



EMORY

OXFORD
COLLEGE

ANNUAL REPORT

OXFORD COLLEGE LIBRARY

EMORY UNIVERSITY

2021-2022

Submitted to Dean Douglas Hicks

By

Kitty McNeill

Dean of the Library

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Oxford College Library

2021-2022

This past year, Oxford students, faculty and staff were...

Inquisitive

400 one-on-one **research consultations** booked, **more than** in each of the **last five years**

143 instruction sessions attended, reaching **3,550+** student participants

2,708 information desk questions asked—over **three times more than last year**

Present

145,789 library attendees, approaching **pre-pandemic numbers**

8,191 study room bookings, **more than** in each of the **last four academic years**

Informed

13,125 items circulated, over **twice as many** as in 2020-2021

9,300+ unique **logins to library databases**

47,800+ **Research Guide** views

63,000+ Oxford College Library website
and blog **page views**

Students, we heard you! *
Based on student feedback, we will:



Evaluate Library space usage to ensure that the layout aligns with the ways Oxford students live and work.



Offer a **mid-semester library skills refresher**.



Acquire more **dry erase boards**, and add signage to highlight the ones available throughout the Library.

**Annual Report
Oxford College Library
2021-2022**

Mission Statement

As an academic and social hub of the Oxford College campus, the library works to support students, faculty, and staff in their academic pursuits and build an inclusive community of collaboration. By providing student-centered services, resources, and spaces, we are dedicated to empowering students to think critically about and ethically engage with information. The library is a gateway to resources from across the University and offers a diverse collection of print and digital materials, technology-rich spaces for exploration and play, and a commitment to excellent service. Within an environment of holistic community engagement, we invite users to participate in personal growth, information literacy instruction, learning and research opportunities, and preservation of the history of Oxford College as a part of the larger University. We are privileged to accompany users either in person or virtually on their journeys of discovery, research, and learning.

Vision Statement

- Build an inclusive and transformative academic and social environment for the Library and pursue anti-oppression in the library profession and the Oxford College community.
- Through creativity, innovation, and partnerships, lead Oxford College as experts in the areas of research support, information literacy pedagogies, and open education.
- Develop and enrich collaborative digital scholarship initiatives that are fully integrated into the Oxford College curriculum and community.
- Gain visibility on the local, regional, and national levels by sharing our expertise through scholarship and research.

Emory Libraries Diversity Statement

The Emory University Libraries recognize diversity, equity, and inclusion as core values integral to empowering the university community to pursue justice for all; we strive to be an anti-oppression organization.

- Libraries are uniquely positioned to support DEI as knowledge centers and repositories of ideas and perspectives.
 - Through our spaces, resources, and programming, we connect members of our university's many communities.
 - Fighting bias and misinformation and encouraging critical thought are cornerstones of library work.
- We acknowledge that we are not in a neutral space and that our institutional history reflects the structural and systemic injustices of our country.
 - We recognize and honor the work and accomplishments of social justice activists who came before us and will share their stories.
 - We reject the philosophy of library neutrality, which perpetuates oppressive practices and actively harms our community members.*
- We aspire to create an inclusive work environment through professional development, encouragement of personal growth, restorative communication practices, and active recruitment and retention of diverse groups that are underrepresented in our profession.
- We also recognize the importance of practicing cultural humility and the continual need to educate ourselves so that we are proactive and open to creating safer spaces for all. These goals require attentiveness to engagement and openness toward accountability in conversations and policies.

- To encourage an inviting and supportive climate, we commit to offering creative and engaging ways to foster productive dialogue and interaction with our collections and programs.
- As the world changes, so will we. The struggle for social justice is ongoing. We accept the principle of non-closure and acknowledge that our understanding and awareness is constantly evolving.

*Anastasia Chiu, Fobazi M. Ettarh, and Jennifer A. Ferretti, “Not the Shark, but the Water: How Neutrality and Vocational Awe Intertwine to Uphold White Supremacy,” In *Knowledge Justice: Disrupting Library and Information Studies through Critical Race Theory*, eds. Sofia Y. Leung and Jorge R. López-McKnight (Cambridge, Massachusetts: MIT Press, 2021), 49-72.

Overview

With the full return of students to campus after two semesters of remote learning due to the Covid-19 pandemic, library statistics showed that Oxford students were present, inquisitive, and informed. Library attendance reached 145,789, approaching pre-pandemic numbers. Students placed 8,191 study room bookings, more than in each of the last four academic years. The library staff provided 400 research consultations and answered 2,708 information desk questions. Librarians taught 143 information literacy instruction sessions reaching over 3,550 student participants.

The library circulated 13,125 items and there were more than 9,300 unique logins to library subject databases. Working with staff of Emory's Library Technology and Digital Strategies (LTDS) division, we migrated the library website from Cascade to Drupal in January 2022. Use of the website increased with over 110,800 page views that included research guides, website, and blog page views. Again, working with LTDS, we successfully launched Blacklight, the new discovery layer for the Emory Libraries catalog, in spring 2022. Blacklight, called *Library Search*, replaced the discovery layer, *discoverE*. To view further data on the use of electronic resources see Appendix C and other annual library statistics in Appendix D.

During the past year, the Collections Team developed concrete methods for collecting a more diverse collection. We started this effort due to the results of a diversity audit of reserve readings. The results convinced us that a diversity goal was necessary for the current collection and future purchases. See Appendix E for the results of the 2021 reserves diversity audit. Collections team member Alexandria Kord steered this project, with the purpose of assessing how we could create a more diverse collection and by creating specific action items to improve our collecting habits. The team is taking a "whole collection approach" and is intentionally adding DEI principles into the everyday tasks of collection management. This approach follows recommendations Alexandria learned at an intensive workshop, in fall of 2021, sponsored by *Library Journal* entitled *Evaluating, Auditing and Diversifying your Collections*. Some of these approaches include adjusting weeding standards based on historical inequities; using displays to highlight historically marginalized and tracking display contents; focusing on representative reads and authorship; and more detailed tracking of purchases. Also, Ellen Neufeld is working with the Emory Libraries Collections Steering Committee to develop a diversity statement for all University library collections. In addition to the team's monthly acquisitions goals based on budget and current curriculum, the library also allocated \$10,000 to the purchase of collections in support of the new African American Arts and Culture curriculum.

Working remotely and in the building, the library staff accomplished the substantial work documented in this annual report through committed, creative, and collaborative efforts. Full access to the rich resources, technologies, systems, and services of the Emory Libraries were guaranteed for Oxford students, faculty, and staff through the extensive committee work performed by all library staff as recognized in Appendix A.

In August 2021, we completed the search for two new Teaching and Learning Librarians. Alexandria Kord joined the library on September 1, 2021; and we welcomed Lara Miller on November 1, 2021. Both librarians added unique and valuable expertise in teaching and provision of library services and programs. Christine Rogers, Late-Night Library Specialist left Oxford at the end of the fall semester to take a position at Emory's Goizueta Business Library. We hired Winta Bahlibi to fill this Library Specialist position.

Vanessa Garofalo, Teaching and Digital Projects Librarian, left her position in May 2022 to pursue other opportunities; and Anne Le-Huu Pineault will leave Oxford in July 2022 to pursue her PhD at McGill University in Canada. We launched a search for two Teaching and Learning Librarians in April 2022. We completed a successful search in June 2022; and Ginny Hudgins and Jacob Lackner will start their librarian positions at Oxford on August 1, 2022. A revised organization chart is in Appendix B.

With the addition of new employees, the Management and Leadership Team (MLT) of the library continued to emphasize building trust and a strong organizational culture. Specifically, all team members completed the Everything DiSC Workplace assessment. Jonathan Koestler from Emory's Organization Development Team met with the entire staff for two sessions; and he led exercises to help us understand our colleagues' workplace preferences and communication styles. As we add two new librarians to the team, Jonathan will continue to work with our staff to recognize our differences and develop the *Five Behaviors of a Cohesive Team*: trust, conflict, commitment, accountability, and results.

The Student Employee Team hired, trained, and employed 47 student employees who played a pivotal role in the day-to-day operations of the library. We continued to employ students during the spring 2022 remote start period by creating assignments they could complete remotely. Our 12 Library Leaders staffed the library's information desk for 11 hours each week when no library staff members were present. Training the Library Leaders to staff the information desk is essential to keeping the library operational 24 hours, 7 days a week and increases the volume and diversity of patron interactions. We also offered a resume workshop, resilience training, and an appreciation dinner for our student employees.

The Events and Outreach Team planned several orientation events to welcome students to campus. We participated in OxWalk and provided stations in the library for students to visit, receive swag, and learn about the library's services and resources. Also, we arranged for therapy dogs to visit during reading days, provided a pop-up event for second year students, and participated in the first- and second-year resource fairs, ATL Bound and the Ignite Leadership program. During the Spring Festival Celebration, we welcomed over 800 students in the library to play board and classic arcade games and pack their own swag bag.

After a two-year hiatus due to the pandemic, we hosted A Day of Celebration of Scholarship and Creative Expression on April 22. The Celebration was expanded this year to include the sixteenth annual Faculty and Staff Showcase Exhibit and Reception, the Research Scholars Symposium and Poster Presentations, the Milestone Showcase, and Writing Showcase. Also, we opened the Steffen Thomas Museum Art Exhibition through the work of Tasha Dobbin-Bennett, Associate Professor of Art History and Studio Art. The exhibition will be on display until September 2022.

The Archives Team curated and opened *The Work Is Never Finished: Building an Inclusive Archives*, an exhibition of items from the Oxford College Archives that explores the impact of archival practice on the research process. The exhibition connects efforts to address the legacies of slavery and dispossession across the university with Emory Libraries DEI initiatives and specific resources available from the Oxford College Library. The Archives and Special Collections, Research Practices, and the Emory Libraries Exhibitions teams collaborated on the design and development. The exhibit received overwhelmingly positive feedback and the Martin Luther King Week message from President Fenves featured a visit from the Twin Memorials Working Group to see the exhibit.

Library Goals Accomplishments 2021-2022

Goal: Enhance the Research Practices program to support Oxford College's teaching and research missions.

In fall 2021, the library hired and integrated two new Teaching and Learning Librarians, Alexandra Kord and Lara Miller into the work of the Research Practices Team. The team successfully onboarded the librarians with an intentional and peer-to-peer mentoring approach. The new librarians shadowed and co-taught information literacy sessions with other Teaching & Learning Librarians to observe one another's teaching styles and for continual learning.

During the academic year, librarians partnered with faculty to enhance information literacy teaching and learning throughout the curriculum and Discovery Seminars, both in the classroom and online. The Teaching & Learning Librarians collectively taught 143 information literacy in-class sessions, including teaching in almost all Discovery Seminars. Further, the team almost doubled the number of research consultations provided by reaching 400—the highest number ever provided for students in one year.

The Research Practices team developed additional course- and content-specific online information literacy modules, including modules on citation, copyright, plagiarism, Zotero, and selected information literacy competencies identified in the [ACRL Framework for Information Literacy in Higher Education](#). Paige Crowl, Alexandra Kord, and Kerry Bowden collaborated with Dr. Florian Pohl to create a Canvas learning module for Religion 385W on conducting oral histories. The collaboration led to the librarians advising on digital archives for Dr. Pohl's Oxford Research Scholar accepted proposal.

The teaching librarians expanded information literacy instruction to support student success beyond the classroom this year. Alexandra Kord implemented a new workshop program in spring 2022 to support the “reflective thinking” student learning outcome and provide additional research support outside of the in-class information literacy instruction. The Research Practices team designed and taught six workshops on citation management tools and synthesizing sources in writing. The library partnered with the Oxford College Writing Center on two workshops. Fifty-six students attended the workshops, and many commented on how they planned to use the tools and techniques in the future. One student said they "plan on using Zotero for all future research projects." Another stated, "I think it is nice that there are so many resources for actually writing papers beyond initial research that I didn't know the library offered."

