



**BALL STATE
UNIVERSITY**

University Libraries

ANNUAL REPORT

July 2019-June 2020

Submitted by:

Matthew Shaw, Dean of University Libraries

12 June 2020

Unit Mission

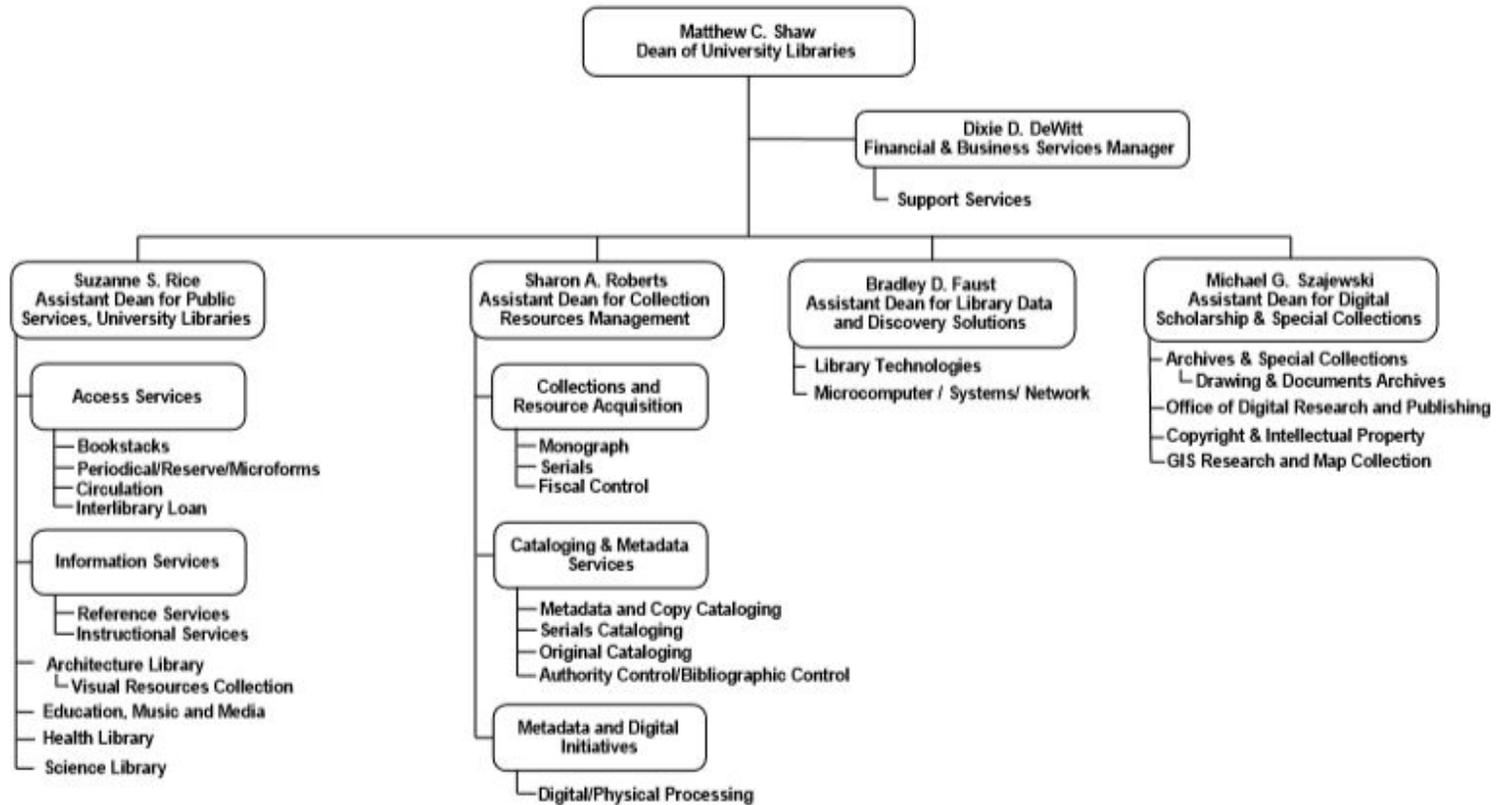
Ball State University Libraries supports the university's mission and enduring values by creating transformative experiences for diverse communities through excellent resources, expert research assistance, dedicated study and learning spaces, and innovative services and technologies for knowledge discovery and dissemination, lifetime learning, and community engagement.

