Gordon Library Annual Report, 2017-2018

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1. Overview and Highlights

In 2017-2018 we celebrated the 50th year since Gordon Library opened in 1968 as WPI’s first unified library. From the time its doors first opened, Gordon Library and its staff established a tradition of delivering excellent, engaged services, and a reputation as a team fully committed to WPI’s values and vision.

As a community space, Gordon Library continues to evolve, offering active, inclusive, and academically-focused spaces that serve half a million visitors a year. Our highest priority in managing this building is offering WPI students supportive and varied environments to help them focus, work, and reflect as they accomplish challenging, fast-paced academic work.

We continued to honor this reputation and our commitments and to reach out to our students and faculty to seek their input on our priorities and performance. In our spring 2018 surveys (summarized in an attachment to this report), we learned that:

* Students chose “welcome” and “safe” as the words that best describe how they feel at Gordon Library. More than 400 students and project teams met with librarians outside of their courses during the year; 85% of students visit the library at least weekly; and over 90% are users of the library’s 11 Tech Suites.

* WPI faculty chose the words “helpful” and “responsive” to describe Gordon Library; 92% of faculty expressed confidence the library can support their teaching needs, and 88% their research needs.

The confidence and comfort expressed by students and faculty provide a strong foundation for our continued work in the coming year.

This overview offers a summary of our strategies for meeting the information resource needs of the WPI campus, services we’ve offered the campus, how our team has evolved, and our most significant digital library systems.

INFORMATION RESOURCES:

As at every other academic institution, a significant challenge for libraries is to sustain access to digital research information in the face of publisher inflation running 4-6%. At WPI, our FY18 increase in information resources funding was $73,000, representing half of that annual cost increase.

We had new staff and key vacancies in our information resources team this year, so this was a year where we have begun to plan a comprehensive assessment program, and we’ve begun identifying key ideas to explore in forging a new vision for our information resources and collections.

Meanwhile, this year, in order to manage the $70,000 gap between inflationary costs and ongoing subscriptions, the library cut its allocation for acquiring printed books. Fortunately, a significant portion of this cut was balanced by using the library’s accumulated discretionary funds designated for book purchases, especially in the humanities.

In our annual budget request for FY19, we were successful in restoring most of the cuts made to the book budget in the previous year, while also making significant strategic cuts in digital licensing costs, both by negotiating low price increases, and by substituting alternate seat-based products for site-based licenses for several high-cost business resources.

In the coming year, we will take a comprehensive look at our collections policies and practices, including digital resources, print collections, shared print collections, and resource sharing (ILL and document delivery).
Developing a fresh vision of our general print collections will take into account our membership in two robust regional shared print organizations (EAST and Five College Libraries), collections in near-site storage, innovations in resource sharing, creating a more inspiring and fresh print collection, and, we expect, opening up additional reading and study space on the first and third floors of the library.

Developing a comprehensive vision for our digital collections using the “Red Light, Green Light”\(^1\) model implemented by VCU last year, will focus on assembling actionable quantitative and qualitative data about the value and cost of our digital information resource portfolio, supporting university decisions about future collections funding.

Understanding costs (both financial and customer and staff time), and leveraging innovations in document delivery and resource sharing, will support important decisions about how to provide access to resources that lie outside WPI’s digital and print portfolio.

We are confident that these efforts will collectively reenergize and focus our priorities in delivering quality information content to a demanding multi-disciplinary campus while also building distinctive collection strengths at WPI that are a source of pride and inspiration, and that contribute in valued ways to the larger academic information ecosystem.

**SERVICE HIGHLIGHTS:**

As we filled several staff vacancies and recruited new staff this year, our services emphasized maintaining continuity, saving the time of our students and faculty, and creating more innovative learning environments.

With more than 400 out-of-classroom consultations with student project teams, all hands were on deck to support the growing number of WPI Project Centers and related IQPs, MQPs, and other coursework and research. With a vacancy in the core research and instruction team most of the year, this was a tremendous team accomplishment. This year we also created formal support for faculty development and research support, tapping one of our most seasoned research experts and faculty partners, Laura Robinson, to lead faculty development and research services, in addition to her continuing roles coordinating library assessment, supporting MPQs, and serving as our designated liaison to Innovation & Entrepreneurship programs.

A major improvement this year was a new student-friendly Tech Suite reservation system (LibCal). Easy to use on both the library and user side, it reduced lines at the service desk and improved communications with students. This year our 11 Tech Suites were reserved more than 14,000 times by student teams and groups. LibCal was so successful that we extended our license to support its use at the new Foisie Innovation Studio, for managing reservations of their Tech Suites. Amy Lawton and her team helped train and support FIS staff in preparation for the grand opening in August.

For students using the library, another significant improvement was the renovation of the library’s high-end Multimedia Lab (summer 2017), a project that served as a pilot for other space improvement projects later in the year. We also introduced an experimental active learning space, Studio@Gordon, in partnership with innovation and entrepreneurship student groups and faculty.

**EVOLVING OUR TEAM:**

We entered the 17-18 academic year with several vacancies, including two in Archives and Special Collections (renamed in the fall from its previous name, Curation, Preservation, and Archives). One was a vacancy for Assistant Director, when Jessica Colati left WPI in May 2017; the second was Michael Kemezis’ outreach archivist position, after he left WPI in August 2017. Special Collections Curator Kathy Markees

stepped in as the lead coordinator for the department, working with two temporary staff, including Rachel Burton ’17, and Jane Ward, an archivist until recently at the Lowell Textile History Museum. We were all delighted to have the Assistant Director position filled in March 2018 by Arthur Carlson, a distinguished scholar and archivist from East Carolina University.

Other vacancies in the library included administrative and professional positions resulting from retirements of long-time library staff Debbie Bockus and Don Richardson and a cataloger position. We took the opportunity to reorganize our work in two significant ways:

The first was creating a new Access Services and Outreach department, led by Manager Amy Lawton, who also joined the library’s leadership team. Amy’s team brings together operational support for library services during evenings and weekends, supervision of the majority of library student employees, interlibrary loan services, and lending and borrowing of information resources including course reserves, Tech Suites, technology, and print and tangible media items. In addition, her team leads the library’s growing program of campus-wide outreach, partnering with several offices concerned with student health and well-being, as well as student groups; and using social media to reach our community. Amy also chairs “GOLIATH” – the student library advisory board; with her team she leads de-stress activities for students, as well as orientation for students, and library participation in community events such as Touch Tomorrow.

The second new department we created in summer 2017 was Library Academic Strategies (briefly referred to as our “Innovation and Impact” team). This department brought together three library programs that are frequently separated in traditional library organizations: reference, collections, and systems, as well as service and library-wide assessment, research and faculty support, and digital scholarship services. This new structure promised to create shared focus across relatively small teams, and increased integration of work, centered on our users’ requirements and practices.

As our new Associate Director to lead this new team we recruited Lori Ostapowicz Critz from Georgia Tech, where she had led a broad range of collections, faculty, and instruction service programs. Lori joined WPI in January 2018, together with two new Digital Academic Strategies librarians, Aaron Neslin and Anna Newman, who joined us from Hamilton College and Boston University respectively. The new position Aaron and Anna occupy is defined by a broad portfolio and range of potential responsibilities, connecting direct support to students and faculty with expert work with digital scholarship platforms, technologies, and services, including the library’s ILS, discovery engine, web presence, and digital asset platforms, as well as digital scholarship services.

Meanwhile, in January we said farewell to Rebecca Ziino Plotke, who left WPI to become a full-time parent. To align library expertise to support the quickly emerging WPI vision of a new Global School, we revised Rebecca’s position to create a new lead librarian position for Global Programs and Undergraduate Learning. We were delighted to welcome Phil Waterman in this role in August 2018. Phil is an experienced lead instruction librarian who joined WPI from Assumption College just in time for A Term, and the grand opening of the Foisie Innovation Studio that will serve as headquarters for a number of WPI’s global programs.

DIGITAL LIBRARY SYSTEMS:

At the end of last year Gordon Library’s digital systems were both tired and somewhat chaotic. It included several outdated legacy systems, several underused and pilot systems, and other systems and projects that had been started but not maintained. The University Librarian reviewed these and proposed moving forward by:

1. retiring legacy systems by migrating content to existing newer systems that offered user advantages as well as cost savings;
2. leveraging the capabilities of existing systems to enhance services; and
3. developing a flexible new modern digital repository architecture using Samvera (Hyrax).
The library began working to implement the strategy in summer 2017. Accomplishments this year included:

(1) Retiring Legacy Systems:

Voyager, Intota, and Summon:
The Voyager integrated library system was a 20-year old system, supplemented by Intota and several additional system modules, used to provide electronic resource management and related services. Alma is a robust, unified, cloud-based, and cost-effective library services platform, managing print, electronic, and digital materials in a single interface. With the migration to Alma, six separate systems have been replaced with one fully integrated system. By moving from Summon to Primo as our search engine, we now benefit from being part of a global network of Alma and Primo knowledge communities who share their experience and expertise through Primo Central and a variety of communications and meetings.

The decision to migrate from Voyager to Alma was ratified by the ASWG committee in August. This decision had been first proposed in 2012; but the timing in 2018 of the migration was favorable and fortuitous, in that it took place after the dust had settled on the acquisition of Ex Libris by Proquest that was announced at the end of 2015. As long-time partners and customers of both Ex Libris and Proquest, WPI and Gordon Library continued to benefit from favorable terms for the migration to a new Ex Libris platform.

Pre-migration preparation began in fall 2017, with an official kick-off in January 2018, just as Lori Critz and Aaron Neslin joined us, both bringing the advantage of recent experience with Alma migrations at their respective institutions. Our implementation team consisted of Lori Critz, Anna Gold, and Aaron Neslin as co-project managers, as well as Arthur Carlson, Martha Gunnarson, Amy Lawton, Carla Mararian, and Teresa Negrucci. We met twice a week from January through Go-Live day (July 17 2018), successfully launching Alma and our newly branded, Primo-powered "WPI Library Search."