In fall & spring semesters, the Research Practices team worked on a project to map the Framework for Information Literacy outcomes to Oxford's seven student learning outcomes (SLOs) to better understand how information literacy directly supports the General Education Program. The project team, led by Librarian Lara Miller, will communicate findings to faculty and staff next fall as the analysis nears completion.

The library continued to provide Personal Librarian support for faculty research and scholarship throughout the year. Some examples of how librarians helped faculty with this important research support are listed below:

- ✓ Advised Gwendolynne Reid on bibliometric network analysis of articles from Journal of the American Medical Association (JAMA) and Journal of the National Medical Association
- ✓ Provided software and taught Teresa Romano and Sophia Yang (student) web scraping of Georgia School Board Elections data
- ✓ Located information about master's pay supplements for North Carolina teachers for Teresa Romano
- ✓ Located historical articles on autism for Jennifer McGee
- ✓ Helped LaTonia Taliaferro-Smith, Victoria Cespedes (200x), and Quin Goodman (200x) with whale bone research

- ✓ Helped Mike McQuaide, Daniel Parsons and Melissa Hage with research for City of Oxford Sustainability Committee's Dried Indian Creek restoration project

Goal: Create an anti-racist library environment that promotes social justice and the principles of diversity, equity, and inclusion.

The pursuit of social justice remained a core priority for the Oxford College Library, as reflected in the varied DEI work library staff engaged in this year. Staff continued to actively engage in professional development and community conversation to increase their awareness and understanding of DEI-related topics. Many of these professional development opportunities were coordinated by the Emory Libraries Diversity, Equity, and Inclusion Committee, of which Oxford librarian Paige Crowl is a co-chair. These institutional efforts included the Coffee and Critical Conversations series, in which library staff discussed AAPI Librarianship, LGBTQ+ Activism in the Library, Student Mental Health, and Neurodiversity and Ableism. Oxford Library staff also attended two Anti-Racism Forums in the fall of 2021 and spring of 2022, where employees heard from Dr. Carol Henderson, Vice Provost for Diversity and Inclusion, and heard from colleagues about anti-racism initiatives in collection development, metadata, and using library data for social justice.

Notably, the library was a key participant in the symposium, *In the Wake of Slavery and Dispossession*, co-chaired by Yolanda Cooper, former Dean and University Librarian, which took place on the Atlanta and Oxford campuses in October 2021. The library continued the conversation about the university's past relationship with slavery and systemic racism with the new exhibit *The Work Is Never Finished: Building an Inclusive Archives*. Featuring material from the library archives, the exhibit challenges visitors to explore Emory's history and reckon with the institution's past. Visitors are encouraged to reflect on whose stories have traditionally been left out of Oxford's history and how they can work for a more just future for their community.

The library aims to reach students and show them that not only does the library hold social justice values paramount, but that we also want to support them as they take these values out into the world. Library staff created monthly book displays themed after affinity months and incorporated the input of library student employees. Displays this year included: Women's History Month in collaboration with the African Caribbean Student Union, Black History Month, Native American History Month, LGBTQ+ History Month, and National Hispanic Heritage Month. Students were also invited to engage with the library at pop-up events celebrating International Pronoun Day and World Day of Social Justice.

The Oxford College Library believes that DEI should be integrated into the day-to-day operations of every staff member and team at the library. To commit to this principle, the library formed a DEI Task Force to evaluate four documents: the *Emory Libraries Systemic Racism Action Plan* from Summer 2020, the *Space Audit Task Force Final Report* from Summer 2021 (Emory Libraries), the *EUL DEI Committee Recommendations for FY22-25* from Spring 2021 (Emory Libraries), and the *Oxford College ODEI Report* from Spring 2021. The Task Force also conducted a space audit of the library and will share these findings with library leadership.

Because work at the Oxford College Library is largely team-based, the DEI Task Force decided that the recommendations based on these documents will be shared with each library team. While building their goals and plans for AY22-23, each team will consider the recommendations of the DEI Task Force. Each team leader will be responsible for follow-through on these recommendations, ensuring accountability.

Goal: Collaborate with College departments and the other Emory Libraries to improve library and technology services for students and faculty.

The Emory University Libraries' leadership decided in 2020 not to renew our license with Primo, an Ex Libris product, which we called *discoverE* and to pursue a new discovery layer for the integrated library system. The Emory Libraries sunsetted *discoverE* in late fall 2021, which was replaced by *Library Search*, a new Blacklight system. Blacklight is an open-source application that allows for enhancements over time based on usability feedback. Additionally, customization of the user-interface provides a seamless experience for users of Library

Search (Blacklight), the libraries' websites, and the Emory Digital Collections site. The Oxford Library representative on the SEND (subject expert next discovery) team was Ellen Neufeld. This team met weekly from fall 2020 to Dec 2021 and performed requirements-gathering for content and for how Blacklight interacts with metadata to provide content search and display. The team also completed new specifications for content, functionality, and implementation of the system, which went live at the beginning of spring semester 2022.

Another key technological enhancement was the migration of the Emory Libraries Content Management System (CMS) from Cascade to Drupal. The Oxford Library's website was chosen as the first Emory Libraries website to migrate because our well-maintained, condensed site architecture was the most conducive to migration testing. Our team supported the work of the task force through Cascade content cleanup, the migration of our Cascade content, user acceptance testing of all Oxford migrated pages, and implementation of new website governance procedures. This important migration project received positive feedback on the usability and aesthetic improvements from faculty, staff, and students. The efforts of the Oxford Library Website Team made the migration a smoother process than anticipated, which earned accolades from the Emory Libraries' CMS Taskforce. As a result, the CMS Taskforce recommended the Oxford Library Website Team's internal governance structure as a model to other Emory Libraries. The new Drupal site will better support Oxford's instruction librarians in their teaching, as well as the Oxford community's engagement with library resources and services.

The Systems Team created an online Technology Agreement Form for students that explains the liability and policies around checking out the library's equipment. Students only need to complete this form once per year and it eliminated students having to sign a paper each time they checked out a piece of equipment. In response to increase technology demands, we upgraded and added new technology for students that included: 12 iMacs, 11 iPads, 31 new MacBooks, 5 additional Gen1 Apple pencils, and 2 Gen2 Apple pencils.

To further enhance our technology services for students and faculty, Digital Scholarship is a growing area of emphasis for the Oxford College Library. This year, the library focused on developing a support infrastructure for digital scholarship at Oxford that will include both internal and external facing tools, resources, and software. Among these efforts was the development of a new Digital Projects Team, comprised of librarians and staff who will be working collaboratively with Oxford College Information Technology (OCIT) and other units on campus to help triage digital projects requests for students, faculty, and staff.

Teaching and Digital Projects Librarian Vanessa Garofalo coordinated library support for ongoing digital scholarship initiatives. Work on developing the *U.S. Mosque Controversies* digital archive continued and a total of 50+ cases have been added to the archive. This archive uses the Omeka content management platform and contains documented cases of anti-Islam controversies in the Atlanta metro area and across the southeastern United States. This project is an ongoing collaboration with Oxford professor Dr. Florian Pohl and has been used as a research and learning tool in several of Dr. Pohl's courses. The library also continues to provide hosting and support for the *Archive of Personal Digital History* (APDH), also hosted on Omeka. The APDH is an oral history archive that contains transcripts and photographs from a series of interviews conducted during the fall 2018 semester by students in Dr. Gwendolynne Reid's Discovery Seminar.

The library plans to create a Digital Projects Toolkit. The toolkit will be featured on the library website, centralizing information about tools available through the library, best practices for conducting digital scholarship projects, and a portfolio of library-supported projects completed at Oxford College. Two tools to be featured on the website have already been utilized by Oxford faculty this year: web scraping tool ParseHub, and bibliometric network analysis software VOSviewer. Teaching & Learning Librarian Paige Crowl instructed Oxford professor Teresa Romano and student researcher Sophia Yang in best practices of web scraping and the use of ParseHub for a project collecting Georgia School Board elections data. Paige Crowl also provided guidance to faculty member Gwendolynne Reid on the practice of bibliometrics, and suggested VOSviewer for her research comparing the citational practices of the *Journal of the American Medical Association* and the *Journal of the National Medical Association*. Dr. Reid's findings were subsequently published in Harvard Law's Bill of Health. As library staff

expertise grows in this area, the Digital Projects Team hopes to continue to support innovative faculty, staff, and student research.

Goal: Collaborate with other Emory Libraries on the development of the Emory University Archives and Digital Library Program to expand access for students and faculty to the extensive archives and digital resources of the libraries.

Working with the Emory Libraries Digital Library Program staff, we completed digital preservation and migration of over 1400 images from the Early Emory College Photographs project website to Emory Digital Collections. Also, we completed digital preservation of all available volumes of *The Georgia College Journal*, *Emory Mirror*, *Emory Phoenix*, and *Oxford Spokesman*, making more than 300 issues of student publications created on the Oxford campus available via the Emory Digital Library.

The Archives and Special Collections team supported the development of Florian Pohl's REL 383W student interviews of alumni of the Muslim Student Association into a sustainable oral history project. Further, archivist Kerry Bowden implemented systems and developed workflows necessary to sustain preservation of born-digital records, in anticipation of the adoption of an Emory Libraries-wide digital records management platform. She supported the growing demand for archival research services throughout the Oxford community, including multiple time-sensitive requests from college and university administrators; and, continued to support faculty and student research and connected external researchers with resources related to Oxford and Newton County history.

Finally, we collaborated with the Emory Libraries digitization program, Rose Manuscript, Archives, and Rare Books Library, and Oxford's Advancement and Alumni Engagement staff on Home Movie Day, an annual nationwide digital preservation outreach event focused on amateur reel-to-reel films. The event was attended virtually by multiple Oxford alumni of the late 1960s and early 1970s, including Ann Slaughter, one of the first Black students at Oxford College. Ann appeared in one of the films featured from the library's John Tate Film Collection.

Enhance assessment efforts to inform strategic, user-centered decision-making in support of the Oxford College mission.

This past year, the Assessment Team set goals for the 2021-2023 assessment cycle and collaborated with library teams to produce the library's 2019-2021 Assessment Report. The team received praise from Andrea Barra, Associate Director of Assessment for the execution of its 2017-2019 Assessment Report and agreed for the document to be made available as an example on Emory's Office of Planning and Administration's website. Members of the Assessment Team also presented the poster *Building infrastructure at a small library: Toward a programmatic approach to assessment* at the Southeastern Library Assessment Conference in November 2021.

As part of an ongoing effort to foster a culture of assessment, the Assessment Team focused on making resources available for Oxford College Library teams to engage in collaborative strategic planning and involved all staff in the process of formulating student-centered recommendations. Teaching and Learning Librarians, Paige Crowl, Lara Miller and Anne Le-Huu-Pineault, designed a roadmap template and developed a design-thinking process for teams to keep track of and evaluate their progress toward achieving strategic actions and goals. The team piloted the strategic roadmap process by holding a series of working meetings throughout the year. The Collections and Research Practices teams integrated the roadmap into their workflows. The ad-hoc First Year Council (FYC) sub-group led by Anne Le-Huu-Pineault oversaw the planning and data analysis of the 2022 library FYC focus group, facilitated by Paige Crowl. The group then planned and facilitated a staff assessment workshop, inviting the entire library team to engage directly with FYC student feedback. The discussions focused on the themes of Culture and Climate, Student Services, and Communication and Outreach, with the purpose of formulating concrete follow-up actions. The FYC sub-group will develop final recommendations in June and work with library leadership to determine how and what to implement.

The team continued to support instructional assessment efforts, both at the Library and Oxford College levels. Members of the Assessment and Research Practices teams helped calibrate and redesign the Reflective Practices Rubric, by participating alongside faculty in this year's Assessment Days on May 9 and 12, led by the Office of Institutional Research. The Assessment Team researched the *Threshold Achievement Test for Information Literacy* (TATIL) as a possible evaluation tool to assess the impact of the Research Practices program on student learning, and met with Rick Wiggins, President and Chief Technology Officer of Carrick Enterprises, to discuss the process for piloting the test at Oxford.