Unit Vision

Ball State University Libraries is an effective leader and essential partner in the success of our students, the advancement of our faculty, and the progress of our community. We innovate to connect people, cultures, and knowledge as a center for lifetime learning and a catalyst for new ideas.

Unit Leadership & Organization

UNIVERSITY LIBRARIES ORGANIZATIONAL CHART



Executive Summary

This report highlights strategic activities of the Ball State University Libraries (July 2019-June 2020), focusing on contributions to student and faculty success and community engagement. The Libraries continues to align services, collections, and professional expertise with the needs of the campus and community as articulated in the Libraries' Strategic Alignment Plan.

This year, the Libraries advanced undergraduate and graduate student success. Over 12,500 students were engaged through library instruction, workshops, and one-on-one research consultations to develop critical information literacy, digital literacy, and research skills.

As an essential partner in the success of Ball State students, the Libraries developed new collaborations with the Graduate School and Writing Center this year. The Libraries piloted a Personal Librarian program, offering personalized library support to over 1,600 graduate students throughout their course of study. The Libraries also launched phase 1 of a partnership with the Writing Center to introduce writing support services in Bracken Library. The Libraries and Writing Center continue collaboration toward a full relocation of the Writing Center to the Library and more meaningful integration of services to provide students with seamless writing and research support experience.

The Libraries continued to improve user access to the Libraries collections, services, technologies, and spaces. In August 2019, the Libraries opened the Health Library, a new 2,100 sq. ft. branch library in the Health Professions Building that directly supports teaching and learning in the College of Health. The Libraries also improved the user experience creating a centralized service point in the Lower Level of Bracken Library through the reorganization and merger of Educational Technology Resources Collection and the Music Collection to form Education, Music and Media.

The Libraries provided expert support to faculty through support for digital scholarship, affordable learning/Open Educational Resources initiatives, and open access publishing. In addition to continued co-direction of the Digital Scholarship Lab, the Libraries worked closely with individual faculty through the Office of Digital Research and Publishing to support specific research projects using digital tools and methodologies for inquiry. The Libraries also hosted seven open access journals through the Open Journal Systems platform and continued to increase access to OA research materials through development of the Digital Media Repository and Cardinal Scholar, which collectively received over 235,000 visits this year. Also, the Libraries was a key contributor to introduce Open Educational Resources (OER) to the Ball State University campus. Representatives from the University Libraries collaborated with the Office of the Provost and the Division of Online and Strategic Learning to create a University-campus-wide taskforce with the goals of increasing faculty awareness of OER and encouraging adoption of OER in BSU courses. The Libraries assessed, researched, and outlined potential OER texts and implementation strategies for 16 Ball State University courses or disciplines, which was shared with faculty. As a result, roughly 30 Ball State University undergraduate course sections agreed to incorporate OER into their Fall 2020 curriculum.

The Libraries continued its commitment to enhancing quality of living in Muncie, Indiana and broadened partnerships with local cultural and historical organizations as well as the Muncie Community Schools. This year, the Libraries expanded the web archiving program to preserve the web content of local

organizations and institutions and is currently working with 136 unique partners. As part of the ongoing support for MCS media librarians, administrators, and faculty, the Libraries collaborated with faculty at Muncie Central High School leading to sessions with twelve classes of 9th and 10th grade English (totaling 168 students), assisting students with research projects and helping to develop their information literacy skills. At the MCS-BSU Academic Innovation Summit in September, a workshop was presented on "Educating Digital Citizens: Assignments for Information Literacy." Additionally, an overview of library services and resources was provided to participants of the STEM Educator Exchange Workshop. The group included biology teachers from Muncie Central High School and life science education undergraduate students from Ball State. These successful collaborations set the stage for future partnerships between the University Libraries and Muncie community Schools focused on the increase of information and digital literacies and student success.

The annual report is also inclusive of the Libraries' rapid and successful transition to support remote learning during the disruption of COVID-19. Closing to the public on 21 March 2020, the University Libraries continued providing critical access to scholarly collections and offered an array of digital and virtual services to continue library instruction and research support.