We made several key decisions this year, including the decision to license Primo rather than Summon as our search engine, given our confidence we could support the higher technical demands of Primo, and that WPI would benefit from its more flexible and customizable options. We also decided to move eProjects and ETD discovery out of Alma, relying instead on repository records that would also be discoverable through Primo. Finally, in view of the campus-wide transition from Banner to Workday, we chose to delay third-party integrations with the campus financial system, and required ITS support only for SFTP access, student/staff/faculty account loading, and CAS authentication.

ETD and EProjects:
These legacy systems based on Virginia Tech's 2000-era software have been critical to sharing the work of student researchers since they were first established in 2002-2006, but today they are woefully out of date and ITS would like to retire them both. To do so requires that we migrate ETD and eProject content to Digital Commons, and create new submission processes.

As the new AY begins in fall 2018, all the content from ETD and eProjects has now been duplicated in Digital Commons, with improved full-text and fielded searching, and download data. Next we will develop new workflows for students to submit and faculty to approve their work. We anticipate retiring ETD and eProjects completely at the end of the 2018-2019 academic year.

Digitool:
Digitool (an Ex Libris product) supported only a single collection, albeit an important one: Project Boz, our digital collection of all Dickens' novels in their original serial form. Recognizing that we needed a more modern and flexible platform to share this unique collection, we decide to migrate Project Boz files temporarily to Digital Commons, where they would have the advantages of digital preservation, usage data, and Search Engine Optimization. Migrating the metadata and files also provided an opportunity to audit and clean the data for eventual migration to a new, Hyrax-based platform. Kathy Markees accomplished this migration by the December 2017 deadline, resulting in significant cost savings, and preparation for the next transition of this high-priority collection.
Red Dot:
The library's website was one of the last WPI sites to use the old Red Dot content management system. At the end of last year, the library's web team managed an overhaul of most of the Red Dot content, porting it into a new Drupal-based site. While this was a great improvement, we knew we had more to do to improve the interface and its functionality. Starting spring 2018, a new web strategies team led by Anna Newman designed and executed a second redesign that went live in August 2018.

This second redesign was informed by user feedback collected through student and faculty focus groups, a card-sort test distributed to the WPI community, and Google Analytics data. Highlights of the redesign include: a new search box that allows for targeted searching of various collection sub-units, created in collaboration with Marketing Technology; a redesigned homepage that features library news; and the addition of a “For Faculty” section to help faculty find support for their teaching and research needs. Further refinements will be deployed in response to upcoming usability studies and analysis of usage patterns and statistics.

(2) Leveraging Existing Systems:

Great Problems Seminar Posters:
In summer 2017 Emily O’Brien and Anna Gold, working with Kris Wobbe’s office reorganized the presentation and display of student posters from the first year Great Problems Seminar (GPS). Through the fall we began working with Bob Brown’s team to create an automated Drupal-based workflow for creating poster metadata, transferring poster files, and populating a bulk-upload process to Digital Commons. Since August 2017, GPS posters have been downloaded nearly 30,000 times. We also established a small collection in Digital Commons of faculty research related to GPS.

Building a Library Data Repository with LibInsight:
Laura Robinson, Robin Benoit, and Teresa Negrucci led an investigation of LibInsight from Springshare - a tool for archiving and reporting library metrics. A student populated LibInsight with our archived library statistics as well as key WPI data points for context (e.g. FTE students, number of faculty). While data visualizations in the system are crude, the power of having all of this data in one place promises to save time, improve our access to key data as requested, and add strength to a culture of data-informed decision-making. We also moved to LibInsight for tracking consultations with users, across all units in the library, as well as other outreach activities. In the coming year we will focus on maintaining data in this shared location. Meanwhile to enhance our visualization abilities we have been given one of the campus licenses to Tableau, and we look forward to sharing useful data with other Tableau users at WPI.

Harvesting faculty publications for Selected Works (pilot):
Anna Newman proposed, planned, and executed a pilot project to assess the effectiveness of Bepress’s new faculty research harvesting capability in order to determine if it would substantially improve the value to WPI of Bepress’s underused Selected Works product. She worked with faculty in a variety of disciplines and determined that the harvesting capability was not at the level of completeness or sustainability to provide a compelling service to faculty. While this was a negative result, it was a critical step in understanding how the library can best support faculty in managing their publication records, and resulted in a recommendation to cancel Selected Works in favor of providing other more valuable services.

Better electronic resource troubleshooting:
Lori Critz identified a need to establish a better way to track and follow up on troubleshooting and error reports for our huge portfolio of electronic resources. Working with ITS she was able to use WPI’s Cherwell account to establish a new way to track reports of problems with access, while ensuring users get timely responses.
(3) Developing a Modern Digital Repository: Digital WPI

The idea of "Digital WPI" is to build a digital repository for WPI that is extensible, functional, and beautiful. Our open repository system will eventually include all digital student projects and research, all WPI digital archives and special collections, and selected digital work of WPI faculty and staff.

A major milestone in this project has been to move all student projects and theses into the Bepress platform and beginning to provide university stakeholders with usage statistics as well as enhanced full-text searching. We began rebranding the proprietary Digital Commons platform as "Digital WPI" and look forward to a more comprehensive redesign of our Bepress platform in fall 2018. This move to Bepress prepares our team and our data for the next planned migration, into a Hyrax-based repository that meets user goals and requirements that will be gathered in the fall of 2018.

Samvera (Hyrax) was identified as the platform of choice for a new digital repository system, initially by the University Librarian in consultation with Bob Brown and interim CIO Sia Najafi. Hyrax is open source software with exceptional flexibility and customizability, as well as a strong user community that includes Stanford, Northeastern, and Notre Dame. Hyrax can meet WPI's ambitious goals to share student and faculty work and unique intellectual and cultural content, in ways that are inspiring and that accommodate the complexity and uniqueness of WPI's project-based learning through over 40 Global Project Centers. Over time, having a Hyrax instance at WPI will position WPI as a contributor to a distinguished community of university repository developers. Critical to our ability to launch Hyrax development in the coming year was Bob Brown's success in recruiting Jayanth Dungavath from the University of Cincinnati, to lead our Hyrax development in the coming year.

LOOKING AHEAD:

Today as the Gordon Library embarks on the second half of its first century, it continues to serve as a central research hub for the entire campus by ensuring access to the most relevant resources available for every discipline on campus. Librarians partner with teaching faculty to teach information literacy and enable the global dissemination of student and faculty research. Gordon Library's databases, digital repositories, and online projects are all instrumental in supporting the WPI mission to "Elevate Impact" as WPI continues to forge new frontiers in STEM education and project-based learning.

THANKS:
We thank our partners and collaborators: the WPI community, including WPI Information Technology Services; WPI Academic Technology Center; WPI Institute for Project-Based Learning; WPI Facilities; WPI Marketing and Communications; WPI Events; WPI Human Resources; WPI Research Solutions Institute; WPI Office of Sponsored Programs; the Foisie Business School; WPI Alumni; University Advancement; WPI Promotion of Animal Welfare Society (PAWS); and all the other faculty, staff, and students we have partnered with this year.
2. Administration

BUDGET

The main expenses supported by the library’s operating budget are: information resources; staff salaries and benefits; online systems and services; student employees; and other operating expenses.

Our operating budget in FY18 grew to $4.8 million, with most of the increase over FY17 ($4.67M) due to university-wide merit salary increases, together with an additional $73K in new operating funds to help meet approximately 1/2 of the annual cost of publisher inflation. As we go into the new fiscal year, we have received new funding to increase our investment in digital archiving systems ($10,000) and to help restore our funds for print book collections ($43,000).

ADVANCEMENT

The library’s role in university advancement includes providing customized research and outreach services to support Alumni relations, and stewarding library donors who have given generously.

This year at Provost Bursten’s recommendation the library began to plan an external advisory board, working with Stephanie Pasha to identify potential members and to develop founding documents. With the new capital campaign plan, we decided to pause our work on the board until some of the campaign strategy and priorities had been worked out.

This year the library restarted regular donor communications through an online newsletter (summer 2018) and holiday greetings (2017) to donors. We also reached out to past donors for input on using their gifts, with wonderful results: the Berth endowment for humanities collections inspired a new featured browsing collection on the third floor; and Helen Shuster’s gift became the seed gift inspiring the creation of our first Digital Scholarship Lab, converting Anderson Lab A to a multi-use, technologically exciting space open to the entire campus.

We continued to work with Advancement staff, forging a strong relationship with Lynne Feraco through her stewardship of Alden Society donors. We also participated in university-wide focus groups supporting the Capital Campaign, focusing on undergraduate learning, and academic spaces.

We submitted a grant proposal to LYRASIS to develop a series of faculty peer-learning workshops focused on obtaining research funding. The proposal was not funded, but it gave us an opportunity to collaborate with RSI and OSP, and to develop faculty workshop ideas further.

We also benefited from a $5K grant from the National Network of Libraries of Medicine for our work hosting the spring 2017 ACRL workshop on scholarly communication.

DIVERSITY AND INCLUSION

Diane Begreen served on the Project Inclusion initiative throughout the year, and also led two important contributions by the library to community inclusion: creating a private room in the library for nursing mothers; and creating WPI’s first all-gender multi-stall restroom, on the first floor adjacent to the Multimedia Lab.

Our research, instruction, and outreach staff continued to develop prominent book displays honoring a variety of cultural and diversity topics. In the spring, Emily O’Brien and Lori Steckervetz collaborated to produce a detailed community LibGuide (online resource guide) on all diversity, inclusion, and equity topics. This was done in collaboration with the Division of Talent and Inclusion, and is shared through links from their regular campus newsletter.
The library also revised our information resources collection policy, to make explicit the library's commitment to inclusion and diversity in the selection of materials for the collections and their display in the library.

Another contribution to diversity and inclusion was the development of the library's new Reflection Space on the first floor. This quiet, carpeted area is open to students of all cultures and individual needs as a space for meditation, prayer, or reflection. This space was developed at the initiative of a small library team: Robin Benoit, Steven Haire, and Amy Lawton, who reached out to many campus and community partners to develop this as a resource for all.