Anne Le-Huu-Pineault served as representative on the Emory Libraries Assessment Integration Group (AIG) and its Survey Instrument Design Team. This year, AIG and its sub-groups focused on redesigning, launching, and promoting the Emory University Libraries survey. The Oxford Library Assessment Team promoted the survey to its student, faculty, and staff users via EaglePost, signage across campus, and two student-led tabling sessions. The shorter, more targeted survey, launched at the end of March 2022, with results set to become available in July 2022.

Oxford College Library Goals 2022-2023

Enhance the Research Practices program to support Oxford College's teaching and research missions. (*Directly supports Mapping Pathways of Academic Excellence, building a World Class Academic Experience, & Emory Libraries Roadmap: User Experience and Operational Excellence*)

- Embed and integrate our teaching, reference services, and information literacy promotion into *existing* academic spaces to deepen and extend our impact on student success.
 - Build and publish a library Canvas course available for all Oxford students.
 - Target our outreach efforts with the Discovery Seminar program.
 - Continue to offer extracurricular workshops for undergraduate students in partnership with select campus units.
- Position the library as an activator and connector in the faculty research process.
 - Encourage & build capacity for faculty research consultations on advanced topics (e.g. data management, technological tools).
 - Partner with the Digital Projects team to triage faculty requests and promote our digital support.
 - Partner with campus units to offer training and resources on researcher visibility and impact (e.g. ORCID iD training, Google Scholar profiles, impact factors).
- Grow the footprint and overall understanding of our personal librarian program.
 - Research and reconsider the "personal librarian" structure to better serve our constituencies.
 - Attend departmental and college-level faculty meetings on an ongoing basis.
 - Formalize the collaboration process among Research Practices team members when considering co-teaching and responding to faculty requests.
 - Explore and understand the potential for course-embedded librarian instructors.
 - Become key consultants in the course materials selection process to advocate for Open Educational Resources (OER).
- Enhance faculty development offerings to Oxford instructors to support integrating information literacy into their curriculum.
 - Communicate our impact and services to stakeholders in a compelling fashion on the college and library website in partnership with the Communications and Website teams.
 - Regularly discuss and share developments with course instructors in pedagogy for information literacy instruction.
- Facilitate the transition of Oxford students to the Atlanta campuses (ATL Bound) regarding library services & support.
 - Connect Atlanta campus bound students to library resources on the Atlanta campuses.
 - Recommend a library module for inclusion in the existing ATL Bound Canvas course.
 - Publish promotional materials on the website and other digital spaces.
- Understand the Goizueta @ Oxford programmatic additions to determine and implement the needed library support by the 2023 academic year.
 - Monitor the BBA Curricular Redesign progress.

Create an anti-racist library environment that promotes social justice and the principles of diversity, equity, and inclusion. (*Building a World Class Academic Experience & Emory Libraries Roadmap: Organizational Development and Culture and Emory Libraries Systemic Racism Action Plan*)

- Participate in critical readings, conversation, and reflection to increase library staff awareness of privilege and racial injustice.
- Hold meetings each semester of the DEI Task Force to evaluate and disseminate new information from the Emory Libraries, Oxford College, and the Emory Office of Diversity, Equity, and Inclusion.
- Hold quarterly accountability check-ins to support library teams as they implement recommendations from the Oxford College Library's DEI Task Force.
- Use student feedback to craft and implement Oxford library-specific initiatives to enhance the student experience of belonging and inclusion on the Oxford campus.
- Engage Oxford and Emory community members in learning and discussion around *The Work Is Never Finished: Building an Inclusive Archives* exhibit.
- Participate in Emory Libraries-wide DEI priority areas:
 - Attract, hire, retain, and promote more diverse employees for Emory Libraries.

- Set aside funds for DEIA-specific activities.
- Make accessibility and disability services a core priority of Emory Libraries.

Collaborate with College departments, faculty, and the other Emory Libraries to develop digital scholarship initiatives in support of teaching and research. (*Directly supports building a World Class Academic Experience, Mapping Pathways of Academic Excellence & Emory Libraries Roadmap: Infrastructure and Services*)

- Create a Digital Scholarship page on the Oxford College Library website.
 - Develop a Digital Scholarship Toolkit to be housed on the new webpage including best practices for conducting digital scholarship, highlight tools and resources (audio and video resources, tools/applications for research, digital storytelling, etc.), and a portfolio of completed digital scholarship projects supported by the library.
- Expand support for faculty, staff, and student projects in digital scholarship.
 - Use Digital Projects Toolkit as a hub to demonstrate library expertise to faculty who may be interested in learning more about digital scholarship.
 - Conduct targeted outreach to faculty highlighting specific tools the library can support and assist with (i.e. web scrapers, GIS and story maps, etc.).
 - Identify opportunities for skill building and professional development among team members to expand our ability to support digital scholarship projects at Oxford.
- Build partnerships with other Oxford and Emory support departments including OCIT, Academic Technology, and Emory Center for Digital Scholarship.
- Support further development of the Oxford Muslim Student Association Oral History Project, ensuring the production and preservation of additional interviews and designing and launching a sustainable dedicated project site.

Collaborate with other Emory Libraries on the development of the Emory University Archives and Digital Library Program to expand access for students and faculty to the extensive archives and digital resources of the libraries. (*Directly supports building a World Class Academic Experience & Emory Libraries Roadmap: Infrastructure and Services*)

- Complete the inventory, appraisal, and conservation of art and artifacts belonging to the college that are currently displayed or stored in locations across the Oxford campus.
- Develop and extend *The Work Is Never Finished* as a virtual exhibition, including making items featured in the exhibition available via Emory Digital Collections.
- Complete implementation of the ArchivesSpace Public User Interface, the new discovery layer for archival collections across the Emory Libraries to replace the EmoryFindingAids database.
- In collaboration across the Emory Libraries, extend student and faculty engagement with *The Work Is Never Finished: Building an Inclusive Archives* exhibit by hosting a fall 2022 Lyceum lecture featuring John Bence, University Archivist, and Gabrielle Dudley, Head of Research Services at the Stuart A. Rose Manuscript, Archives, and Rare Book Library.

Enhance assessment efforts to inform strategic, user-centered decision-making in support of the Oxford College mission. (*Directly supports building a World Class Academic Experience and Mapping Pathways of Academic Excellence & Emory Libraries Roadmap: User Experience and Operational Excellence*)

- Partner with Research Practices to develop a project charter for piloting and implementing TATIL.
- Partner with the Events and Outreach Team to develop an assessment checklist for non-instruction programming.
- Analyze 2022 Emory University Libraries Survey data and issue recommendations.
- Create or adapt a guide to best practices when conducting assessment work, in support of an inclusive and equitable practice.
- Foster a culture of assessment by hosting quarterly discussions about assessment with teams across the Library.
- Establish a process for making assessment data available to internal Oxford College Library audience.
- Publicize assessment data in a compelling manner on the newly redesigned Oxford College Library website.

**Appendix A
Library Staff Committee Work
2021-2022**

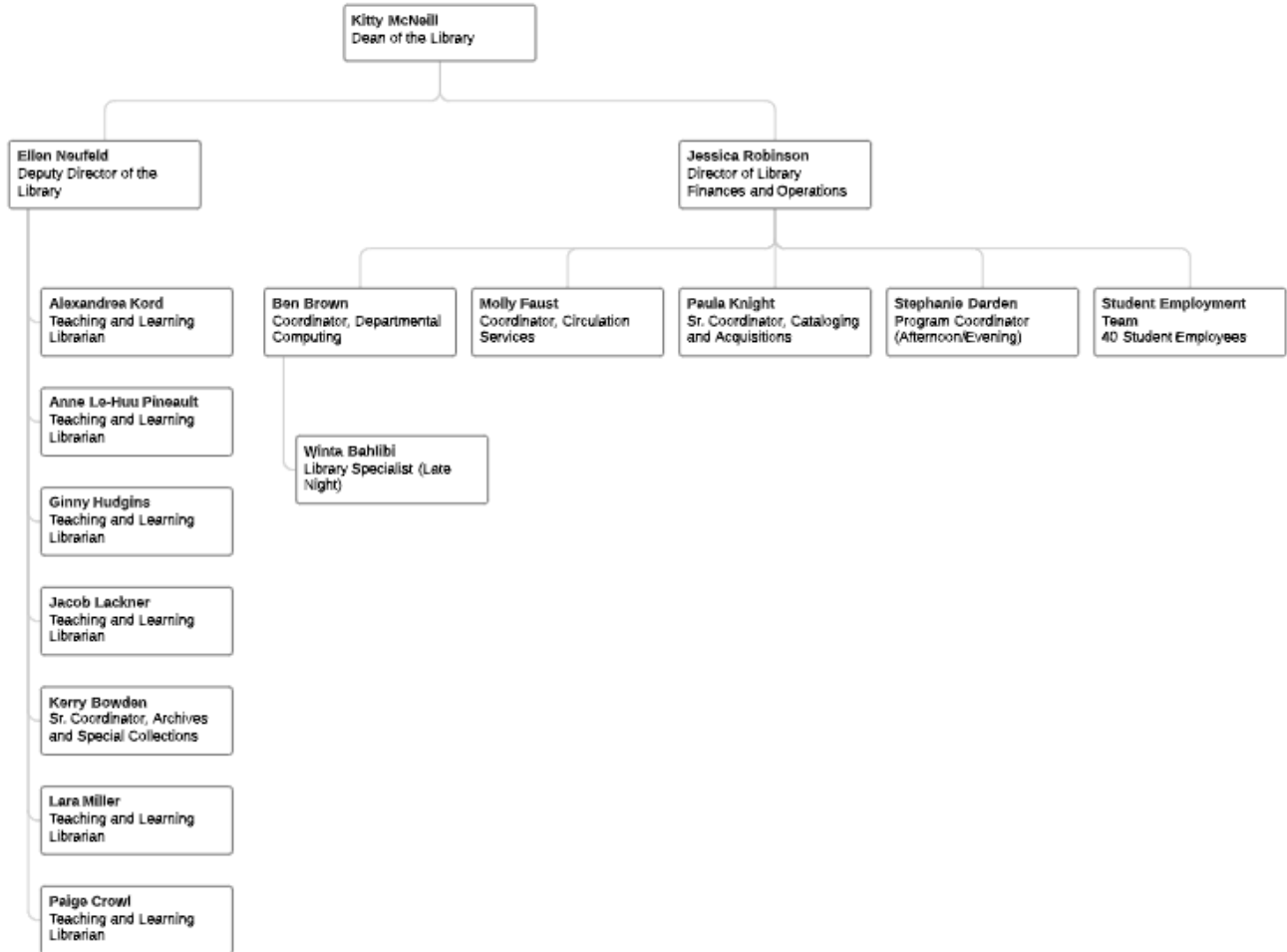
<p>Winta Bahlbi Library Specialist</p> <p>Oxford College Library Stacks Maintenance Team Student Employment Team Reserves Team Customer Service Team</p> <p>Emory Libraries Interlibrary Loan Community of Practice Reserves Community of Practice</p>	<p>Kerry Bowden Coordinator of Archives and Special Collections</p> <p>Oxford College Library Archives & Special Collections Team (Chair) Collection Development Team Customer Service Team Events Team Fun Committee Research Practices Team Website Team DEI Taskforce Digital Projects Team</p> <p>Emory Libraries Archival Systems Digital Preservation Community of Practice ArchivesSpace Phase II Implementation Team Library Employee Advocacy Forum (Oxford Alternate) Metadata Policy Archival Description Sub-Committee Special Collections Steering Committee</p>	<p>Ben Brown Coordinator of Departmental Computing</p> <p>Oxford College Library Customer Service Team Website Team (Chair) Collection Development Team Research Practices Team Systems Team Teaching and Learning Librarian Search Committee DEI Taskforce</p> <p>Emory Libraries CMS Taskforce CMS Governance Group DeskNet EaglePrint Team Emory IT Client Management Team Box to OneDrive Task Force Emory Libraries LibGuides Taskforce</p>
<p>Paige Crowl Teaching and Learning Librarian</p> <p>Oxford College Library DEI Taskforce (Chair) Digital Projects Team (incoming Chair) Research Practices Team Assessment Team Collection Development Team Fun Committee Customer Service Team Oxford Librarians' Council Teaching and Learning Librarian Search Committee</p>	<p>Stephanie Darden Coordinator, Collection Maintenance</p> <p>Oxford College Library Stacks Maintenance Team (Chair) Student Employment Team (Co-Chair) Reserves Team Customer Service Team Fun Committee (Chair) Collection Development Team Archives & Special Collections Team Teaching and Learning Librarian Search Committee DEI Taskforce</p>	<p>Molly Faust Coordinator, Circulation Services</p> <p>Oxford College Library Student Employment Team Stacks Maintenance Team Systems Team Reserves Team Customer Service Team Assessment Team Communications Team</p> <p>Emory Libraries Interlibrary Loan Community of Practice Circulation Community of Practice</p>