Endorsements/Designations

- Federal Depository Library (Government Publishing Office, Selective Depository)

Undergraduate Excellence & Innovation

- Improved undergraduate student discovery of and access to course reading materials in Canvas through implementation of Reading List service to replace and enhance traditional course reserve services with an online, course-focused solution that adds links to materials to the Canvas course navigation menu and provides course materials assessment tools to faculty.
- Expanded student access to writing support for students in Bracken Library through phase 1 redevelopment of space on Bracken 1 West to pilot weekend and evening Writing Center services into the space; 213 appointments between 13 January – 12 March 2020.
- Expanded undergraduate student information literacy and research skills through provision of course-related library instruction to 545 undergraduate classes reaching 11,444 students; provided access to physical research collections through 35,146 checkouts of library materials, 883 document deliveries, and 4,446 interlibrary loans. Supported multimodal learning and multimedia project creation through 11,241 equipment loans.
- Supported undergraduate student success through extended, personalized one-on-one consultations with librarian subject experts, archivists, and other information professionals to 78 students.
- Promoted library resources and services to 4,140 incoming students through participation in Summer 2019 Freshman Orientation.
- Improved focus on learning outcomes through revised English Writing Program SearchSmart Tutorial online with 13,304 views by incorporating an active learning model to introduce students to Bracken Library and the scholarly research process.
- Enhanced student user experience through expansion of peer-led services at Bracken Information Desk to increase approachability for undergraduates seeking research assistance.

- Developed student technology skills through provision of 19 sessions attended by 79 participants, focused on undergraduate use of technology on a variety of topics such as *Creating Websites with Wix, WordPress, HTML or CSS, Music and Audio Editing, Using Images in Projects, and Video Editing for Students*, and *Basics of HTML & CSS*.
- Facilitated independent learning and research on academic and course-related topics through creation or revision of 240 online research guides which received over 78,000 visits.
- Educated incoming students about library services through 39 “Super-Quick Library Intro” drop-in workshops as part of Welcome Week activities.
- Supported campus-wide affordable learning initiatives; identified and assessed Open Educational Resources for use in fall courses. Partial and full adoption is underway in approximately 30 courses for Fall 2020; for summer 2020, one foundation course (ISOM 125) moved to OER with ~\$86,000 potential cost savings to students.
- Engaged 155 students in 16 immersive learning classes through library instruction and specialized research assistance to develop information and digital literacies; continued the following library support for immersive learning experiences in the Book Arts Collaborative through the work of an embedded librarian:
 - Provided instructional support for 18 undergraduate students enrolled in ENG 400 Special Topics in English and ENG 421 Studies in Literary History and an Honors College independent studies course
 - Provided instruction and support for 15 undergraduate students enrolled in Rai Peterson’s Special Topics in English (ENG400) and Internship in English (ENG369) courses
 - Taught 5 sessions of Dr. Joseph Trimmer’s Honors College Seminar (HON-199) with 13 students working on their final project to produce a handmade book of their personal essays
- Expanded worldwide access to open access journals managed and developed by BSU undergraduate students through publication in Open Journal Systems of three peer-reviewed OA academic journals— *Digital Literature Review*, *Fine Focus: An International Microbiology Journal for Undergraduate Research* and *Stance: An International Undergraduate Philosophy Journal*; recorded 21,561 visits to all journal sites during this AY.
- Expanded discovery of and access to 8 works of scholarship created by undergraduate students in immersive learning courses through collaboration with faculty and the Office of Immersive Learning. Included are “Indiana Crossroads: Hoosier Civil Rights” and “Diversity and Disability in *The Canterbury Tales*”, two projects which utilized embedded librarian partnerships with University Libraries, and 6 archival projects that were migrated and rebuilt in the new Reclaim Hosting platform.
- Preserved webpages related to 44 Immersive Learning projects at Ball State University from 2002 to 2019, permanently storing and providing discoverable access to student scholarship.
- Engaged students in the R. Wayne Estopinal College of Architecture and Planning, Teachers College, and School of Music with library resources through organizing 9 “Pop-Up” Libraries; also organized and hosted 7 “Material Talks @ Lunch” in the Architecture Library’s Visual Resources Collection to feature talks by company representatives on contemporary building materials; 241 participants.

