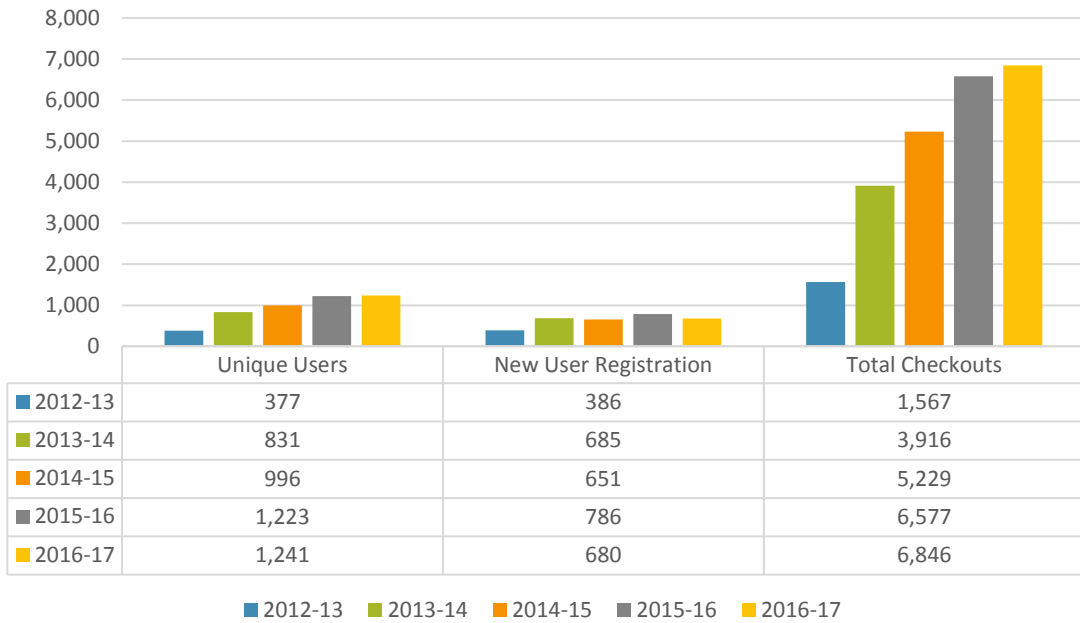


**Oxford College  
Five Year Totals by Item Type**

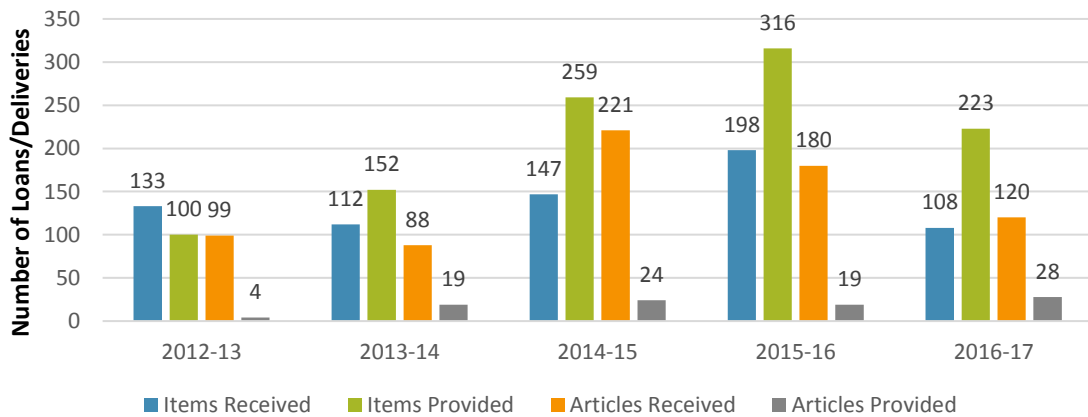


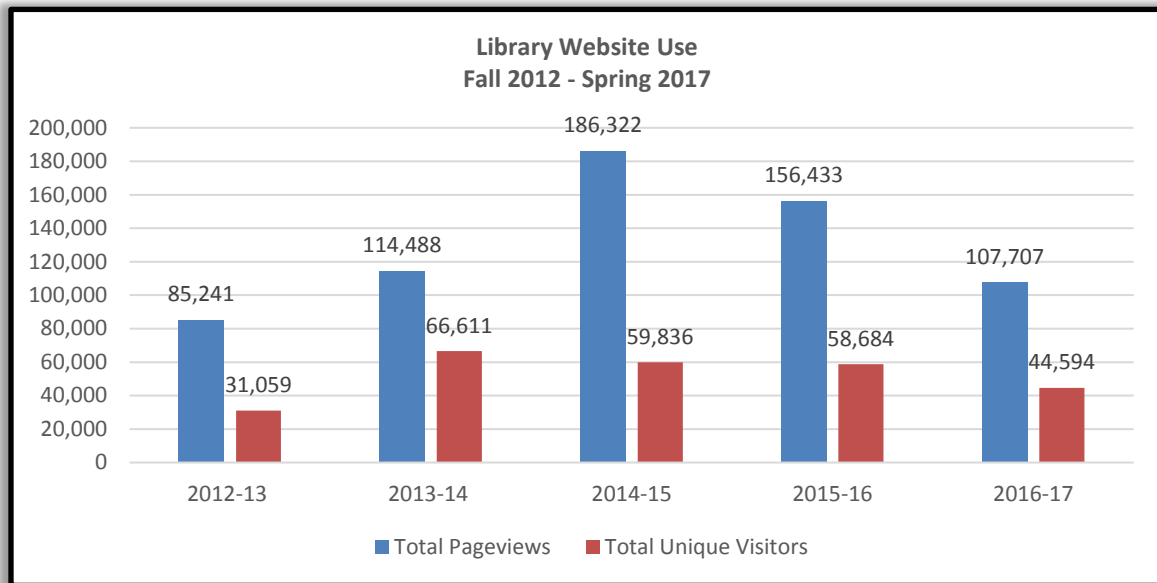
	Books	Serials	AV	Reserves	Equipment	Overdrive Ebooks (YTD)
2012-13	9,862	112	4,291	6,093	12,419	1,567
2013-14	12,147	167	2,747	11,716	16,335	3,916
2014-15	12,666	47	1,730	10,227	15,050	5,229
2015-16	16,388	314	1,654	3,877	13,563	6,577
2016-17	11,719	692	787	8,442	13,200	6,846

**Oxford College  
OverDrive Usage  
Fall 2012 - Spring 2017**



**Oxford College  
Interlibrary Loan and Book/DVD Delivery  
June 2012 - May 2017**

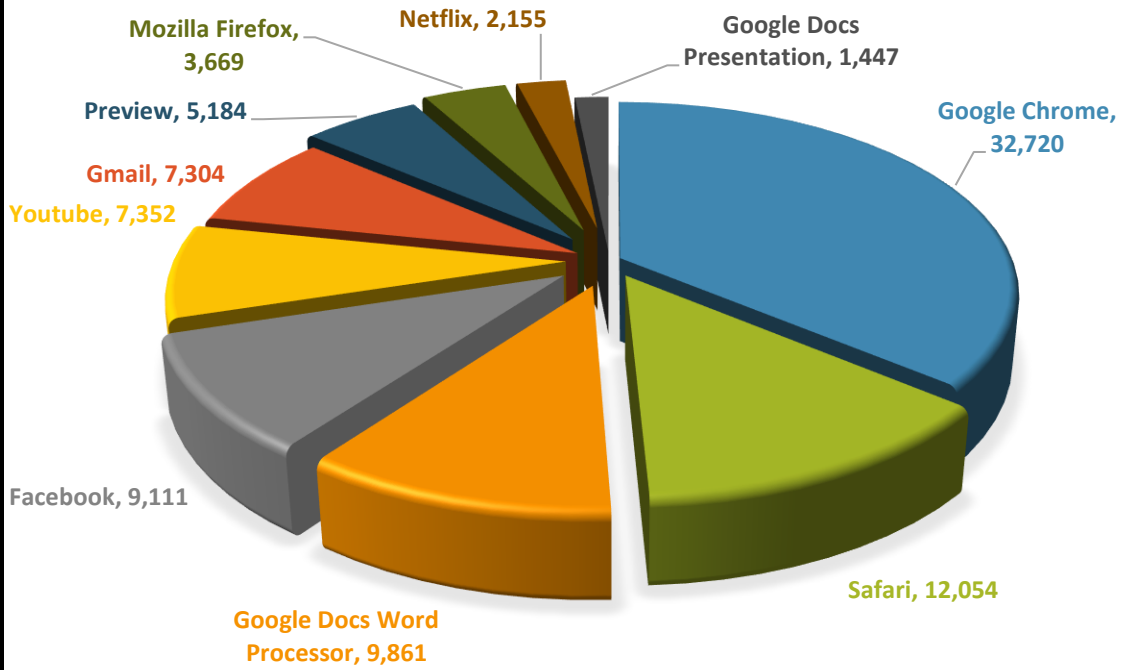




**Top Library Pages - June 2015-May 2016**

Rank	Page	Views	Percent of Total
1	Homepage	58,598	37.46%
2	Citing	12,230	7.82%
3	Library Materials	2,954	1.89%
4	Using the Library	2,415	1.54%
5	Research & Learning	2,161	1.38%
6	Directory	2,032	1.30%
7	Small Group Study Rooms	2,031	1.30%
8	Databases	1,683	1.08%
9	About	1,532	0.98%
10	Course Reserves	1,518	0.97%

**Library Provided Computers  
Most Used (>1,000) Tracked Web Applications  
by Launch Count  
June 1, 2016 - May 31, 2017**



**Library Provided Computers  
Most Used (>100) Tracked Desktop Applications  
by Launch Count  
June 1, 2016 - May 31, 2017**