<p>Paige Crowl (Continued)</p> <p>Emory Libraries Atwood Undergraduate Research Award Committee (Co-chair) Diversity, Equity, and Inclusion (DEI) Committee (Co-Chair) DEI Outreach and Engagement Subcommittee DEI Assessment Subcommittee DEI Professional Development Subcommittee Undergraduate Student Services Committee Science Librarian for Biology and Neuroscience Search Committee Emory Librarians Assembly Council</p>	<p>Stephanie Darden (Continued)</p> <p>Emory Libraries Reserves Community of Practice Copyright Community of Practice Library Employee Advocacy Forum (Oxford Library Representative)</p>	<p>Molly Faust (Continued)</p> <p>Reserves Community of Practice Emory Libraries Social Media Committee</p>
<p>Paula Knight Coordinator, Cataloging and Acquisitions</p> <p>Oxford College Library Collection Development Systems Team Reserves (Chair) Customer Service Team DEI Taskforce</p> <p>Emory Libraries Reserves Community of Practice Cataloging Committee (CATACOM)</p>	<p>Alexandrea Kord Teaching and Learning Librarian</p> <p>Oxford College Library Archives & Special Collections Team Research Practices Team Student Employment Team Collection Development Team Communications Team Customer Service Team Digital Projects Team DEI Taskforce Oxford Librarians' Council</p> <p>Emory Libraries Blog Oversight Group Emory Librarians Assembly Council</p>	<p>Anne Le-Huu-Pineault Teaching and Learning Librarian</p> <p>Oxford College Library Assessment Team (Chair) Research Practices Team Collection Development Team Website Team Digital Projects Team Customer Service Team DEI Taskforce Oxford Librarians' Council</p> <p>Emory Libraries Instruction Steering Committee Assessment Integrations Group Survey Instrument Development Team Undergraduate Student Services Committee Emory Librarians Assembly Council</p>
<p>Kitty McNeill Dean of the Library</p> <p>Oxford College Library Research Practices Team Website Team Systems Team Archives & Special Collections</p>	<p>Lara Miller Teaching and Learning Librarian</p> <p>Oxford College Library Research Practices (Chair) Customer Service Team Assessment Team Website Team</p>	<p>Ellen Neufeld Deputy Director of the Library</p> <p>Oxford College Library Research Practices Team Events and Outreach Team Collection Development (Chair) Communications Team (Chair) Archives Team</p>

<p>Kitty McNeill (Continued) Managerial Leadership Team (Chair) Customer Service Team (Chair) Assessment Committee Oxford Librarians’ Council</p> <p>College Dean’s Council General Education Program Committee</p> <p>Emory Libraries Emory Libraries Cabinet University Librarian’s Senior Management Team University Senate Library Policy Committee Library Programming Committee Leadership Forum Special Collections Steering Committee Emory Librarians Assembly Council</p> <p>University Emory Ambassador</p>	<p>Lara Miller (Continued) Collections Team Communications Team Events and Outreach Team Teaching & Learning Librarian Search Committee (Chair) Oxford Librarians’ Council</p> <p>College Communications Council</p> <p>Emory Libraries Emory Librarians Assembly Council</p>	<p>Ellen Neufeld (Continued) Customer Service Team Managerial Leadership Team Assessment Team DEI Taskforce Oxford Librarians’ Council Teaching and Learning Librarian Search Committee</p> <p>College General Education Assessment Committee</p> <p>Emory Libraries Blacklight Discovery Layer SEND Team E-Books Taskforce Emory Libraries Collection Development Metadata Policy Committee Emory Libraries Peer Review Committee (PRC) Chair Leadership Forum Atwood Award judge Emory Libraries Collections Steering Committee Emory Librarians Assembly Council</p>
<p>Jessica Robinson Director of Library Finances and Operations</p> <p>Oxford College Library Library Student Employee Team (Chair) Managerial Leadership Team Research Practices Team Systems Team Events and Outreach (Chair) Customer Service Team Assessment Team Library Specialist Search Committee (chair) Library Specialist Search Committee Coordinator of Circulation Services Search Committee Oxford Librarians’ Council DEI Taskforce</p>	<p>Jessica Robinson (Continued)</p> <p>College Building Managers Data Advisory Committee Finance and Administration Working Group COVID Operations and Logistics</p> <p>Emory Libraries Acquisitions Community of Practice Assessment Integrations Group Accessibility and Accommodations Group Leadership Forum COVID Continuity Planning Group Emory Librarians Assembly Council</p>	

Appendix B

Oxford College Library Organization Chart



Appendix C Electronic Resources Usage 2021–2022

Oxford user actions by content type (June 1, 2021-May 31, 2022)

	Content type							TOTAL
	Abstract	Article	Book	Reference	Search	Supplemental info.	TOC	
Faculty	1,063	6,010	1,409	1,269	5,446	1,317	4,646	21,160
Staff	100	516	192	195	979	98	707	2,787
Students	1,746	9,716	1,765	2,861	7,187	1,370	9,961	34,606
TOTAL	2,909	16,242	3,366	4,325	13,612	2,785	15,314	58,553

Table a. Oxford user actions (clicks or events) divided by content type.

Unique sessions by Oxford patron type (June 2019-May 2022)

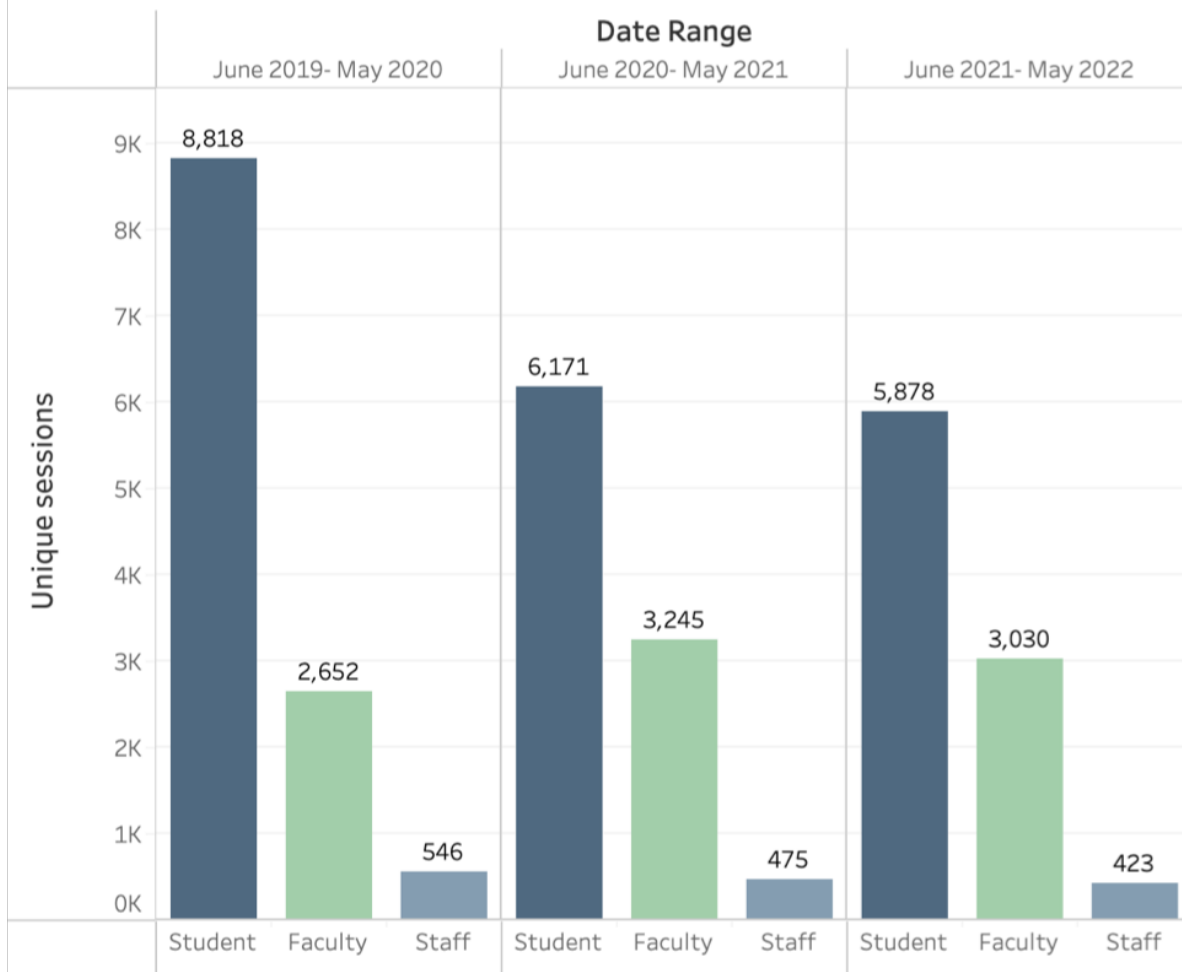


Table b. Unique sessions (distinct count of EZProxy session IDs) by Oxford students, faculty and staff between June 2019 and May 2022.

Top 10 platforms, publishers and publication titles used by Oxford students, faculty and staff (June 1, 2021- May 31, 2022)

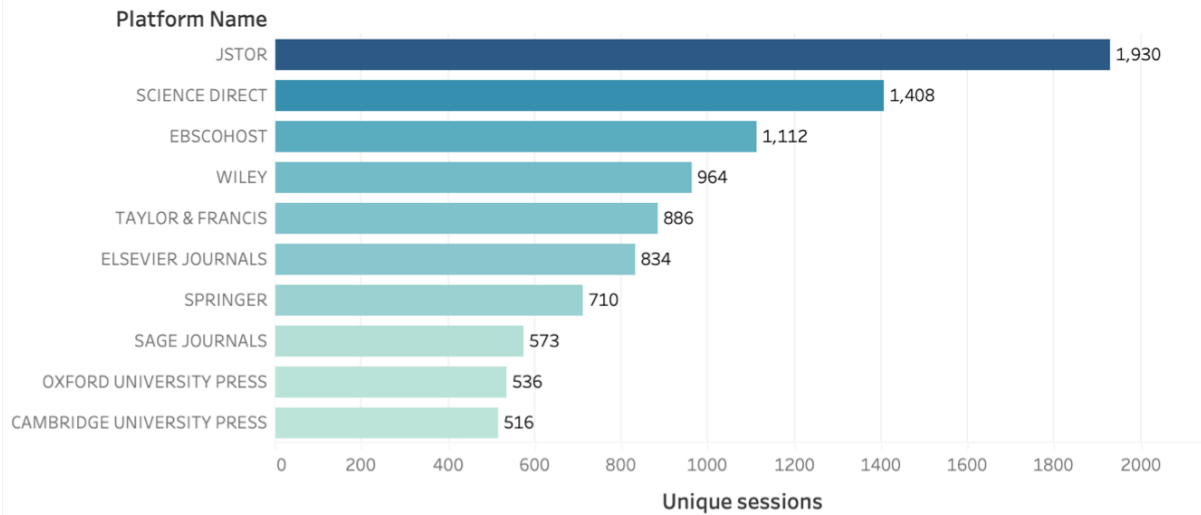


Table c. Top 10 platforms by Oxford student, faculty and staff unique sessions. Users typically have access to multiple databases through one platform (e.g. Emory users access over 90 databases via EBSCOhost).