Graduate Education & Lifetime Learning

- Supported graduate student success through launch of a Personal Librarians for Graduate Students pilot program, individually connecting librarians to over 1,600 graduate students who will remain as a personal contact throughout the students' graduate tenure.
- Expanded graduate student information literacy and research skills through provision of course-related instruction to 43 graduate classes reaching 660 students; provided access to physical research collections through 15,531 checkouts of library materials, 1,055 document deliveries, 5,702 interlibrary loans. Supported multimodal learning and multimedia project creation through 3,302 equipment loans.
- Supported graduate student success and retention through extended, personalized individual consultations with librarian subject experts, archivists, and other information professionals to 59 students; provided 15 sessions of workshops (online and in-person) attended by 195 participants on topics such as thesis research, literature reviews, and research funding and publication for graduate students.
- Expanded access to graduate student scholarship through Cardinal Scholar repository, describing, preserving and/or publishing 252 works of scholarship by graduate students including theses, dissertations, creative projects, conference posters, and presentations.
- Expanded worldwide access to *Burkhardt Review*, managed and developed by Ball State graduate students, through continued publication in Open Journal Systems.
- Promoted discovery of and access to the University Libraries' archival, geospatial, and cultural resources through 9 pop-up exhibits.
- Promoted library resources and services to 77 graduate students through participation in the Graduate Student Orientation session.

Community Engagement & Impact

- Advanced community information discovery and research support with access to physical collections through 6,027 checkouts of library materials.
- Enhanced the information literacy and research skills of MCS students through provision of library instruction in 12 sections of 9th and 10th grade Muncie Central English classes, with 168 attending; met with teachers and staff to provide information about available resources and services as part of the Fall Innovation Summit.
- Increased community awareness of free library resources through participation in the *Campus Community Experience* in Heekin Park, meeting 68 members of the community; trialed a series of online and face-to-face community workshops: *Resources for You and Your Community*, *Resources for Well-Being and Community*, *Resources for Environment and Community*.
- Enhanced MCS student access to circulating library materials through completion of re-barcoding project; in total, 96,655 items in 5 elementary, two middle, and the high school were re-barcoded.
- Provided support for MCS registration and back-to-school activities; Libraries' staff dedicated 17.5 hours in late-July and August as part of campus-wide volunteer effort.
- Enhanced the information literacy and research skills of area middle- and high-school students through assignment-related library and research instruction to 10 classes from Burriss

Laboratory (7th – 9th grade English), Heritage Hall Christian School, Jay County High School, Pendleton Heights Middle School, and Wes-Del High School, engaging 221 students.

- Enhanced community education through 16 programs attended by 304 community members in partnership with local cultural heritage and community education organizations including the Muncie Public Library, the Cornerstone Center for the Arts, the E.B. and Betha C. Ball Center, the Academy for Community Leadership, the Delaware County Historical Society, the John Jay Center for Learning, and the Association for Lifelong Learners. Included were 3 Home History Research community workshops facilitated in collaboration with Muncie Public Library which were attended by 35 community members in total.
- Supported community development through participation in 5 significant community events attended by 310 community members to engage public in cultural heritage education through exhibitions and displays of Libraries' resources and expertise. Included was a collaboration with Gordy Fine Art and Framing to develop an exhibit and gallery sale entitled "Our House: Muncie Fieldhouse, a community gathering place". Proceeds from the sale were donated to Muncie Community Schools to support the continued upkeep of the Muncie Fieldhouse.
- Engaged with Muncie families of young children through participation of the Libraries' BY5 Interest Group organizing events as part of *Be My Neighbor Day* at the YMCA, reaching nearly 200 families; also sponsored a multi-week book drive to replenish stock in the Little Free Libraries located throughout Muncie.
- Provided scholarly information to the broader academic research community through resource sharing between partner universities, public libraries, and related institutions by lending 6,433 items and supplying 3,760 journal articles, and other items.
- Advanced 84 community research, journalism, education, and place-making projects in Muncie, Delaware County, and the state through providing access to archival, geospatial, or digital scholarship resources and expert research support ranging from Muncie Star Press inquiries to architectural drawings and photographs to inform historic preservation work on such buildings as the Lake County Courthouse and Indianapolis Columbia Club.
- Expanded public access to 29 significant archival collections documenting the history, legacy, and cultural resources of Muncie, Delaware County, and the State of Indiana through acquisition of materials, including:
 - The Ewing H. Miller and James T. Kienle Collection—architectural drawings, photographs, and project plans documenting pioneering architectural projects, successful preservation projects, and revitalization efforts from both Kienle and Miller.
 - The Edith Elizabeth Kirby collection—photographs, deeds, correspondence, scrapbooks, and other items pertinent to Edith Kirby Barnes and her family in Muncie, Indiana and Colorado, ranging from the 1870s to the 1940s.
- Expanded worldwide access to archived websites pertaining to Ball State University, Muncie and Delaware County, and Architecture in Indiana through the Libraries' web-archiving initiative to collect and preserve websites from 136 organizations.
- Educated community members through work of embedded librarian at the Book Arts Collaborative:
 - instructed a community intern in book making techniques.