In the coming year, the library will continue our work on inclusion initiatives at WPI including Project Inclusion, as Anna Gold joins Diane on the PI Steering Committee.

PERSONNEL AND PROFESSIONAL DEVELOPMENT

We entered the year with three open positions: our cataloger position; Don Richardson's position as head of library systems; and Jessica Colati's as head of Archives and Special Collections. Also leaving WPI this year were archivist Michael Kemezis (August 2017), associate director Debbie Bockus (November 2017), and librarian Rebecca Ziino Plotke (January 2018).

Five of these six vacancies were filled this year: in January 2018, we were joined by Lori Ostapowicz Critz, Aaron Neslin, and Anna Newman, filling positions as Associate Director for Library Academic Strategies (Critz), and Librarian for Digital Academic Strategies (Newman and Neslin).

In April 2018 Arthur Carlson arrived as our new head of Archives & Special Collections; and in August 2018, Phil Waterman joined us to lead Global Programs and Undergraduate Learning support. One recruitment (for a Digital Archivist) failed, but we used the opportunity to rethink the position in light of the skills and experience of other new staff. We anticipate reposting this vacancy as an Access Archivist, in fall 2018.

We were supported throughout the year by three temporary staff: Emily O'Brien, who joined us in August 2017 as a temporary assistant for repository and metadata projects; Rachel Burton ’17 (our first Gordon Library Fellow), and archivist Jane Ward who together supported the work of Archives & Special Collections, including processing, reference and exhibit support, and developing proposals for a game archive.

Several library staff were awarded promotions for taking on additional responsibilities effective July 2017, among them Diane Begreen (promotion to Library Operations Manager) and Amy Lawton (promotion to Manager, Access and Outreach Services).

Gordon Library strongly supports our staff's professional development and networking, and we are fortunate that so many are active and engaged in both regional and national professional service and other contributions. Their service and contributions this year are listed in detail in Appendix C.

FACILITIES AND SMALL CAPITAL PROJECTS

In 2017-2018, we undertook a series of small capital projects to expand our capacity, improve the study environment, and support new and updated library programs.

Several projects completed summer 2017 laid the groundwork for further projects throughout the year. In particular, our summer 2017 renovation of the 1st floor Multimedia Lab gave us experience with designing learning environments and selecting furnishings from a supplier (SteelCase) known for the comfort, sustainability, and longevity of their products as well as modern, learning-friendly designs.

While small capital projects are not funded in our operating budget, the following projects were funded by a combination of savings from open positions, and discretionary funds. These projects have been excellent opportunities to build our experience with small-scale, high-impact updates to enhance the study environment for our students.
Expanding our capacity:

- We began the year by turning a former storage room on the third floor into a small group meeting space suitable for consultations and staff meetings. This meant no loss of small group meeting space despite our reclaiming a meeting room on the 2nd floor as an office for our new Associate Director.
- We doubled our storage for rare books in Archives & Special Collections by installing compact shelving in the "Fishbowl" vault on the Ground floor.

Improving the study environment:

- In consultation with HUA faculty, and with ITS support, we redesigned Anderson Lab A as the Shuster Digital Scholarship Lab, honoring former Library Director Helen Shuster.
- This project also involved opening up and expanding the Multimedia Lab, by removing a 400 sf library archives storage area on the first floor, and relocating a portion of the stored materials to a newly built storage annex on the Ground level.
- We updated all seating in Tech Suites, installed wifi screen sharing software (Solstice Pods) in all Tech Suites; and refreshed painting in most Tech Suites.
- We also updated 30 seats in the 3rd floor InfoCommons area with more durable and comfortable chairs; and we replaced 20 broken moveable white boards, primarily in the 3rd floor FLIP Space.

Supporting updated programs:

- To experiment with a new vision for curated general collections, we removed a row of shelving on the third floor to let in more light, and redesigned the open space to feature browsable curated print book collections on vision and visualization, and on innovation, creativity, and entrepreneurship, enhanced with low shelving and soft seating. This project was funded largely by donors.
- We relocated faculty authors' books to a prominent location near the Gordon Conference Room.
- We removed the 3M security gates that served primarily as people counters, canceled a $3000/year maintenance contract, and replaced them with SenSource, a modern people-counting system (with an annual cost of $300), that will give us more granular and automated people counts. Removing the gates also created a more open and less institutional entry experience, which soon be further enhanced by the gift of the Class of 2015, of an illuminated glass mosaic representing the WPI seal - created robotically by the Boston firm, Artaic. The dedication of that gift will take place during Homecoming 2018.
- We updated front-facing window treatments on the second floor at the highly visible entrance level, improving glare management, privacy, and reducing the annual cost of cleaning the "grandmotherly" curtains that had been in place for many years.
- Finally, as summer 2018 drew to a close, we relocated shelving and furniture to create a new "Reflection Space" on the first floor overlooking the Boynton hill, suited to quiet reflection, meditation, or prayer, by WPI students.

LOOKING AHEAD:

Our goals in the coming year include:

- assuring a smooth migration for all library operations to the new Workday platform;
- developing strong data-driven budget requests in this year’s APBP process;
- supporting the staff in their professional careers and development;
- supporting Project Inclusion and other diversity and equity initiatives;
- contributing to the success of the capital campaign by celebrating philanthropy and collaborating with the Alden Society and others to identify potential for giving to library programs and needs; and
- identifying and prioritizing library deferred maintenance and small capital projects.
3. Academic Strategies

The work of Library Academic Strategies directly supports the academic mission of WPI. Distinct yet complementary efforts interact synergistically to provide an array of critical resources and services that support the teaching, learning, and research of the campus community. This array comprises collection management & assessment; research & instruction services; faculty development & research support; digital scholarship services; and digital strategies across a broad continuum of systems and services. Accomplishments in all arenas for this academic year have been significant and wide-ranging.

The Academic Strategies department itself was created this year, and several new positions were developed in 2017/2018 to help advance emerging and strategic directions and initiatives in the Gordon Library: The Librarian, Faculty Development and Research Support Lead was developed in recognition of the increasing need to support the research activities of WPI faculty and to provide assistance with demonstrating the impact of that research across the campus and across global scholarly communities. The Librarian, Global Programs and Coordinator for Undergraduate Learning role was created, at the request of the Provost, to formalize our support and commitment to the new Global Program and project-based learning.

Three positions were also created in the new department, by reallocating vacant positions. The new positions provide expertise necessary to support the ongoing and emerging systems and services, including the new integrated library platform and associated discovery layer; the rejuvenation of the Digital Commons repository system and its expansion to house archival collections and the student research & projects; the redesign and extension of the Gordon Library web presence; and the deep involvement of the library in the development of the upcoming, robust and highly customized Samvera/Fedora repository; as well as student and faculty support on copyright and author rights issues, use of open educational resources and other issues in the scholarly communication realm. These three positions, Librarian for Digital Academic Strategies, Librarian for Metadata and Digital Academic Strategies, and Digital Repository and Metadata Assistant are crucial to the library’s successful provision of new digital services and systems. Finally, a new administrative position, the Associate Director – Library Academic Strategies, was created to help guide the strategic direction, efforts, and initiatives across the academic domain.

COLLECTION MANAGEMENT & ASSESSMENT

Collection management and assessment includes selecting, acquiring, and providing access to a wide variety of resources in both print and electronic formats. These resources, including books/e-books, journals, technical reports, standards, theses/dissertations, student project reports and more, directly support both teaching and learning activities and research endeavors at WPI.

Between August of 2017 and July of 2018, 521 print books, 382 individually selected e-books, and 2535 Springer e-books in packages for Chemistry & Materials Science, Computer Science, Engineering, Mathematics & Statistics, and Physics & Astronomy, were acquired and added to the WPI collection. Three highly requested, high impact research journals were added to support critical research areas: International Journal of Wildland Fire; Science Robotics; and Foundations and Trends in Robotics.

Judicious adjustments and cuts were made in the collection to optimize the offerings in the electronic realm. The subscriptions to four decidedly underutilized business data resources, Compustat, CRSP, Banking One and Datastream, were replaced with a named user subscription to Eikon, at a much lower cost. Eikon, from Thomson Reuters, is an inclusive set of software products used to monitor and analyze financial information. EBSCO’s Business Source Premier was replaced by EBSCO’s Business Source Elite aggregator service. The Elite service offers many of the core business journals, and resulted in a considerable cost savings. The subscription e-book service, Skillsoft’s Books24x7, with a focus on IT and Computer Science content, was cancelled, in favor of continued access to Safari e-books from ProQuest. Safari offers similar content on a
superior, more user-friendly platform, at a lower cost. Two low use CRCNet subscription packages, AgricultureNetBase & EnviroNetBase ebook, were cancelled as similar content is available through other sources. The high use portfolios of CRCNetBase, including EngNetBase and NanoNetbase have been maintained. In order to stay within budget and to preserve essential research journals, several other low use resources, including Docuseek streaming media service, AccessScience, Britannica Academic Online, and the Consumer Reports database were also cancelled.

Along with the continued acquisition of needed monographs, newspapers, and essential research journals (mainly in electronic format), several memorable browsing collections were added this year. The new Browellery area, on the third floor, features two inaugural collections supported by endowed funds from Henry Straage and from Don Berth. The Straage collection of approximately 150 books, selected by Gina Betti, Associate Director, WPI Collaborative for Entrepreneurship & Innovation, features books on innovation, creativity in business, and entrepreneurship. The 160 books selected by the library this past year for the Berth collection, with the theme of "See Differently/See Profoundly", are books on visualization, visual and graphic design, and visual literacy and rhetoric. The library also has made an effort to identify and acquire WPI faculty monograph publications and has created an inviting space on the third floor to feature these faculty works.