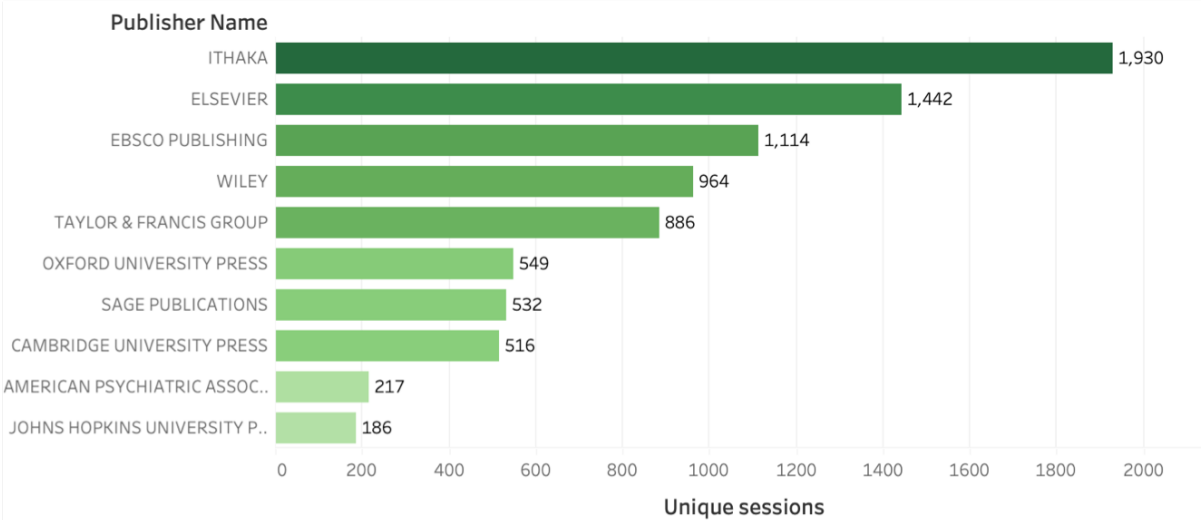


Table d. Top 10 publishers by Oxford student, faculty and staff unique sessions.

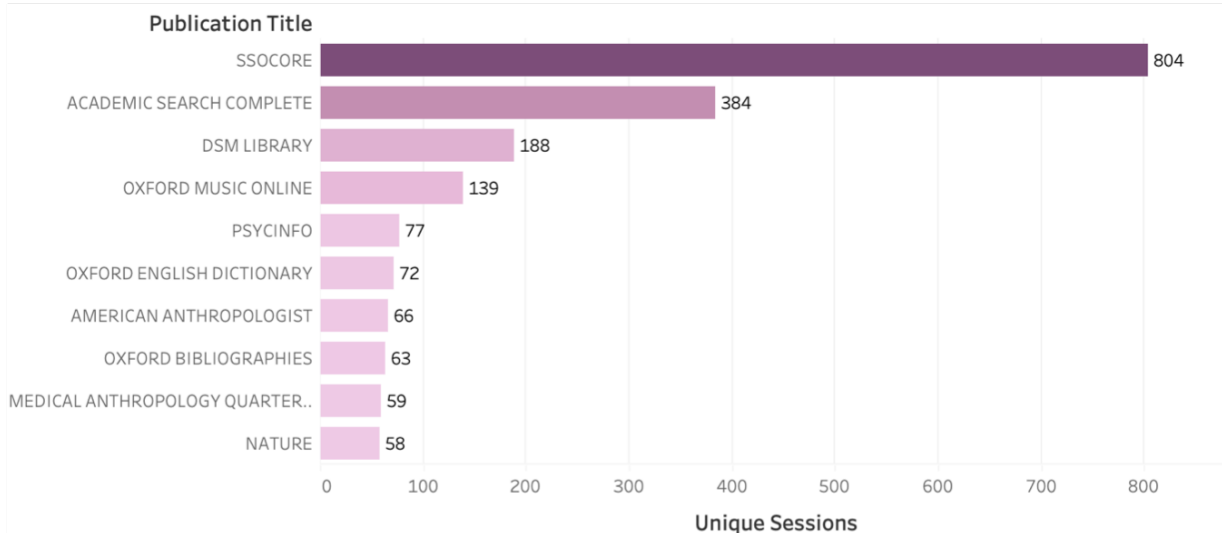
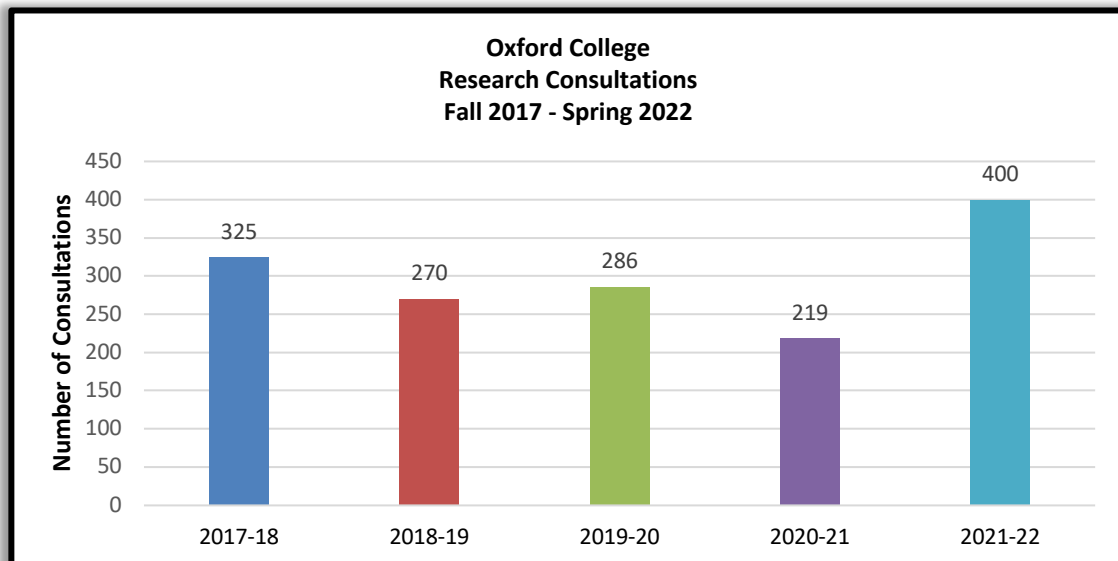
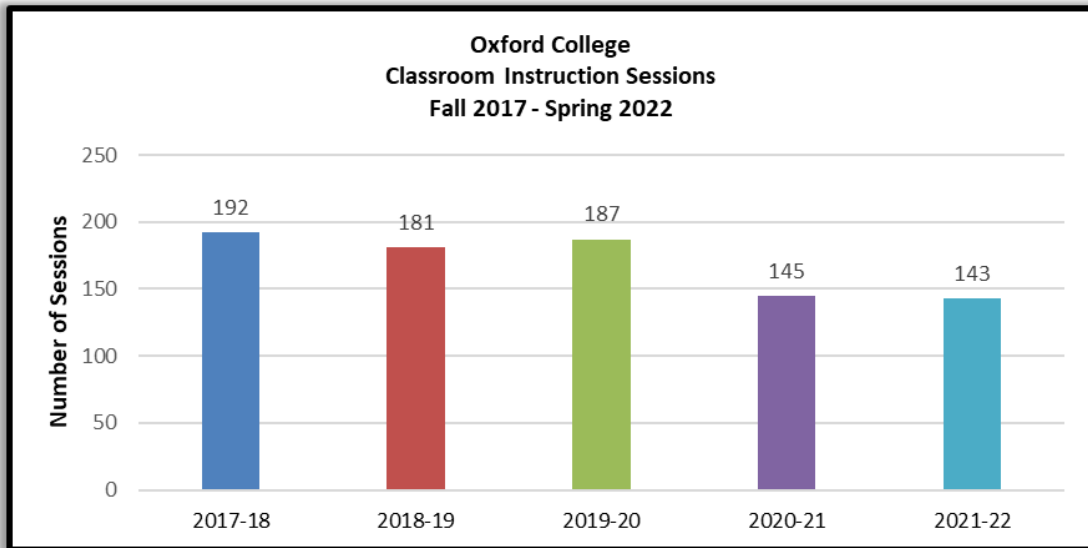


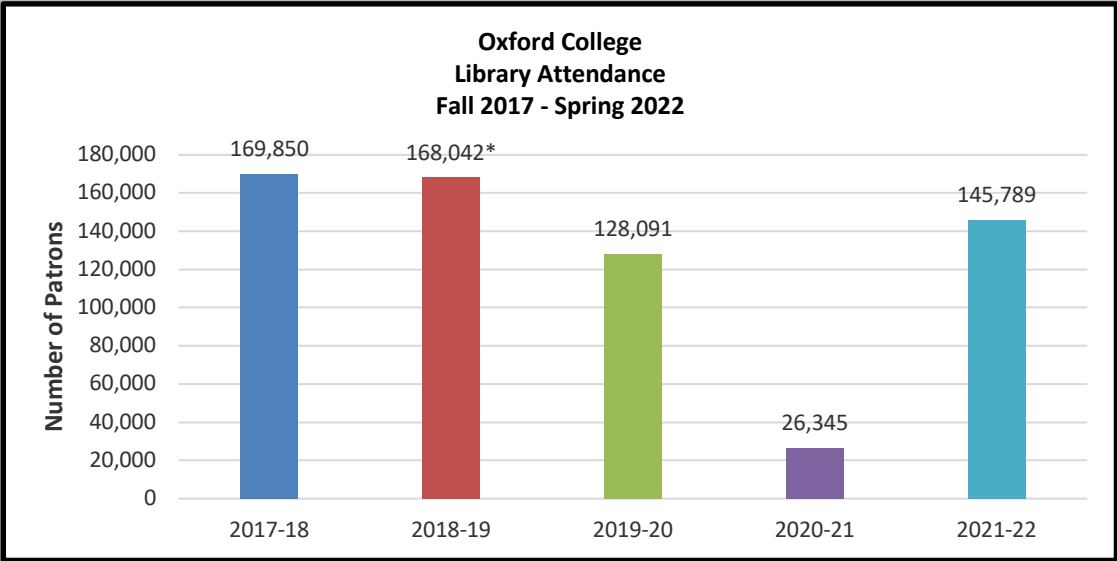
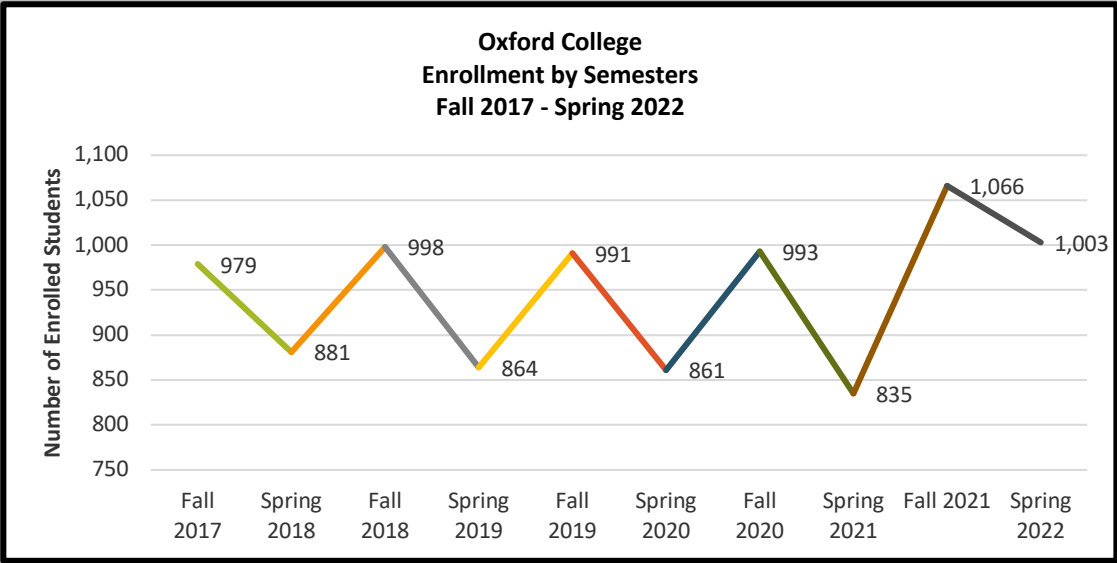
Table e. Top 10 publications by Oxford student, faculty and staff unique sessions