- Participated in teaching a decorative papermaking workshop for “Beyond I CAN,” a community organization for individuals with intellectual/developmental disabilities; 15 attendees.
- Participated in teaching an afterschool bookbinding workshop for Muncie Central High School students; 21 attendees.
- Participated in teaching a print workshop and a “History of Printmaking and the Book” lesson for middle schoolers at Inspire Academy; 21 attendees.
- Participated in community-focused events such as Old Washington Street Festival, Arts Walk, “First Thursday” and “Final Friday” gatherings to engage community members in book-binding and printing activities related to the BAC.

Scholarship & Societal Impact

- Advanced faculty and staff information discovery and research support with access to physical research collections through 15,944 checkouts of library materials, 649 document deliveries, 5,637 interlibrary loans. Supported multimodal teaching and multimedia project creation through 1,467 equipment loans.
- Advanced faculty scholarship and research through access to archival, geospatial, or digital scholarship resources and expert research services related to 1) 60 major faculty scholarship projects by scholars across 17 disciplines; and 2) 23 major research projects by visiting scholars (area, national and international).
- Advanced faculty teaching, publishing, and other scholarly initiatives through providing 131 copyright and intellectual property consultations.
- Improved discoverability, citability, and bibliometric data for faculty research and publications through minting 82 Digital Object Identifiers (DOIs) associated with open access assets in Libraries platforms and repositories.
- Enhanced digital scholarship literacy of faculty and staff through 6 workshops and educational programs to increase community awareness of available digital research and publishing tools; attendance 36. Also continued co-direction of the Digital Scholarship Lab and collaborated on an educational program with 16 attendees to increase faculty digital scholarship literacy; participated in review and selection of funded digital scholarship projects for 3 faculty Digital Scholarship Lab Fellows’ projects and provided ongoing, in-depth digital scholarship research collaborative services and expertise.
- Increased discoverability of and access to peer-reviewed open access academic journals managed and developed by Ball State University faculty and hosted and preserved through the Libraries’ Open Journal Systems; journals include:
 - *Teaching History: a Journal of Methods*
 - *Journal for Social Action in Counseling and Psychology*
 - *Bulletin of the International Association for Robin Hood Studies*
- Engaged faculty and departments to promote awareness of the Libraries’ collections, services, and technologies through provision of library liaisons to 42 academic departments.
- Promoted library services, support, and technologies available to faculty and staff through Tech Fair 2019 (24-25 September), a collaboration with Information Technology and the Division of Online and Strategic Learning. Thirteen information tables and 24 presentations were held to showcase technical programs and solutions available to faculty, staff, and students for use on campus.

- Supported faculty teaching, immersive learning, and community objectives through the work of an embedded librarian to the Book Arts Collaborative, contributing 7 hours weekly to the work of the BAC to provide instruction and appreciation for book and print culture.