The system used to manage the collections-related operations transitioned to Alma in July, 2018, after almost twenty years using the Voyager/WebVoyage system. This migration has affected all of the processes and the overall technical services workflow – including ordering, invoicing, cataloging, activation of electronic resources, and shelf-readiness preparation. The team is gaining expertise with the system and has transitioned all operations to Alma. Work continues to implement and document new procedures and workflow solutions. With the transition to Alma, the library was able to eliminate GOBI Library Solutions, from EBSCO, as the main provider of ordering and cataloging support and shelf ready processing services, and has therefore reduced overall processing costs. Print book purchases are now processed primarily through Amazon.

INSTRUCTION

Instruction and support for project-based learning activities and discipline-specific course work is mission-critical and a foundational activity of the library. Information literacy— the ability to determine when, why, and what information is needed and then to find, evaluate, and use information effectively and ethically to solve problems, make decisions, and communicate with others— is a critical 21st century skill-set that provides a foundation for both academic success and life-long learning. The WPI Library is committed to participating in a collaborative, campus-wide effort to foster students’ information literacy competencies.

In the 2017/2018 academic year the library provided substantial instruction across the project-based learning curriculum. In addition there was significant integrated support in humanities classes, upper division courses, and in the graduate program.

Project-based Learning Support

Library instructions and support embedded in the GPS courses were the main avenue for information literacy development for first-year students. Library instruction was offered in eighteen of the GPS classes, reaching 674 WPI freshmen in A – B Terms (2017).

IQP support increased in 2017/2018. Research and instruction librarians visited each section of ID2050 at the beginning of the term to present a 50 minute lesson on Research for the IQP. They then met with each ID2050 team (3 – 4 students) at least once before they left campus. Research consultations with ID2050 teams typically last 30-45 minutes. Students begin their research before the consultation and during the
consultations, students and librarians discuss the research that students have done so far, discuss questions the students have, discuss what students have been able to find easily and what they have been having trouble finding, and discuss next steps for their research. Some student teams schedule follow-up consultations. Librarians taught 39 total ID2050 classes, reaching a total of 824 students, and provided 219 ID2050 consultations. In addition, the librarians conducted 21 non-ID2050 consultations (56 students) for IQP work for a total of 240 IQP-related consultations, with 880 total IQP students.

MQP support remained strong. The library reached out to all department heads to promote MQP services, building upon recommendations from a faculty survey conducted during the previous year. The Math Department hosted an MQP training session, an estimated 40 teams attended consultations during the year, and the Aerospace Engineering Colloquium had an in-class instruction session to support its MQP students. Plans are in development for outreach to all faculty and MQP project center directors beginning in A-term 2018.

**Humanities Support**
Support for humanities classes continued to strengthen across several curricular areas. There were 25 total Humanities class visits, and 29 Humanities-related consultations. These included: English (8 classes); History (2 classes), Inquiry Seminars (9 classes), ISE (International Students: English) (2 classes), Independent Study Projects in the Humanities (consultation), Writing (4 classes) and HUA Flint (consultation).

**Discipline-specific Instruction**
Critical subject and course-specific instruction and/or support was offered in 12 Biology classes, ECON 110 – Introductory Microeconomics, CS 3043: Social Implications of Information Processing (2 sections), CH1010: Chemical Properties, Bonding, and Forces (8 sections), BME: REU (Research Experience for Undergraduates) (Summer Program), BCB Summer Research Experience, Humanitarian Engineering class, ISE380X: Loaded Language: Discourse and Power in International English, WR1010: Elements of Writing, WR1011: Writing about Science & Technology, WRAMP, MIS3740 (2 sections): Organizational Applications of Telecommunications, ISE282X: Intensive Reading for Non-Native Speakers, BUS310X: Organizational Performance & Analytics, and BME1001: Introduction to Biomedical Engineering. The engineering design curriculum across disciplines was a continued area of support with librarians working with ECE2799, ME2300 (6 sections), BME3300, BME4300 and ME4329. Librarians also worked with a core group of KEEN faculty to use Studio@Gordon for active learning in BME, ME, and Physics.

**Graduate Program Support**
Graduate student support occurred across myriad disciplines and classes/course. There were 12 instruction sessions offered by librarians:

1. AE5090: Aerospace Engineering Graduate Colloquium
2. BME591: Biomedical Engineering Graduate Seminar
3. BB551: Research Integrity in the Sciences
4. CH571: Current Topics in Chemistry (this was from August 2018, in A Term)
5. CHE580: Nanotechnology for Biomedical Applications
6. ESL500-501-502: English as a Second Language Graduate Courses
7. FP575: Explosion Protection
8. FP580: Forensic Techniques
9. MTE580: Materials Science & Engineering Graduate Seminar
10. MTE594: Additive Manufacturing
11. OIE554: Global Operations Strategy
12. SYS 596: Graduate Seminar
In addition, librarians offered 6 workshops, presentations or orientation sessions for graduate students:

1. Graduate Fellowship Workshop – Finding Funding (presentation)
2. Global Transitions – Orientation Presentation for international graduate students in the business program
3. GRC-RESEARCH Data Management Presentation – part of the Graduate Responsible Conduct of Research program
4. Graduate Student Orientation – presentation and table-sitting
5. Thesis Boot Camp: Literature Review Presentation
6. Data Management Workshop

**Mass Academy (Massachusetts Academy of Math and Science) Support**
Mass Academy is a STEM focused public high school for 11th and 12th graders in Massachusetts. Students must apply if they want to attend Mass Academy, and there are 50 students accepted per year. The juniors (3 tours of 17 students) visited the library for a tour, and participated in a library workshop at Mass Academy (3 tours of 17 students). Additionally, library research office hours were held once a week at Mass Academy during the fall and winter.

**Tutorials**
Research & Instruction librarians developed a plan to create a series of online tutorials (https://libguides.wpi.edu/librarytutorials) based on current needs and aligned with WPI strategic goals. During this development phase the librarians solicited faculty feedback, met with ATC to discuss implementation options, built a task/content list that was then broken down into individual modules, and started working with Camtasia to create video tutorials. In July 2018, they recorded and implemented a prototype – 2 videos on citations that have been incorporated into the fall 2018 library assignment for ID2050. Bi-weekly strategizing meetings will continue as further modules are created.
TOTAL ATTENDEES, IN-CLASS INSTRUCTION, FACULTY-REQUIRED CONSULTATIONS, AND WORKSHOPS: 3-YEAR TREND

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<tr>
<td>Total attendees</td>
<td>4152</td>
<td>5199</td>
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TOTAL NUMBER OF MAJORS/PROGRAMS/DEPTS SUPPORTED BY IN-CLASS INSTRUCTION, FACULTY-REQUIRED CONSULTATIONS, AND WORKSHOPS: 3-YEAR TREND

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ENTREPRENEURIAL & INNOVATION SUPPORT

The Studio@Gordon is an active learning, reservable space designed for collaboration and ideation. The Studio offers flexible furniture and room to prototype, and it is ideal for classes, project teams, and student organizations seeking to explore, debate, and pitch ideas. For the 2017/2018 academic year, the library worked with Enactus and Launchpad student groups and advisors to integrate library research tools into design process and market research. The Faculty Development and Research Support Lead Librarian worked with core Studio@Gordon users to understand needs and consider potential improvements to the space in the coming year.
The Faculty Development and Research Support Lead Librarian also worked with Curtis Able and Vinny Sabo (KEEN graduate fellow) to build a libguide (libguides.wpi.edu/entrepreneurialmindset) to meet the needs of Entrepreneurship groups and to advertise and provide resources for KEEN sponsored WPI Winter Session. Additionally, the Lead Librarian participated in KEEN faculty training to encourage use of information resources in project advising and teaching. She taught in summer 2018 KEEN training to WPI Faculty on Entrepreneurial Mindset in PBL, mentored a faculty team, and also gave a presentation at the Summer Institute on PBL.

OUTREACH

Outreach and engagement activities to support the academic mission at WPI were well-received by the WPI community and fostered fruitful collaborative partnerships with faculty and/or other academic support units.


In August 2017, research & instruction librarians partnered with faculty member Jill Rulfs and Undergraduate Studies to offer an engaging and informative series of information sessions as part of the new student orientation (NSO) program.

In the spring of 2018, the library co-sponsored the Sustainability Project Competition (April 18, 2018). In collaboration with the office of Sustainability, the library’s Director and Associate Director served on the Planning Committee, and developed the brochure, the submission form, judging forms and analysis of the judges’ ratings, as well as providing the space and assistance with the event set-up.

At the request of Bonnie Walker, WPI’s executive director of diversity and inclusion strategy, the library created a curated research guide on Diversity and Inclusion (https://libguides.wpi.edu/diversity-inclusion). Released in June 2018, the guide provides resources on the topics of diversity, inclusion, and equity for the WPI community. It includes campus diversity resources and a list of WPI student groups, as well as suggested books and journals covering the topics of LGBTQ, disabilities, race, culture, and ethnicity, gender, socio-economic differences, intersectionality, and higher education. A structured maintenance plan for the guide was developed, and includes quarterly updates to suggested resources and yearly updates to content, structure, and the overall look and feel of the guide.

FACULTY DEVELOPMENT AND RESEARCH SUPPORT

The Gordon Library offered faculty research support in a variety of forms, including online guides and tutorials and research consultations. Support included citation management, measuring research impact and performance, publishing and copyright, and scholarly communication and author rights.

The library has been working with the Office of Sponsored Programs and the Research Solutions Institute to support faculty research and fund seeking. Assistance in using Pivot and other research tools to find funding opportunities from government, corporations, foundations & private entities was offered via workshops and individual consultations.
Several new research guides provide support for students, faculty, and the WPI community on topics relating to scholarly publishing and open resources. The Open Access guide shares information on how authors can make their work openly available, including authors’ rights and negotiation. The Open Educational Resources guide walks instructors through the process of finding, evaluating, and adopting open educational resources for their courses. The WPI Copyright Policy and Guidance guide incorporates flowcharts to help student authors, faculty authors, and educators interpret copyright guidelines for their work.