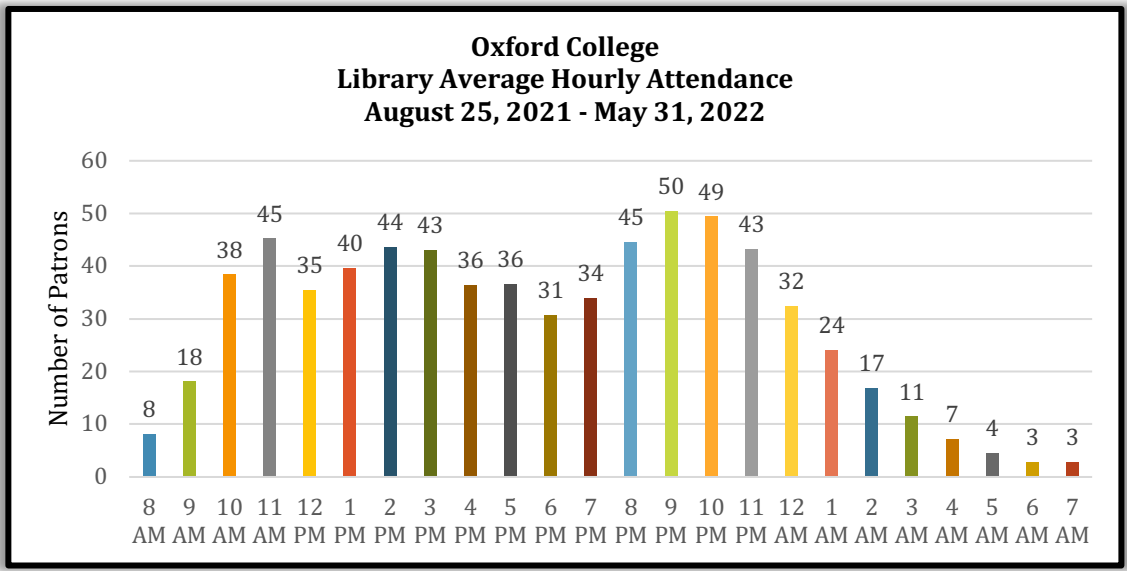
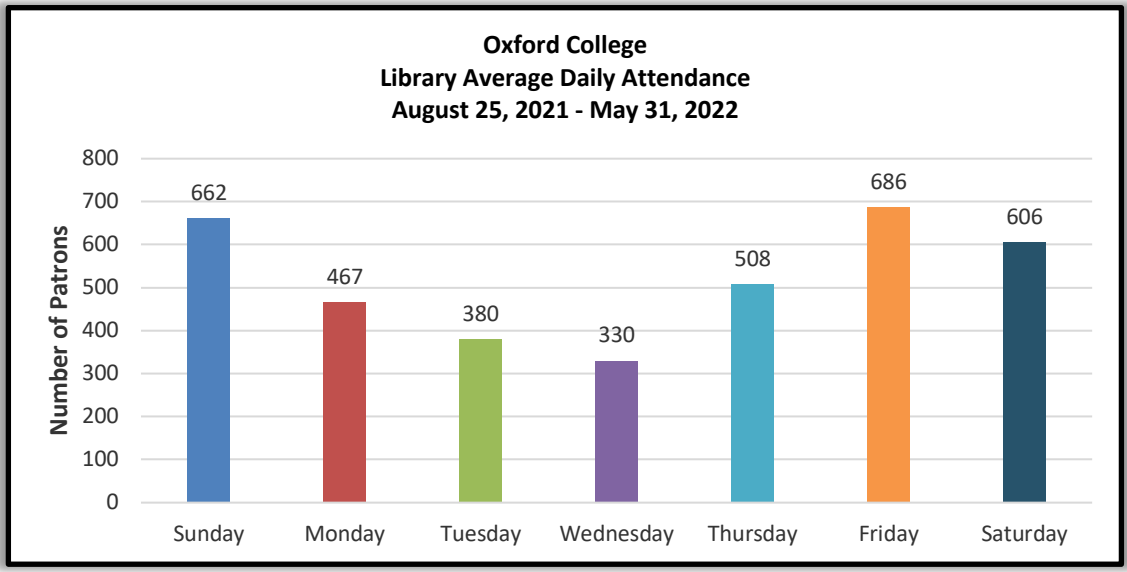
Charts adapted from LibStats Tableau Dashboard created by Lisa Hamlett.

Appendix D

Oxford College Library Annual Library Statistics Report 2021-2022

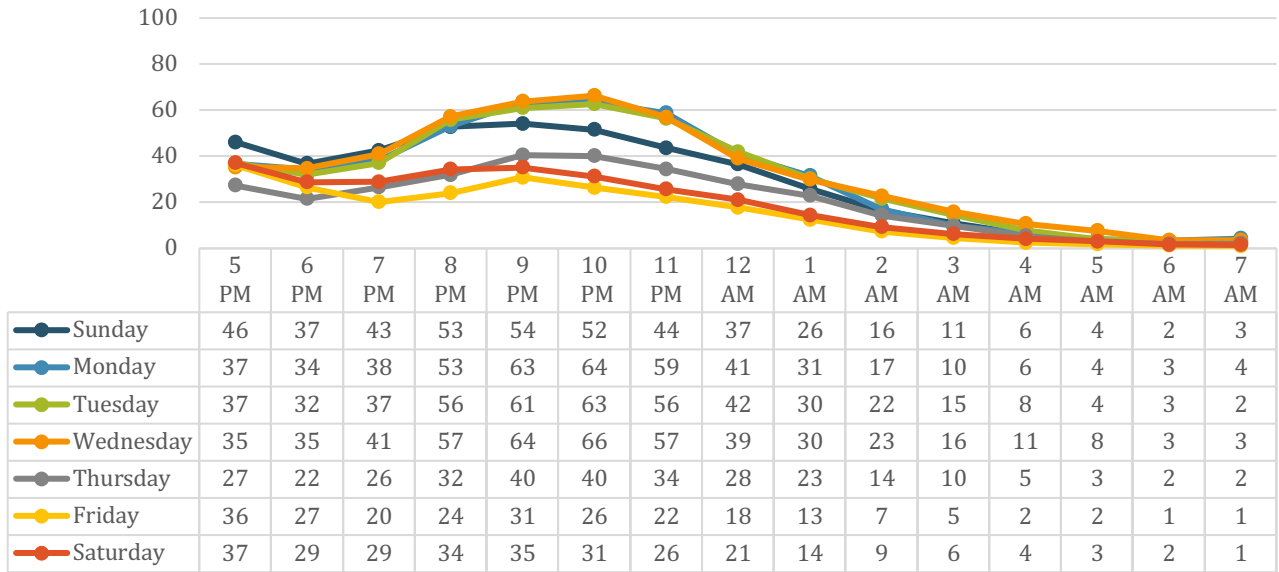




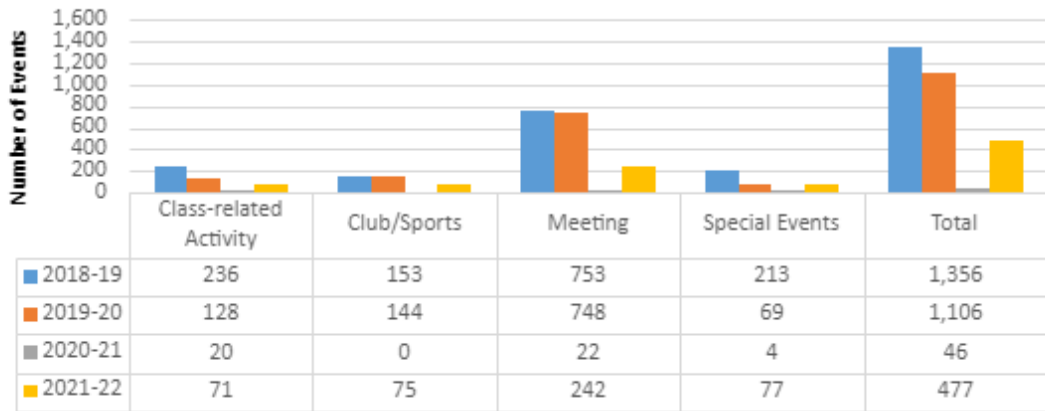


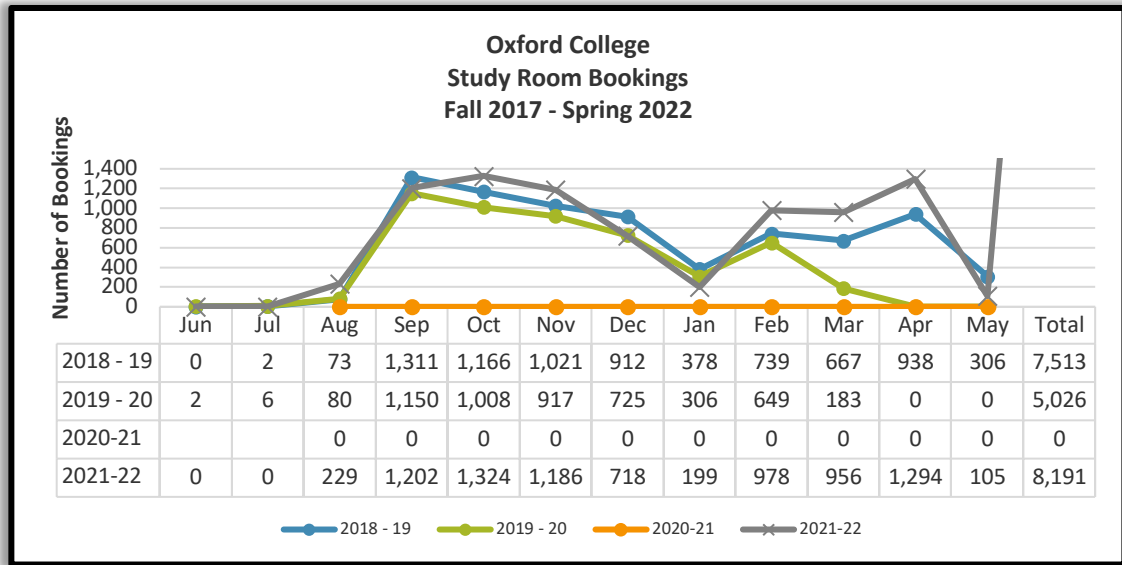
Library security from 12 AM – 8 AM, Sunday – Thursday; 4 PM – 8 AM Friday – Saturday.