Inclusive Excellence

- Initiated work with the Office of Inclusive Excellence toward development of a formal diversity plan in 2020-2021.
- Expanded student information literacy and research skills through providing library instruction sessions to 121 international students participating in the Intensive English Institute.
- Expanded access to scholarly information resources, including:
 - *eHRAF World Cultures*
 - *eHRAF Archaeology*
 - Oxford University Press 2018 published e-book
 - Center for Research Libraries, enabling user access to the Center's *Global Resources Network* which includes access to materials from around the world, including approximately 16,000 newspapers, 800,000 international dissertations, and 30,000 non-English journals from 1800 to the present.
 - *Chronicle of Higher Education*
 - *Associated Press's AP Stylebook Online*
- Expanded faculty and student access to rare books through acquisition of a significant donation from the collection of Frank Felsenstein, Emeritus Professor of English and Reed D. Voran Honors Distinguished Emeritus Professor of Humanities; includes over 1,600 volumes including over 150 works of English literature from the 18th century, incunabula from the 15th century, and over 50 rare titles documenting Jewish identity and the Jewish experience.
- Expanded discovery of and access to unique research collections through enrichment and development of the Libraries' Digital Media Repository, adding 4,586 new digital assets to the database. Nineteen new DMR collections were published, including:
 - **J. Paul Mitchell Papers**, documenting Ball State Professor Emeritus of Urban Planning Dr. Mitchell's work in the urban and regional development, human rights, and race relations in Muncie and East Central Indiana from the 1960's to the 1980's. (211 records; 2,267 items.)
 - **Ball State Alumnus Magazine** collection, including all editions from the publication's inception in 1937 through 2015; (357 records; 10,012 items.)
 - **Ball State University Honors College Oral Histories**, featuring interviews with administrators, staff, faculty, and alumni associated with Honors College conducted and recorded by Honors College and Public History program students enrolled in the Oral History Workshop immersive learning course, Spring 2019 (33 records, 33 items).
 - The **Ball State University Student Religious Organizations Records** collection of over 60 individual religious organizations at Ball State from the 1950's through the 1990's. Christian, Jewish, Muslim, and Buddhist faith groups as well as interfaith organizations are represented in the collection. (64 records; 5,584 items.)
 - **No Bar & Grill and Bob Chaos Records** collection, including flyers, advertisements, press clippings, and photographs of performances at the No Bar & Grill, an all-ages nightclub in the Village (1985-1988); (226 records; 237 items)
 - **Historic Muncie: Preserving Middletown's Neighborhoods Photographs and Videos**, a collection of photographs and video documentaries dealing with historic buildings and

neighborhoods of Muncie that was produced as part of an immersive learning project; (409 records / 409 items)

- Advanced access to digital maps of crisis-prone parts of the developing world through organizing and hosting the 2019 GIS Day Missing Maps Map-a-thon. Approximately 60 BSU volunteer mappers participated and added over 903 buildings and over 8km of roads to maps pertaining to dengue fever in Honduras, displaced populations in the Lake Chad Basin, and the Colombian migration crisis.
- Highlighted the accomplishments of prominent women through Archives and Special Collections exhibits entitled "From Private to Public Sphere: Women over the Past 100 Years" and "Rosemary Ball Bracken."
- Engaged the BSU community in issues related to diversity, inclusivity and social justice through launch of "Reel Inclusion Film Series," a collaboration between University Libraries, the Friends of the Alexander M. Bracken Library, the Office of Inclusive Excellence, the Office of the Provost, and the Multicultural Center. Three programs were hosted in the 2019-2020 academic year with 194 attendees in total.
- Hosted an on-campus public program entitled "A Feeling of Justice: Indiana Civil Rights History" attended by 16 University students and community members.
- Promoted awareness of misconceptions about Mexican culture and identity through a collaboration with the Department of History to host a photographic exhibit in Bracken Library titled "In the Shadow of Cortés" (29 October to 6 December 2019).
- Promoted equity in hiring practices through Search Committee Training for all library supervisors conducted by personnel from Inclusive Excellence and Human Resources.
- Provided Title IX reporting training to all library employees by Associate Dean of Students and Title IX Coordinator Katie Slabaugh.
- Engaged students in foreign language learning through collaboration with 5 faculty from the Department of Modern Languages and Classics to present an International Friday Night Cardboard event where participants played games in Arabic, Chinese, French, German, Japanese, and Spanish and learned games depicting Classical cultures.
- Promoted universal access to information through acquisition of a CCTV device for use in Bracken Library by those with low vision and/or vision impairments.
- Supported student success for approximately 175 students on academic probation through Libraries' participation in the Academic Progress Session and Table Fair to provide information about library resources, services, and support.
- Supported freshman recruitment efforts through engagement of potential students during campus events such as 21st Century Scholars, Admitted Students Day, and Cardinal Preview Days to raise awareness of resources and services to aid student success.
- Advanced discovery of resources related to diversity, inclusivity and equity through:
 - Updated online research guides including *Diversity* (general guide), *African-American Studies*, *Hispanic and Latin American Studies*, *Jewish Studies*, *LGBT Studies*, *Native American Studies*, *Religious Studies*, and *Women's and Gender Studies*
 - publication of a research guide highlighting over 250 items and resources in the Archives and Special Collections that document LGBTQ+ history, authors, perspectives, and lived experiences
 - publication of a Digital Media Repository collection [The Facing Project](#), a nonprofit organization that seeks to bring awareness to issues such as racism, addiction, poverty, etc., by publishing stories and essays that reflect the everyday struggles of individuals.