A collaborative effort to develop a workshop for faculty on Open Educational Resources will culminate in a Food for Thought workshop in October, 2018. Additionally, a new outreach program for new faculty, post-doctoral fellows, and tenure track faculty has been under development and will launch in fall 2018.

The Faculty Development and Research Support Lead Librarian is the liaison to the Center for Project Based Learning and is a faculty member for the Summer Institute on Project Based Learning.

**DIGITAL SERVICES SUPPORT**

Planning for the Shuster Lab for Digital Scholarship began in February 2018 and culminated with its opening in September. The Shuster Lab is a 700 square foot space for individual and small group learning, practice, and projects involving digital scholarship. The Shuster Lab was made possible through the generosity of Helen Shuster, one of WPI’s most distinguished library directors.

The Shuster Lab is open, active space that provides access to a wide range of tools for digital scholarship, including software for visualizing data, manipulating digital data and images, and analyzing digital geographic data; and specialized hardware, including scanning equipment, and hardware for projecting or digitally displaying digital and analog data.

In addition to the Shuster Lab, the Gordon Library developed a number of services to support digital scholarship activities at WPI, which will be implemented in the 18-19 academic year. These services include: consultations on developing digital projects or integrating digital assignments and projects into syllabi, evaluation of digital scholarship tools, and training in digital scholarship tools and methods.

**LIBRARY SYSTEMS AND DIGITAL SERVICES SUPPORT**

**Integrated Library System**

In January 2018, the Gordon Library began the implementation phase for a new integrated “back office” system. Alma, from Ex Libris, is a secure, cloud-based library software system (ILS) for managing the acquisition, sharing, cataloging, and access of all kinds of resources, both physical and electronic. Alma supports most library operations including acquisition, metadata management/cataloging, and fulfillment/circulation. The six-month implementation was conducted by a small team of staff experts, and managed by a three-person Project Management Team (Anna Gold, Lori Ostapowicz-Critz; Aaron Neslin). The implementation involved rigorous training on the software and associated processes, a comprehensive configuration process with extensive local customization, migration of all records/metadata from the legacy system (Voyager), and continuous trouble-shooting and iterative tinkering. All technical aspects were skillfully directed by Aaron Neslin, our resident systems expert. Alma allows us to consolidate and optimize all technical services operations, and provides robust analytics to allow for better data-driven decisions. Continuing efforts are concentrated on implementing streamlined work processes, and on data (record) clean-up and correction.
Along with Alma, a new discovery and delivery solution was implemented. Primo, also from Ex Libris, was launched as our WPI Library Search. The cloud-based discovery layer provides access from any device to the universe of information resources provided through the Gordon Library, via intuitive interfaces and a personalized search experience. The implementation cycle occurred over the same six month period and involved extensive configuration and branding; development of localized search facets; design and implementation of customized search scopes including scopes for WPI Course Reserves, and for Student Research & Projects; and importing of all existing catalog records as well as cross-walked resources from the Digital Commons institutional repository. Ongoing customization will occur, based on upcoming usability studies, user input, and data from the powerful analytics inherent in the software.

To facilitate the ability to address and track user-identified issues, a technical support troubleshooting system was established. Utilizing Cherwell (the WPI ITS employed support system) and a Google submission form, users can submit questions and requests, receive immediate confirmation of their submission, and a personal staff response within one business day.

Repositories

Digital Commons was rebranded “Digital WPI,” and the user interface was updated in the summer 2018, in preparation for a larger redesign in the fall of 2018.

With the assistance of Kristin Wobbe, Associate Dean of Undergraduate Studies, and the Undergraduate Studies office, all Great Problems Seminar (GPS) project posters starting from 2007 were added to Digital WPI. All users have full access to 590 GPS posters, which can be browsed by both theme and year. The GPS posters include a downloadable pdf and important metadata such as authors, advisors, GPS theme, and a creative commons license. In collaboration with the Web Application Development team, the library has assisted with creating the GPS site in eprojects.wpi.edu, to improve the archival workflow of GPS posters.

In spring 2018, 1734 electronic theses and dissertations (ETD) from web.wpi.edu/Pubs/ETD were migrated to Digital WPI. Users external to the WPI community have access to unrestricted ETDs (those that are not restricted, do not have embargos, and are not withheld). Users in the WPI community have access to unrestricted and restricted ETDs, but cannot access ETDs with embargos or those that are withheld for security reasons. ETDs can be browsed by department and year, and include downloadable files and important metadata such as authors, advisors, an abstract, degree type, copyright statement, and department. WPI is a member of the Networked Digital Library of Theses and Dissertations (NDLTD), an international organization dedicated to promoting the adoption, creation, use, dissemination, and preservation of ETDs; NDLTD has been informed that WPI’s ETDs have been configured and are ready to be harvested/added to the NDLTD Union Archive and NDLTD Global ETD Search. All ETD records have been added to the WPI Library Search discovery system, where, along with almost 3500 records from theses/dissertations scanned by the library, they can be searched as part of the Student Research & Projects scope.

In the spring and summer of 2018 intensive work was done to prepare for the migration of all metadata and all files from the E-projects 1.0 system to Digital WPI. This work involved complex coding work, significant record clean-up, and painstaking work to insure an accurate and comprehensive data transfer. In September 2018 the migration will be completed and approximately 12,000 IQP and MQP project files will be accessible, with full text searching, in Digital WPI. The records will also be accessible
– along with 4000 additional eprojects scanned by the library from 2002 – 2007 – in the Student Research & Projects search scope in WPI Library Search.

**Samvera/Hyrax/Fedora Project**

Samvera software is free and open source, available under an Apache 2 license. Combined with Fedora repository software the Samvera system will provide WPI with a robust, durable repository layer for managing and preserving digital objects. Initial planning for the ‘new gen’ institutional repository system began in January 2018. The library team has worked closely with an IT team from the Web Applications Development & Academic Integration unit, under the direction of Bob Brown, to begin to develop the scope, technical requirements, and use cases for the repository environment which will eventually house student research & projects (ETDs; IQPs; MQPs), Archives-related digital collections, WPI historical collections and more.

**LOOKING AHEAD:**

LAS Goals for the coming year include:

1. Implement a comprehensive, data–driven, user-informed collection assessment to identify under-utilized resources and to optimize the collection of critical resources for teaching, learning and research.
2. Deliver personalized/customized services to support emerging areas of interest, including open educational resources, open access publication, and demonstration of research impact.
3. Utilize stakeholder input to begin to build a program of services to support digital scholarship and the digital humanities efforts at WPI.
4. Maintain robust library instructional support for GPS, IQP and MQP project-based learning while identifying additional points of integration across the curriculum.
5. Expand avenues for scaffolded support for students’ information literacy development with targeted online modules and tutorials to enhance and supplement in-person library instruction programs.
6. Based on stakeholder input, usability studies and best practices, enhance and optimize the online services for discoverability, accessibility, and preservation of WPI digital resources (e.g. eprojects, ETDs, and archival/historical collections).
4. Access Services and Outreach Department

OVERVIEW

The newly created Access Services and Outreach department oversees borrowing, course reserves, interlibrary loan, document delivery, first tier information assistance, Tech Suite reservations, stack maintenance and the library’s non-academic outreach. The department also manages the library’s student employment program and building safety. The Access Services and Outreach department consists of three fulltime and two part-time staff members as well as twenty-seven student assistants and ten student supervisors.

STUDENT EMPLOYMENT AND PROJECTS

The Access Services and Outreach Department supervises the student budget for all student employment throughout the different departments in the library. The budget reflected the employment of thirty-five Federal Work Study students, and twelve that were department funded. At the beginning of the 2017 academic school year we had all returning students; however due to the fact that twenty-four were graduating seniors, the department found it necessary to hire additional students throughout the year. The rebuilding of the student staff will be a major project for the upcoming 2019 – 2019 academic year. The students who worked over the summer of 2017 finished the major shifting project that began during the 2016 – 2017 Library’s renovation project. The completion of the shifting project allowed the removal of two book stacks from the first floor, opening more available student study space.

BORROWING, TECH SUITES, AND COURSE RESERVES

The Access Services and Outreach Department handles all library circulation including monographs and tech suite keys to the WPI community.

Tech Suites: The library hosted over 14,000 reservations for our Tech Suites throughout the academic year, checking out suites over 7000 times to undergraduates; we also had 178 reservations from faculty or staff for the Gordon Conference Room. Demand for Tech Suites increased 2%, and requests for the Conference Room were up 23% over the previous year.

While print circulation declines as more ebooks become available, undergraduates checked out over one thousand monographs, and graduate students group checked out over four hundred print items.

The library’s traditional gate counter system recorded just under four hundred thousand visitors for the year in June, when it was removed to be replaced with a new automated counter.
The departments and courses that utilized reserves the most are Fire Protection, ID 2050 and Mechanical Engineering; however, the most used reserves were from Chemistry, ID 2050 and the foreign language department particularly Spanish.

We continued to offer Food for Fines program that allowed patrons to waive $5 of fines by donating one nonperishable item. The Access Services and Outreach Department joined forces with Theta Nu Xi and WPI Residential Services, the Alpha Gam Can Campus Food Drive, the ROTC and local Worcester food banks and donated over 650 Food for Fines items. The processed course reserves consisted of 468 courses, over 1700 items and 6,000 patron uses.
INTERLIBRARY LOAN, BORROWING AND LENDING

The Interlibrary loan department is staffed by one fulltime staff member who oversaw the lending requests, and two part-time Research Librarians who help fulfill the borrowing requests for the WPI community. The interlibrary loan team processed over 3,500 borrowing and 4,200 lending requests, and managed just over 1,000 in-house document delivery inquiries. A highlight of their impressive statistics was that there were fewer than 400 borrowing cancellations, and only six cancellations of document delivery requests, due either to insufficient information provided by patrons, or to exhausting available resources from other libraries. The top three campus departments that requested the most articles were Humanities & Arts, Mechanical Engineering, and Biomedical Engineering. We requested the most items from the University of Massachusetts Amherst, College of the Holy Cross, and Clark University. The lending program filled the most requests (over 125 requests) from Springfield College.