Oxford College
Average Hourly Late Night Attendance by Day
August 19, 2021 - May 4, 2022

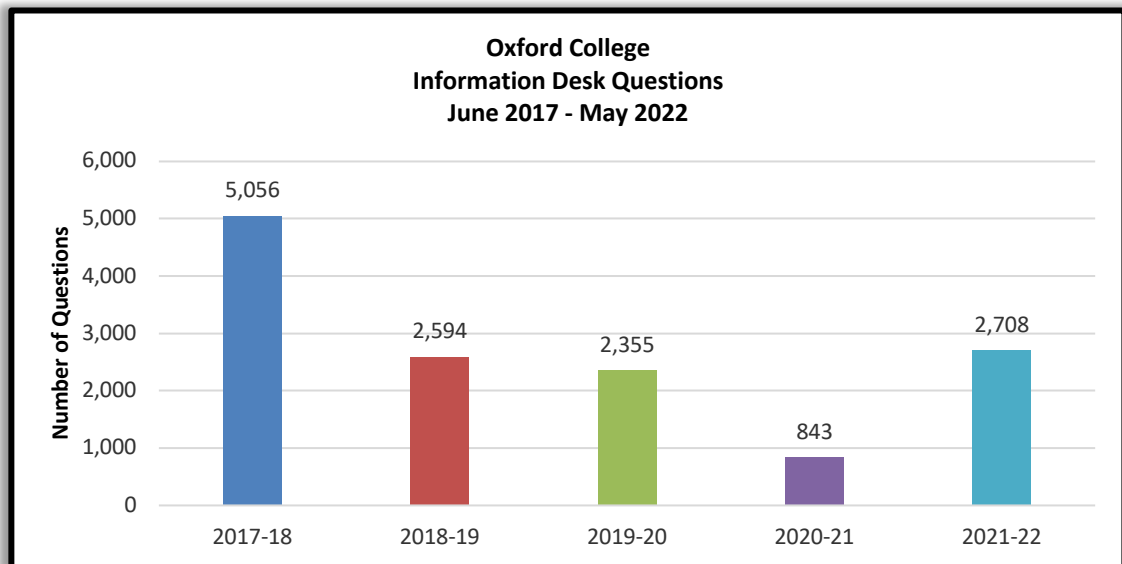


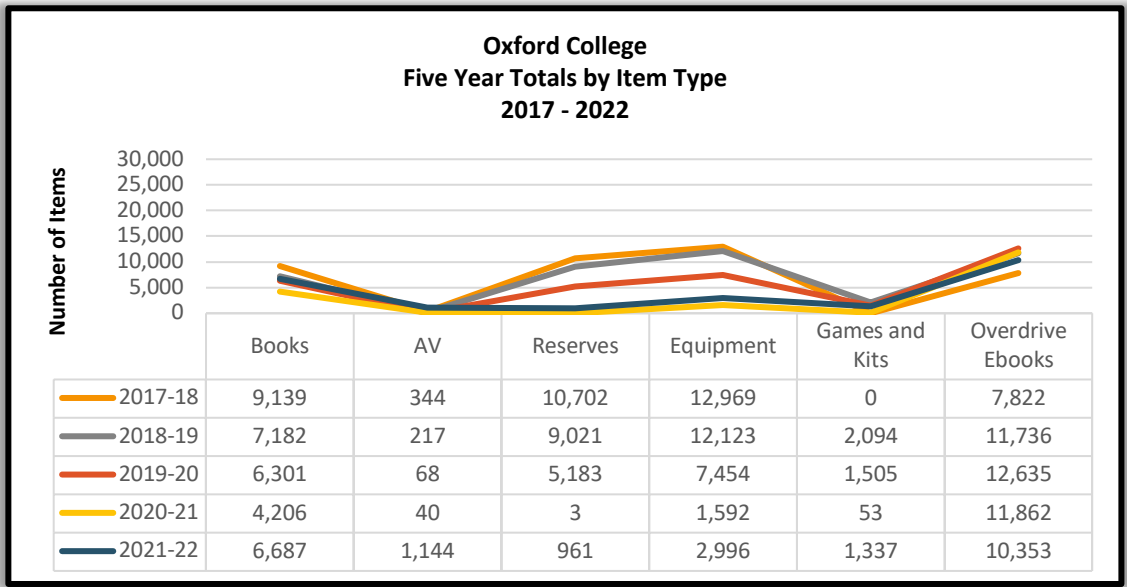
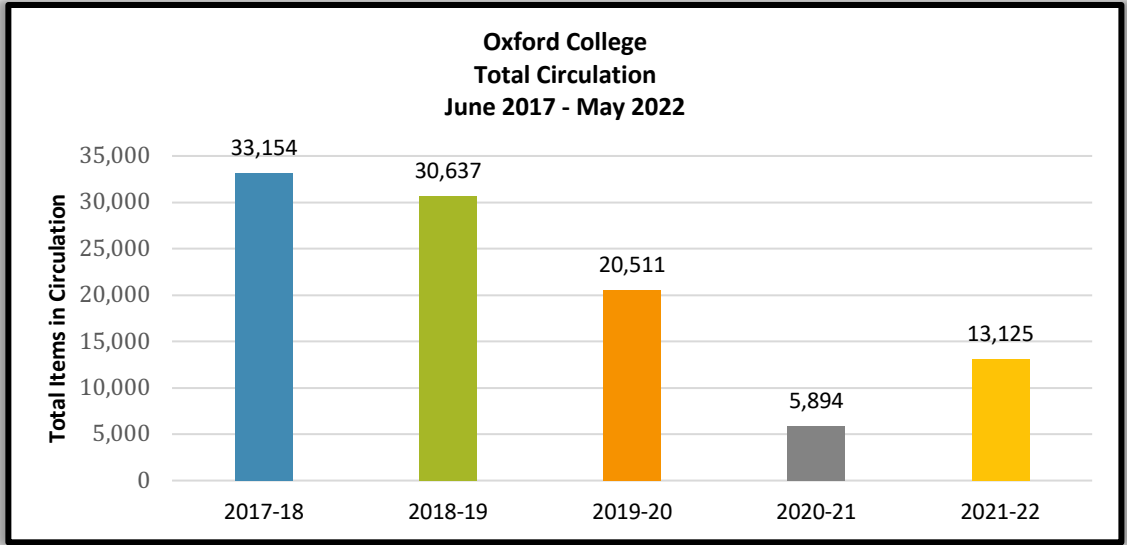
Oxford College
Events Held in Library
Jun 1, 2021 - May 31, 2022



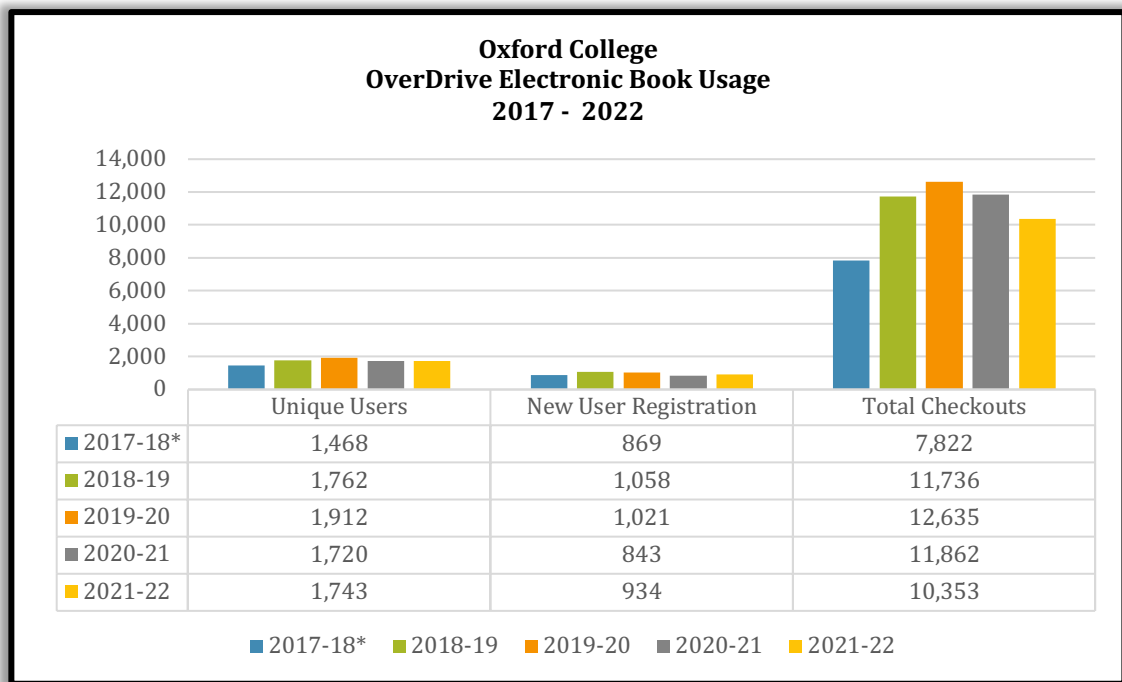


2019-20, additional rooms became unavailable for booking (converted a room into a VR Room for Academic Technology, converted office for the Deputy Director of the Library, converted into an office for Emory Ombudsman).

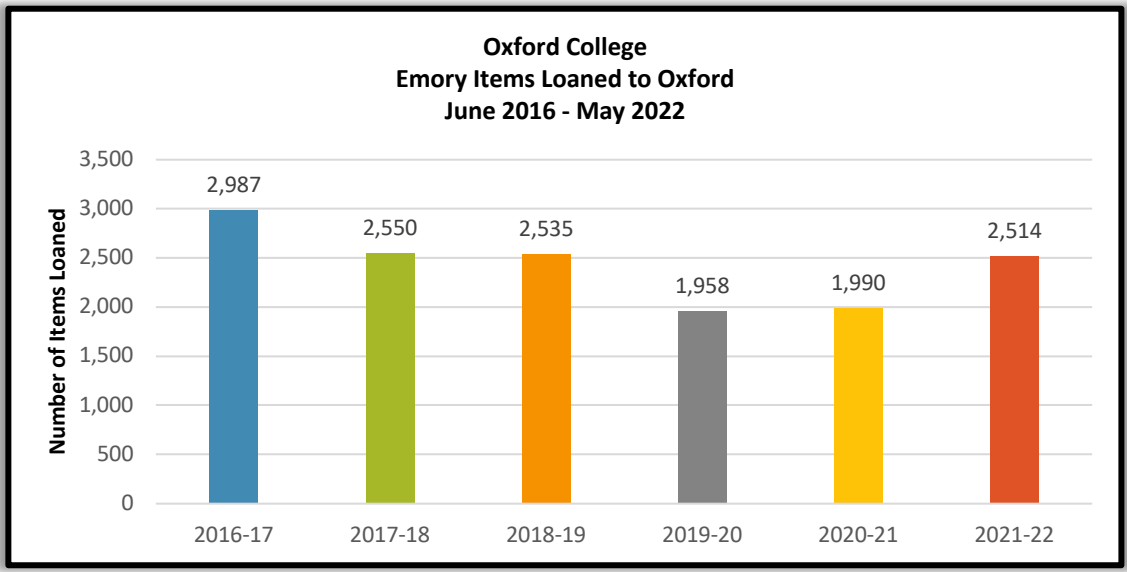
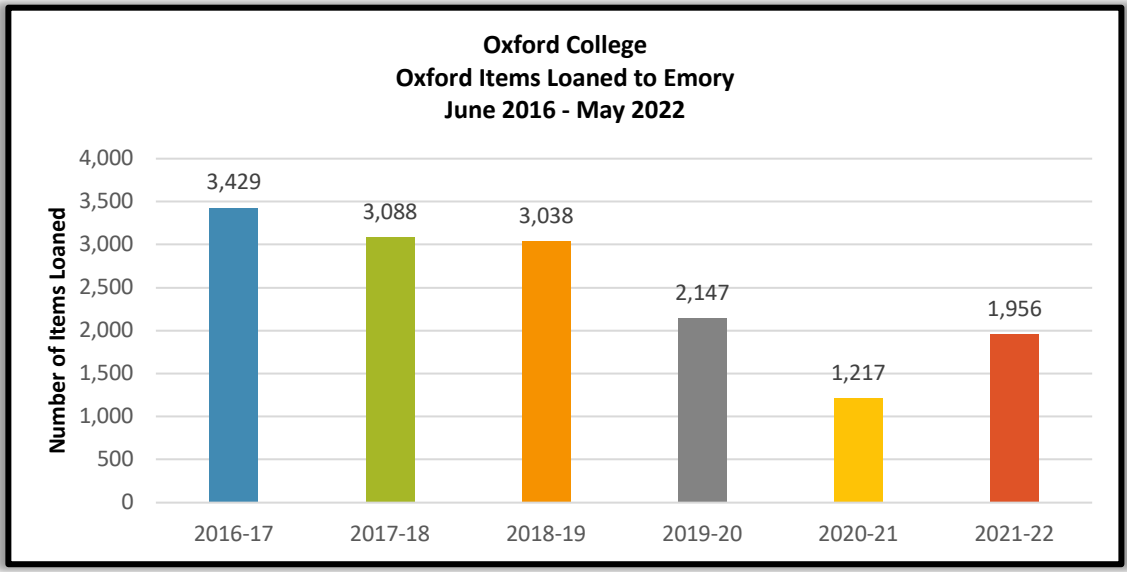