NON-ACADEMIC SERVICES AND OUTREACH

The Access Services and Outreach Department administers the non-academic programs and outreach to the WPI student community, also connecting with multiple student organizations to help with programming.

De-stress Days are scheduled for the week before finals each academic term and consists of therapy animals, cookie decorating and arts and crafts. We partnered with two different therapy dogs and handlers, from the local volunteer organization Dog B.O.N.E.S and collaborated with the PAWS student organization. We also had a “mini dwarf” therapy horse visit during D-Term where we had over two hundred students participate in under an hour. Also during D-Term, we collaborated with the Cantonese Cultural club who gave calligraphy lessons. During the week of finals, the SGA and GSG collaborate with the Access Services and Outreach department in order to provide late night snacks and coffee during the extended Library hours for finals. We joined forces with Sigma Alpha Epsilon (SAE) during C-Term and offered the WPI community the ability to tie-dye shirts to help promote the “House Party” at the library that was at the beginning of D-Term to celebrate the Gordon Library’s fiftieth Birthday Bash.

The New Student Orientation at the library involves all staff, however the Access Services and Outreach Department oversees the organization and preparation of the program. The theme of NSO was LibCon and highlighted Marvel’s Infinity Wars movie and comic book franchise. We were able to welcome about two hundred new first year students.

The library participates in the Touch Tomorrow program featured at WPI every June. The Access Services and Outreach department organized library staff and created the activity presented at the program. Honoring the “Space” imagination theme, the library presented flip charts with facts about astronomy, white boards for the community to draw and name their original planet and create glow-in-the-dark comets. The program was a huge success with just under five hundred families and community members visiting the library’s section at Touch Tomorrow.

Multiple times throughout the year, including during final exam time and suicide awareness month/week the Access Services and Outreach Department worked with the Alpha Phi Omega (APO) fraternity. The student organization passed out stress balls and mental health care packages at the front entrance of the library.

The Access Services and Outreach Department organized the library’s participation in the WPI Open Houses with the Admission’s Office. We coordinated library staff for table sitting, created pamphlets, designed the book displays and collected library swag for the prospective students and their families. The library staff that participated in the Open Houses interacted with about one hundred families between three open houses.
The SGA coordinated with the Access Services and Outreach department involvement with WPI’s Family weekend and Gompei Go-To’s. We visited and interacted with over seventy-five families and explained the services the library has to offer and answered basic questions about the WPI community.

For the third year, the Access Services and Outreach Department teamed with the City of Worcester for their book drive, Worcester the City that Reads. WPI earned recognition for most donations from higher education and the department collected 322 books for ages Kindergarten through 8th grades.

LOOKING FORWARD

The Access Services and Outreach department respects and honors the inclusion and diversity incentive on the WPI campus and has begun to create a “reflection space” dedicated to mediation, prayer and sensory destressing.

Another goal is to formulate a program with the Library Academic Strategies’ team that will focus on the library’s outreach services to the WPI’s Gateway community.

We will study and discuss future weeding and shifting projects regarding the general collection, particularly on the third floor of the library, with the Library Academic Strategies department.
5. Archives and Special Collections

SUMMARY

The Archives and Special Collections (ASC) Department of Gordon Library continued to offer a high level of service during a year that included a nearly complete turnover in staffing, including the recruitment of Arthur Carlson as WPI’s new Assistant Director for Archives and Special Collections. Throughout the year, until Arthur’s arrival in April, Kathy Markees served ably as the coordinator of the department, overseeing the work of two temporary staff assistants (Rachel Burton and Jane Ward), as well as a team of student employees.

Our efforts were instrumental in supporting a wide variety of campus units and initiatives related to celebrating our history, progress, and achievements. A chart depicting registered visits to the reading room by patron affiliation reflects the diversity and strength of these efforts in reaching the WPI community and beyond:

![AY18 Visitors by Self-Identified Affiliation]

A summary listing of those efforts and their impact on the WPI community is provided below.

FACULTY SUPPORT

Humanities:
Archives and Special Collections worked with numerous faculty members to support both course curriculum and faculty research. We continued our longstanding and fruitful partnership with Professor Joel J. Brattin on expanding and developing our growing world-class collection of material related to the life, world, and works of Charles Dickens. Brattin has been instrumental in providing insight into collection development decisions and through his coursework continues to ensure the material’s use in student learning and achievement. His
scholarship in this area and the subsequent support it has garnered have been instrumental in allowing WPI to offer a world-class research resource for researchers interested in Dickens.

We have also been working to support research activities for Joe Cullon, also of humanities. Professor Cullon has been our primary liaison between WPI and the Worcester Historical Society and History Museum to document the development of area industry, particularly the Morgan Construction Company. We have provided access to the Morgan Construction Company records in addition to digitization of photographs and published material. We also selected items for digital preservation via media transfer from magnetic tape to digital format. That work will be conducted during the first half of AY19.

**Fire Protection Engineering:**
We continue to engage faculty members in Fire Protection Engineering (FPE) to better document the development of that WPI signature program. In addition to archiving the papers of Professor David Lucht, ASC has been digitizing elements of the Howard Emmons papers to better document the development of FPE pedagogy.

**Interactive Media and Game Design:**
ASC worked cooperatively with faculty from the Interactive Media and Game Design department to strategize on how to ensure continued use of the Interactive Media Archive in response to hardware access issues, available space, and the limitations of digital preservation of cartridge-based media. The Interactive Media Archives represents a joint effort between the two units to identify, acquire, provide access, and preserve interactive console and PC media that have been identified for their significance to the development of video game design principles. Among the many issues raised by the IMGD faculty were related to the lack of available support for time-limited acquisition opportunities.

**SUPPORT FOR MARKETING, ADVANCEMENT, AND ALUMNI RELATIONS**

Archives and Special Collections continues to support the public and alumni relations aspects of the university through a variety of support activities. As the central repository for campus history, ASC staff responded to 137 digitization requests for images of our campus community and spaces that were used in both administrative presentations, student projects, and WPI Marketing outlets. We also conducted multiple research inquiries on behalf of advancement and alumni relations to vet potential award recipients, assisted with the creation of prospect biographies, and identified and prepared images for presentation as gifts of appreciation to WPI supporters.

ASC also contributes content for social media postings on behalf of WPI and Gordon Library to share information on events, promote exhibits, celebrate achievements, and also commemorate the history of the institution. In the summer of 2018, ASC staff met with representatives from Marketing and Communications to outline new workflows to ensure all WPI publications and media output are properly stored and transferred to the archives and space and resources permit. This effort will ensure the continued archiving of university activities in an increasingly “born-digital” world.

**EXHIBITS AND EVENTS**

**Gladwin Gallery**
Archives and Special Collections curated and installed numerous exhibits related to the history of WPI and other elements of our Special Collections. In Gordon Library’s Gladwin Gallery, ASC staff prepared an exhibit on the “History of WPI Libraries” as part of the yearlong programming related to the Gordon@50 campaign, which commemorated the library’s fiftieth year of operation. This exhibit highlighted the development of WPI’s unified library services, how Gordon Library has responded to the changing research needs of our campus community, and showcased some recent library sponsored student MQP and IQP efforts.

**Gordon Library Exhibit**
In addition to the exhibits in the Gladwin Gallery, ASC also featured other exhibits including a rotating exhibit.
of material related to the literary works of Charles Dickens prepared in tandem with humanities faculty member Joel J. Brattin. The content was rotated each week and as part of the course requirements students were instructed to visit the library to view the exhibits.

A student curated exhibit, “Pranks of WPI,” was installed that highlighted many of the more frivolous adventures of the student body through the years. Content from the popular exhibit was used as the basis for a science murder-mystery activity conducted by a WPI affiliated summer camp.

Our special collections curator Kathy Markees was also instrumental in managing the logistics and installation of multiple permanent and time-limited exhibitions of art and objects including Art WPI, showcases of rare books from our repository, exhibits in support of faculty presentations, and the Bernard Brenner sculptures in addition to overseeing all art on display within the facility.

**Pop-Up Exhibits**

Several temporary exhibits were installed to support campus events and celebrations. Among the most notable were displays of WPI history for Homecoming, class-specific displays for Alumni Weekend, the 90th Anniversary of Sanford Riley Hall celebration, and an exhibit highlighting the accomplishments of WPI women for the Women’s Impact Network summit. Each of these exhibits not only showcased WPI history, but also served as engagement opportunities for alumni to contribute to crafting a more complete institutional memory for WPI.

**SPACE IMPROVEMENTS**

In order to meet the demand for more and improved storage a Donnegan Space Saver system, more commonly known as compact shelving, was installed in the primary storage area for the university’s collection of rare books, artwork, and historic objects, the “Fishbowl.” This system not only increased our storage capacity for rare books by approximately 90%, it permitted the repurposing of a library space formerly used for archival and object storage into an expanded multimedia lab space in addition to the creation of the Helen Shuster Lab for Digital Scholarship. This major space improvement has also had the secondary effect of enhancing the aesthetics of the special collections storage areas, making them more appropriate destinations for visiting dignitaries, scholars, and alumni.

In addition to the “Fishbowl” storage area, the Digitization Workroom was reorganized to create an accession intake and conservation triage area to better care for material immediately upon its receipt by ASC. We also updated the Assembly Zone to improve storage capacity, transfer collection materials stored in that space into more secure areas of the library, and updated the available technology resources to meet the increasing technological demands of a modern archive. We will continuously review our anticipated storage needs for both physical and digital curation of items related to the academic or cultural output of the WPI community.

**NOTABLE ACQUISITIONS**

The variety of new resources added to our repository has enhanced our capability to support research into our core focus areas: WPI history, arts and science, New England industry, the development of technology, and social justice from the Industrial Revolution to the present. Among the unique items acquired by ASC during AY18 are: a 1930 era banjo, WPI audit reports (1953-1990), material related to former Dean of Students William “Tuna” Trask, manuscript additions to the Bernard Brenner Collection, and a large set of drawings and prints of Woodbury Company textile mills.

On-campus transfers included items from Higgins House transferred by the Office of Alumni Engagement, official records of the activities of the Office of the President, publications produced by Marketing, and many items from Intercollegiate Athletics. Student organizations, notably Greek Life chapters, with encouragement from Alumni Relations have expressed interest in formalizing their relationship with the WPI Archives. To that end, Carlson will present to both the Inter-Fraternity Council and Pan-Hellenic Councils during AY2019 A and B terms.
LOOKING AHEAD

Despite our success, ASC must continue to evolve in response to the changing research habits of our patrons. For many years, the focus was on increasing the use of our materials via physical interactions in the Reading Room. While this is still important and traditional research will serve as the foundational practice of the humanities researcher in particular, more and more discovery and selection of repository resources for use has shifted to electronic discovery and surveying. In response, we must continue to enhance our digital discovery pathways while also using data driven analysis to select items for digitization and online dissemination.

During AY19 the ASC department will undertake multiple initiatives that will result in improved access and visibility for our various historic and cultural items. As part of our long-term goal to transition from a consultation-based model to a robust online finding aid system, we will implement a new content management database, ArchivesSpace. ArchivesSpace is the emerging system of choice for archives and special collections repositories worldwide and will allow us toEncoded Archival Data (EAD) finding aids that are fully compliant with professional standards as outlined in Describing Archives: A Content Standard (DACS), a manual of the Society of American Archivists (SAA). Implementing this database and new processing standards will not only make our items more discoverable, they also make us more competitive as we seek out digitization and preservation grants.

Specific goals for the coming year fall in two general themes: reputation and visibility, and research and education.

Reputation and Visibility: Demonstrating good stewardship of materials entrusted to our care

**Goal 1**: Implement a new content management system (ArchivesSpace) for the manuscript, archives, art, and object collections.

Research and Education: Promoting distinct resources for undergraduate and graduate learning

**Goal 2**: Process ten manuscript/archive collections identified as significant to the repository to modern recommended standards by the Society of American Archivists (SAA).

**Goal 3**: Coordinate the digitization of “MSS4: The David Lucht Collection” as a test of a complete digital preservation and dissemination effort of a faculty collection in preparation for loading into a Samvera digital repository environment.
<table>
<thead>
<tr>
<th>Themes and Goals, AY2018-2019</th>
<th>WPI STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THEME 1: Enhance impact of, and access to, digital student research and projects.</strong></td>
<td></td>
</tr>
<tr>
<td>□ Launch and enhance a transitional Digital WPI platform on the bepress platform, including analytics of use and impacts.</td>
<td>Project based learning</td>
</tr>
<tr>
<td>□ With ITS, develop a Hyrax-based next-generation Digital WPI platform for sharing student research and projects, including new formats and media</td>
<td>Global projects for all</td>
</tr>
<tr>
<td></td>
<td>WPI reputation</td>
</tr>
<tr>
<td><strong>THEME 2: Enhance undergraduate project based learning, including global, multidisciplinary, and innovation initiatives.</strong></td>
<td></td>
</tr>
<tr>
<td>□ Develop an online library instruction presence (e.g. tutorials) to support the project-based learning curriculum.</td>
<td>Project based learning</td>
</tr>
<tr>
<td>□ Develop and implement online modules focusing on information literacy and research skills.</td>
<td>Global projects for all</td>
</tr>
<tr>
<td>□ Develop and implement a plan for scalable and sustainable programs of support for ID2050/IQP project work and the GPS courses.</td>
<td>Innovation &amp; entrepreneurship</td>
</tr>
<tr>
<td>□ Expand library support for the Humanities/Inquiry Seminar.</td>
<td></td>
</tr>
<tr>
<td>□ Expand MQP support programs using past faculty feedback and enhanced faculty outreach. Assess efforts through student feedback and review of selected final MQP projects.</td>
<td></td>
</tr>
<tr>
<td>□ Develop and launch a program of Digital Scholarship services and outreach for faculty &amp; students using the Shuster Lab.</td>
<td></td>
</tr>
<tr>
<td>□ Develop relationships with campus constituents to build and better promote information about innovation and entrepreneurship, building on the Strage collection and online research guide.</td>
<td></td>
</tr>
<tr>
<td><strong>THEME 3: Enhance research support and services for faculty and graduate students.</strong></td>
<td></td>
</tr>
<tr>
<td>□ Establish strong relationships with new WPI faculty through personalized outreach program.</td>
<td>Research enterprise</td>
</tr>
<tr>
<td>□ Offer services that support faculty in managing their online reputations.</td>
<td>WPI reputation</td>
</tr>
<tr>
<td>□ Engage the WPI community in assessing the cost and value of our digital research collections</td>
<td>Best practices</td>
</tr>
<tr>
<td>□ Within the constraints of the collection budget, acquire resources to support the expanding research enterprise at WPI.</td>
<td></td>
</tr>
<tr>
<td>□ Analyze ILL services to sustain cost effectiveness and excellence</td>
<td></td>
</tr>
<tr>
<td>□ Develop services and programming to support open scholarship.</td>
<td></td>
</tr>
<tr>
<td>□ In collaboration with Graduate Professional Development, develop and offer information sessions on research competencies for graduate students (e.g. pursuing funding; completing a thesis or dissertation).</td>
<td></td>
</tr>
<tr>
<td>□ Coordinate the digitization of “MS54: The David Lucht Collection” reflecting WPI’s distinctive role in Fire Protection Engineering.</td>
<td></td>
</tr>
</tbody>
</table>
### THEME 4: Adopt best practices to increase access and transparency about library services and systems.

- Implement the ArchivesSpace archival collections management system and process ten collections using professional standards.
- Develop and share data about library collections including both digital and print collections.
- Develop and share data dashboards reflecting WPI scholarship output and WPI repository impact.

### THEME 5: Optimize use of library space for study, collections, and other programs and services.

- Articulate a vision for the future of WPI print collections and planning steps to implement this vision.
- Plan for repurposing space to increase study areas.
- Increase community engagement with print collections.
- Plan to increase quiet study seating by at least 50 seats.
- Improve ‘curb appeal’ of library for prospective students through increased artwork in the building, up-to-date furnishings and clear signage.
- Create and publicize naming opportunities for existing and planned spaces and library resources.

### THEME 6: Enhance community well-being, access and inclusion across the WPI community.

- Support whole-student well-being through quarterly de-stress programs.
- Create and assess a multicultural reflection space.
- Help faculty understand and address gender inequity in scholarly productivity and impact measures.
- Increase visible presence of underrepresented groups and communities in WPI archives and exhibits (e.g. 50 years of women at WPI) and library social media.
- Develop education and support services for faculty adoption of Open Educational Resources.
- Within the constraints of the collection budget, acquire global and multicultural resources to support the students’ global experience.
- Sustain an updated and dynamic DEI guide.
- Collaborate with Office of Disabilities, Alliance, and other student groups wishing to promote services through events or outreach in the library.

### THEME 7: Participate fully in supporting alumni and donor engagement in the capital campaign.

- New partnership with Alden Society.
- Celebrate gifts to WPI (Shuster, Dickens/Ryan, Class of 2015, Strage, Berth).
- Celebrate women at WPI (50th anniversary of women students)
- Collaborate to celebrate and share art and creative work at WPI.
- Increased contributions to WPI communications.
8. Appendices:

A. Budget summary
B. Student and faculty surveys, 2018
C. Professional contributions and service
D. Personnel changes and organization chart
**APPENDIX A: BUDGET SUMMARY**

**GORDON LIBRARY BUDGET SUMMARY, FY18**

<table>
<thead>
<tr>
<th>Information Resources</th>
<th>$2.7M (56% of operating budget)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Salaries and Benefits</td>
<td>$1.63M (34% of operating budget)</td>
</tr>
<tr>
<td><strong>ALL OTHER OPERATING EXPENSES</strong></td>
<td></td>
</tr>
<tr>
<td>Online Systems and Services</td>
<td>$191,000</td>
</tr>
<tr>
<td>Student Employees</td>
<td>$115,100</td>
</tr>
<tr>
<td>Other Operating Expenses (contract services, maintenance, professional development)</td>
<td>$159,000</td>
</tr>
<tr>
<td><strong>TOTAL Operating Funds:</strong></td>
<td><strong>$4.8 M</strong></td>
</tr>
</tbody>
</table>

**WPI and PEER INSTITUTION LIBRARY BUDGETS (IPEDS 2016):**

<table>
<thead>
<tr>
<th>Library</th>
<th>All library expenditures (excl. staff benefits)</th>
<th>Total library expenditures per FTE student</th>
<th>Total expenditures on information resources</th>
<th>Annual licenses, % of all information resource expenditures</th>
<th>Library operations as % of all expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Institute of Technology</td>
<td>$6,450,545</td>
<td>$2,859</td>
<td>$3,393,974</td>
<td>92.43%</td>
<td>15.56%</td>
</tr>
<tr>
<td>Carnegie Mellon University</td>
<td>$12,527,891</td>
<td>$1,013</td>
<td>$7,129,112</td>
<td>88.69%</td>
<td>8.02%</td>
</tr>
<tr>
<td>Clarkson College</td>
<td>$392,211</td>
<td>$401</td>
<td>$96,797</td>
<td>58.89%</td>
<td>16.71%</td>
</tr>
<tr>
<td>Drexel University</td>
<td>$10,243,217</td>
<td>$482</td>
<td>$5,482,088</td>
<td>93.87%</td>
<td>5.66%</td>
</tr>
<tr>
<td>Illinois Institute of Technology</td>
<td>$6,504,790</td>
<td>$1,095</td>
<td>$1,966,946</td>
<td>92.78%</td>
<td>26.90%</td>
</tr>
<tr>
<td>Massachusetts Institute of Technology</td>
<td>$25,100,826</td>
<td>$10,774,136</td>
<td>$83.76%</td>
<td>17.42%</td>
<td></td>
</tr>
<tr>
<td>Rensselaer Polytechnic Institute</td>
<td>$3,962,045</td>
<td>$544</td>
<td>$2,431,665</td>
<td>92.82%</td>
<td>8.16%</td>
</tr>
<tr>
<td>Rochester Institute of Technology</td>
<td>$6,146,552</td>
<td>$442</td>
<td>$2,987,898</td>
<td>83.32%</td>
<td>7.28%</td>
</tr>
<tr>
<td>Stevens Institute of Technology</td>
<td>$1,907,272</td>
<td>$307</td>
<td>$804,129</td>
<td>96.84%</td>
<td>14.31%</td>
</tr>
<tr>
<td>Tufts University</td>
<td>$18,971,335</td>
<td>$2,020</td>
<td>$11,427,459</td>
<td>78.67%</td>
<td>12.02%</td>
</tr>
<tr>
<td>Worcester Polytechnic Institute</td>
<td>$3,992,084</td>
<td>$662</td>
<td>$2,514,180</td>
<td>89.97%</td>
<td>7.47%</td>
</tr>
</tbody>
</table>

**GORDON LIBRARY BUDGET INCREASES / PUBLISHER COST INCREASES, 5-YEAR TREND**

![Graph showing journals inflation and WPI library budget growth from 2015 to 2019 with percentage increases for each year: 8.63%, 4.79%, 8.50%, 5.28%, 5.35%, 5.50%, 4.68%.]