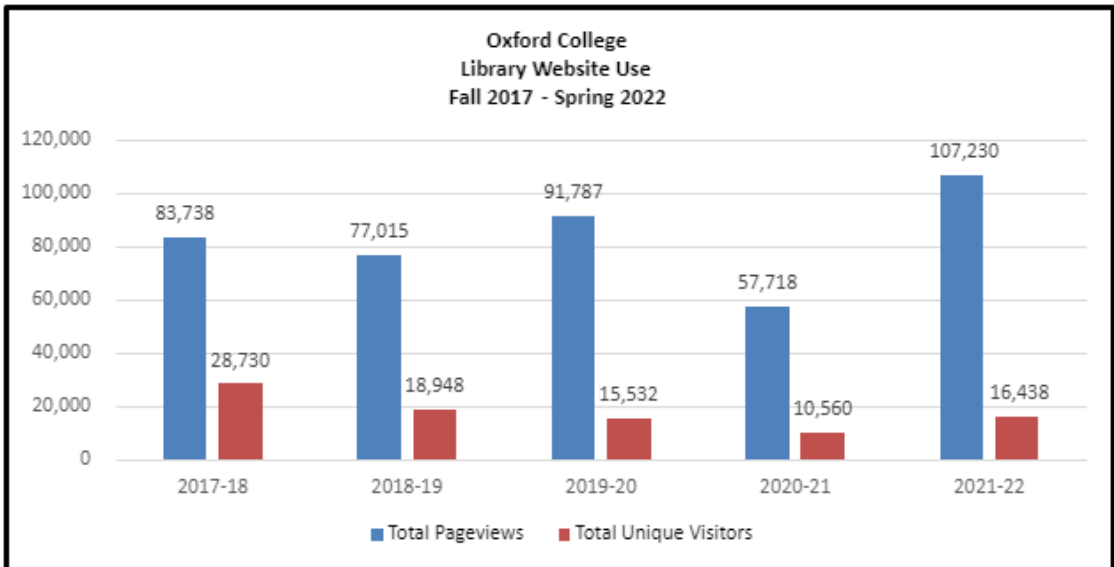
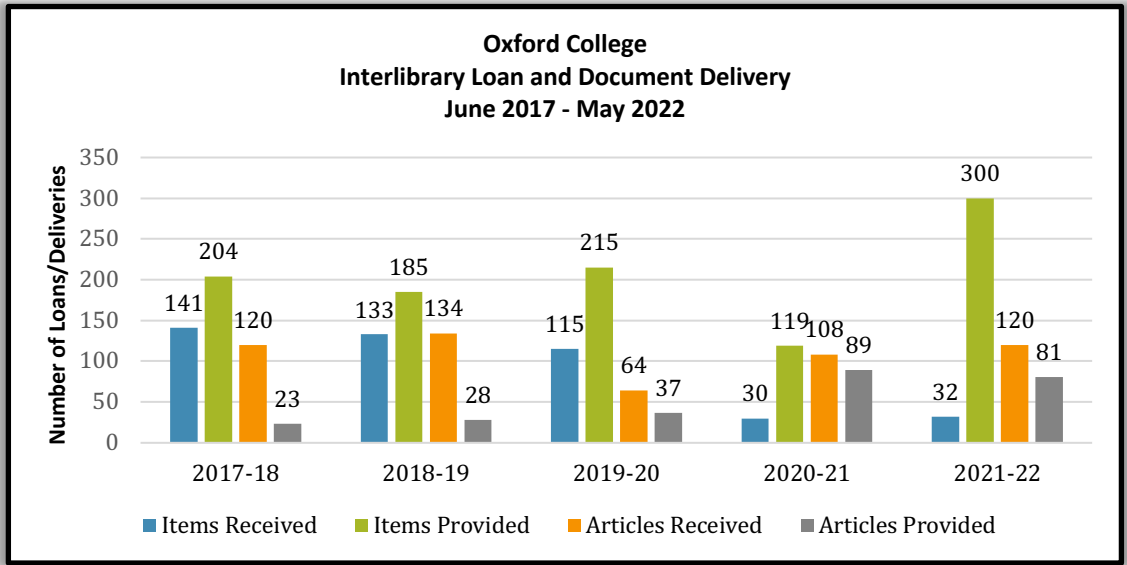


Physical Collection Resources as of June 2022	
Titles Held	61,290
Volumes Held	67,265
Volumes Withdrawn	963
Physical Media	1,046
Archives Added (Linear Feet)	1.6
Total Archives (Linear Feet)	142.29



* Error on 2017-18 Unique Users

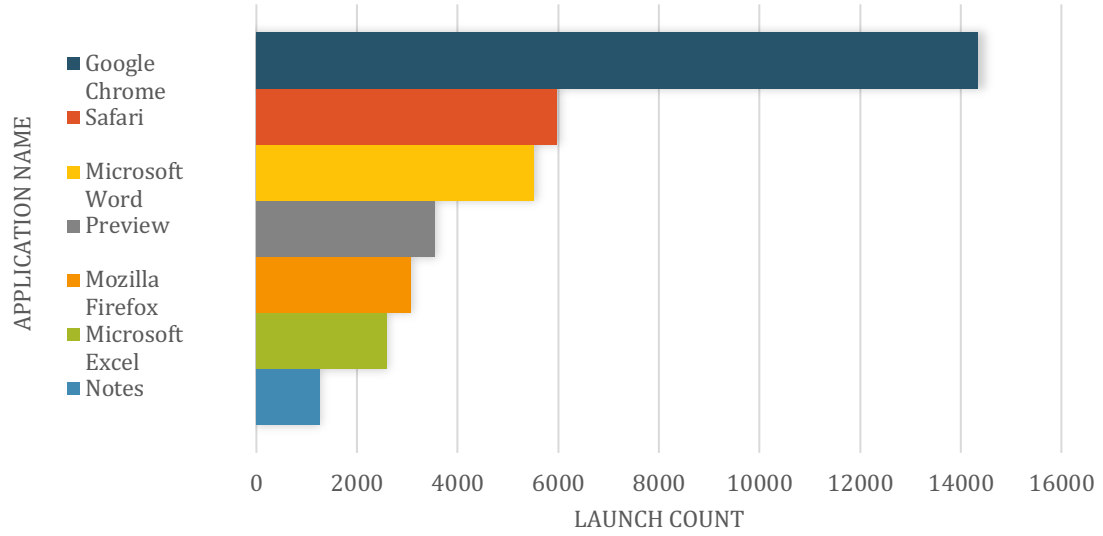




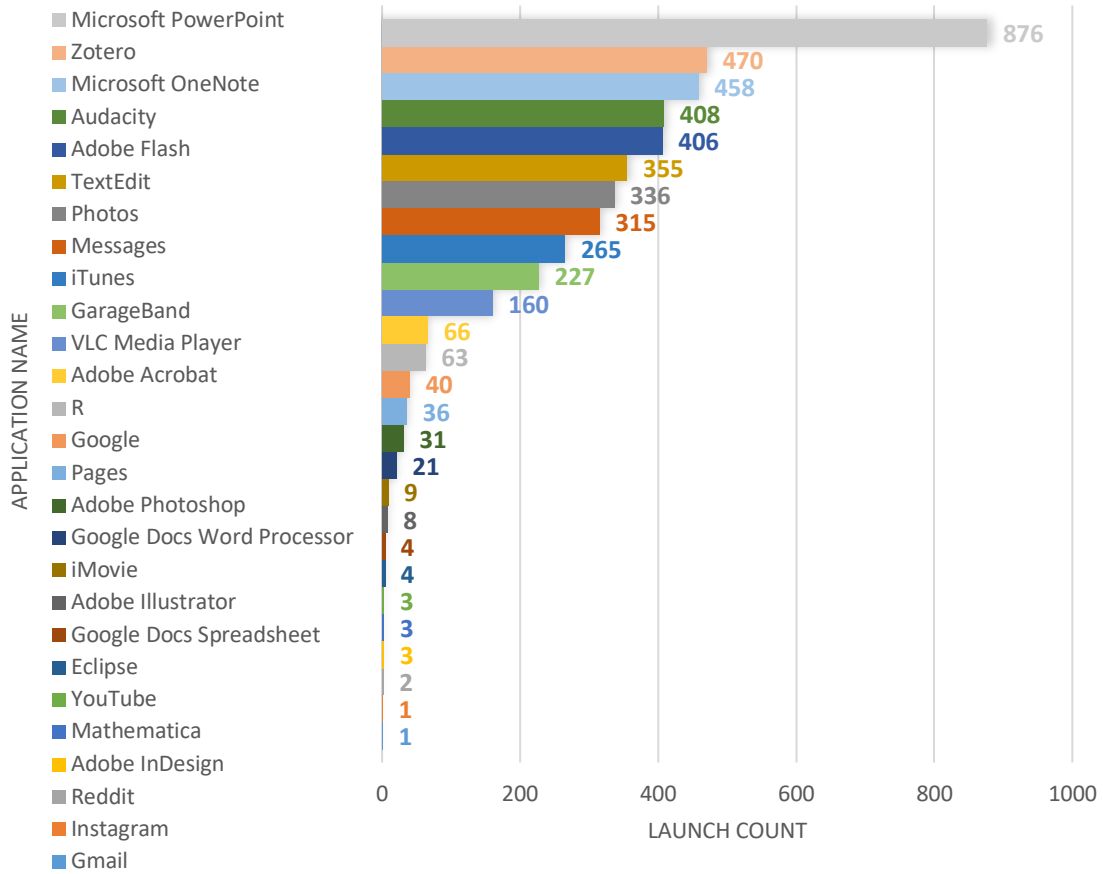
Top Library Pages June 2021 - May 2022			
Rank	Page	Views	Percent of Total
1	Homepage	38,477	35.88%
2	Library Collections	1,042	0.97%
3	Hours	883	0.97%
4	Directory	831	0.82%
5	About	797	0.74%
6	Yearbooks	752	0.70%
7	Collections	691	0.64%
8	Student-Support	683	0.64%
9	Finding-Books-eBooks	571	0.53%
10	Staff-Directory (Drupal)	549	0.51%
11	Contact Us	472	0.44%

Total Page Views: 107,230

**Oxford College
Most used (>1,000) Tracked Web Applications
by Launch Count
June 1, 2021 - May 31, 2022**



Oxford College
Least used (<1,000) Tracked Web Applications
by Launch Count
June 1, 2021 - May 31, 2022

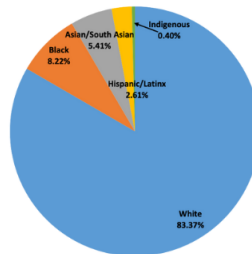


Appendix E

Diversity Snapshot of Oxford Course Reserves

The Emory University Libraries analyzed physical materials used in Course Reserves from 2017-2020. The goal was to identify authorship diversity of assigned readings. Below is the data for the Oxford College Library reserves readings:

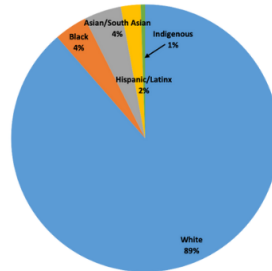
Reserves by Race/Ethnicity



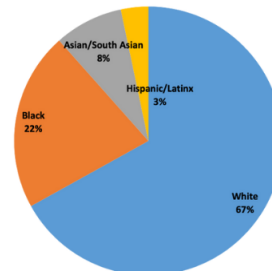
76% of items on physical reserve were authored by men



Male Authors by Race/Ethnicity



Female Authors by Race/Ethnicity



These findings revealed that physical items put on course reserves were 83% white authored

For more information contact us at <https://oxford.libanswers.com/>



EMORY LIBRARIES

Oxford College Library