E-journal costs inflate at approximately 5% every year (EBSCO, 2019). In the last three fiscal years, library allocation increases have not kept pace, resulting in the need to make reductions in access to information resources.
APPENDIX B: 2018 STUDENT AND FACULTY SURVEYS

In spring 2018 the library surveyed faculty and students to gather feedback to better understand the needs of our community. Response rates were:

- Faculty: 33.77% (n=152)
- Students: 14.9% (n=958) total response rate, breaking down as follows:
  - Undergraduates: 20.5% (n=790)
  - Graduate students: 7.2% (n=150)

NOTE-WORTHY: FACULTY

92% of respondents felt confident or very confident that the library could support their teaching needs. 88% of respondents felt confident or very confident that the library could support their research needs. Write in responses indicated that faculty were satisfied with the print and online collection, feel positively about staff, but would like search capabilities improved.

92% of faculty respondents use the library website daily, weekly, or monthly.

Given a choice of multiple words to describe the library the most frequently chosen words were Active, Helpful, and Responsive. Of the 96 faculty who responded to an open-ended question asking what their favorite thing is about Gordon Library, the most frequent response (58 responses) in our text analysis, was the staff.

NOTEWORTHY: STUDENTS

Student respondents find the library welcoming, safe, calm, satisfactory, and relaxed when given a choice of descriptive words to describe their experiences at Gordon Library. They express a strong need for more spaces conducive to study.

When given a list of 12 items to rank as most important for improving Gordon Library the top four seen as most important were more power outlets (56%), more tech suites (47%), more group study spaces (47%) and more quiet study spaces (40%). When asked for a free text response to “What is the top change Gordon Library could make to better suit your needs?” 396 entered comments indicating the lack of space or the need for more space. When asked what they liked most about Gordon Library, of the 674 open ended responses, 102 comments mentioned the quiet spaces, 87 mentioned the atmosphere, 86 mentioned Tech Suites, 75 the collaboration spaces, and 67 the Café. Students also mentioned helpful staff, de-stress activities and therapy dogs, helpdesk, books, textbooks, reserve items, interlibrary loan, beanbag chairs, artwork, and the light painting.

Over 500 students indicated they had worked with a WPI librarian outside of class to learn more about how to find or use information for coursework, research, or project work.

The most frequently used research databases were WPI Library Search ( Summon), JSTOR, ScienceDirect, PubMed, EBook Central, IEEExplore, and Web of Science.

Students are heavy users of a wide variety of types of spaces in the library: 91% use Tech Suites; 78% use the FLIP Space; 76% use Quiet Spaces; 67% use cubicles; 66% use the Café. Tables outside the Café, Studio@Gordon, and the Multimedia Lab are also high use areas in the building. The vast majority of
respondents are using the building as a place for group or quiet study rather than to find information, or use software/hardware.

**ACTIONABLE: FACULTY**

Faculty would like search capabilities improved; this is being addressed through the implementation of Primo and Alma as well through the redesign and overhaul of the ETD and eProject systems.

Faculty provided a myriad of suggestions about how to improve Gordon Libraries. These recommendations will be considered when assessing our collections in the coming year; 67 faculty indicated their willingness to provide further feedback so in addition to the survey feedback there will be a faculty focus group to learn more about collection needs.

Faculty are interested in library support for Open Access, Open Educational Resources, Scholarly Profiles, Research Data Management, Digital Humanities, and Open Science. Programs, outreach, and spaces are being implemented this summer and into the coming academic year in order to address these interests.

**ACTIONABLE: STUDENTS**

Over 60% of respondents want more power outlets in the library, more group study spaces, more Tech Suites, more soft seating, more individual study spaces, improved lighting, and more/better whiteboards. Students noted in open ended comments that ensuring quiet in the quiet zones is an issue for them.

**IDEAS TO CONSIDER: FACULTY**

Faculty note changes to appearance and enhanced technology functionality. One person notes that the staircases are “dispiriting” so perhaps this is a spot to consider for murals or other aesthetic enhancements. Another person suggested more outdoor seating would be an improvement.

**IDEAS TO CONSIDER: STUDENTS**

In open text responses students indicated interest in standing desks, having quiet areas, and improving the aesthetics of the building in order to be more competitive with other schools.

**FACULTY AND STUDENT RESPONDENTS**

Faculty from 24 departments/programs responded to the survey with 9 or more responses from Biology & Biotechnology, Mechanical Engineering, Mathematical Sciences, IGSD, Physics, Business, Humanities and Arts, and Chemical Engineering.

Top majors of student respondents (number of respondents): Mechanical Engineering (164); Computer Science (102); Chemical Engineering (95); Biomedical Engineering (79); 24 other programs/majors are represented in student responses. 18% of student respondents were international (19% reported English was not their first language).
## APPENDIX C: LIBRARY STAFF PROFESSIONAL CONTRIBUTIONS AND SERVICE*

<table>
<thead>
<tr>
<th>NAME</th>
<th>SCHOLARSHIP/AWARDS</th>
<th>SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Gold</td>
<td></td>
<td>• Executive Committee for EAST (Eastern Academic Scholars Trust)</td>
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<tr>
<td></td>
<td></td>
<td>• Member, WPI Global Lab Planning Committee (WPI)</td>
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<tr>
<td></td>
<td></td>
<td>• ACRL Research and Scholarly Environment Committee, Member</td>
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<tr>
<td></td>
<td></td>
<td>• Global Lab Planning Committee, Member (WPI)</td>
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<tr>
<td></td>
<td></td>
<td>• Three-Minute Thesis Competition, Judge (WPI)</td>
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<tr>
<td></td>
<td></td>
<td>• 10th Annual Sustainability Project Competition Planning Committee, Member (WPI)</td>
</tr>
<tr>
<td>Teresa Negrucci</td>
<td>FORCE11 Scholarly Communication Institute (FSCI) - San Diego, CA - 7/30/18 - 8/3/18, travel fellowship recipient</td>
<td>• Co-Instructor, ALCTS course, Fundamentals of Collection Assessment - 6 week online class - September/October 2017</td>
</tr>
<tr>
<td>Paige Neumann</td>
<td></td>
<td>• ACRL/NEC 2019 site planning committee, member</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Bringing in the Bystander, training facilitator – August 17, 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mass Academy STEM Fair, judge - February 14, 2018</td>
</tr>
<tr>
<td>Anna Newman</td>
<td>“What Libraries Do/Can Do for Wikipedia” Panel presentation; Boston Library Consortium’s “Educating with Wikipedia” workshop – Boston, MA - February 23, 2018 (presentation)</td>
<td>• Vice Chair of ACRL-NEC Scholarly Communications Interest Group</td>
</tr>
<tr>
<td>Emily Ping O’Brien</td>
<td>New England Science Boot Camp Scholarship, June 13-15, 2018</td>
<td></td>
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<tr>
<td></td>
<td>Kay Bader Scholarship from Massachusetts Library Association to attend the annual MLA conference held on May 21-23, 2018</td>
<td></td>
</tr>
<tr>
<td>Jessica O’Toole</td>
<td></td>
<td>• New England Research Data Management Round Table Planning Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• New England Science Boot Camp Planning Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Three-Minute Thesis Competition, Judge (WPI)</td>
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<tr>
<td></td>
<td></td>
<td>• Turn the Curve – seeks to improve campus climate for all LGBTQIA+ identified members of the WPI community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Student Support Network (training to serve on the network) (WPI)</td>
</tr>
</tbody>
</table>
• Humanities and Arts Requirement Committee with focus on assessment and research, Member (WPI) |
| **Lori Steckervetz** | Chapter with Marja Bakermans, "Supporting PBL with Librarians and Information Literacy," in forthcoming book, *Project Based Learning in the First Year: Beyond All Expectations* (2019) | • Turn the Curve – seeks to improve campus climate for all LGBTQIAP+ identified members of the WPI community |
| **Rebecca Ziino Plotke** |  |  |

*In addition to these contributions, Gordon Library staff members attended numerous national and regional professional meetings, workshops, and learning opportunities.*
APPENDIX D: PERSONNEL AND ORGANIZATION CHART


*Departures 2017-2018
“Meeting with a librarian helped our team to identify the gaps in our research and to identify which types of sources would best fill these gaps. We learned about new, helpful ways to search for sources based on our research topics and were relieved to learn that there was not a lack of information on our topics.” (WPI student)

“[The library] is a great environment to get away from distractions so I can study and get work done.” (WPI student)

“[The library staff] create an awesome fun learning environment, are super helpful with any request that I’ve had, and are wonderful to collaborate with. What’s really motivating is their excitement and desire to collaborate. They are the best!” (WPI faculty)