General, Operational, and Technical

- Provided access to resources and services in Bracken Library (115.5 hours weekly) and the Architecture Library (87.5 hours weekly) and the Science Library and the Health Science Library (76.5 hours weekly each) with over 906,000 visits to the University Libraries.¹
- Fully supported remote teaching and learning during pivot to online instruction in March 2020 due to the COVID-19 pandemic. The Libraries offered significant support, including extended loan of laptops and other equipment to students. The Libraries also virtualized services related to instruction, reference, interlibrary loan, document delivery, course reserves, and remote desktop access to specialized software. Additionally, the Libraries created research guides aggregating additional research resources generously supplied by publishers and vendors to assist student and faculty with remote research access.
- Provided access to resources and services in Bracken Library (115.5 hours weekly) and the Architecture Library (87.5 hours weekly) and the Science Library and the Health Science Library (76.5 hours weekly each) with over 1.2 million visits to the University Libraries.
- Centralized user services and support through December 2019 merger and reorganization of Music Collection and Educational Technology Resources Collection to form Education, Music and Media.
- Opened the Health Library in the Health Professions Building on the first day of the Fall Semester, adding a new full-service branch to University Libraries, including nearly 800 volumes of print materials and access to 14 public computers, which include specialized software; averaging over 2200 attendees monthly.
- Enhanced new faculty access to the University Libraries through coordinating with IT personnel to update the Banner data feed for employees to now include faculty 45 days before their job assignment begins.
- Facilitated collection assessment and informed data-driven decision support through initiating and loading historic and current electronic resource COUNTER usage data in Alma.
- Improved technology efficiencies through major migration of library virtual servers to Windows Server OS 2012 r2 or 2016. The project resulted in 4 virtual servers being retired.
- Improved student and faculty access to microform resources available in Bracken Library by adding a ScanPro 2200 microform reader to Bracken Library.
- Improved usability and user experience of Digital Media Repository and Cardinal Scholar through formation of respective working groups to recommend and implement improvements to the repositories.
- Enhanced discovery of and access to Libraries' repositories, including Digital Media Repository with 262,750 records in 307 collections and Cardinal Scholar with 26,237 records including faculty research, theses and dissertations, and University records. This year, the DMR received 111,043 visits, and Cardinal Scholar received 125,048 visits.
- Created 5 major public exhibits showcasing the cultural resources of Ball State University Libraries:
 - *From Private to Public Sphere: Women Over the Past 100 Years* highlighting archival assets documenting the role of women in public life during the women's suffrage era.
 - *Rosemary Ball Bracken* highlighting her contributions to civic life and the leadership and legacy in the Muncie and Delaware County community.
 - *Back the Iron Curtain: The Cold War* highlighting archival artifacts documenting the effects on the Cold War on domestic policy, economics, art, and culture.

¹ Significant decrease in 2019-2020 annual attendance due to COVID-19 pandemic. The University Libraries officially closed to the public on 21 March 2020.

- *Putting Indiana History on the Map*, a digital exhibit highlighting and providing global online access to creative maps depicting Indiana history.
- *Art of Bracken Library*, a digital exhibit highlighting and contextualizing artwork exhibited and displayed in Bracken Library.
- Enriched University Libraries' collections, adding 8,388 new print, media, and electronic titles, including 1,258 e-books.
- Enriched University Libraries' collections through notable gifts, adding this year 847 items donated by Frank Felsenstein and 245 items from James and Connie Ruebel. An additional 5,191 donated print and media items selected for addition to the collections are in various stages of processing, including approximately 700 additional items from the Felsenstein donation and 2,880 Garfield books from Jim and Jill Davis.
- Refreshed University Libraries' collections through targeted reviews, resulting in the deselection of 34,754 outdated or no longer relevant items, of which 28,509 were from STEM areas. To date, 44,991 (82.4%) of the 54,605 STEM volumes have been removed from the shelves.
- Exercised collection stewardship and fiscal oversight in designating 81 periodical and other continuing obligations, valued at approximately \$58,487, for nonrenewal.
- Developed new model for managing, expending, and communicating the library materials budget, which will be implemented 1 July 2020.
- Improved user discovery and internal workflow efficiencies through extensive activities related to increasing leverage of Alma library services platform, including review and revision of migrated records, improvements of automated processes, on-going staff training, and development and development of workshops for faculty and other researchers to maximize capabilities of Alma for research.
- Enhanced visibility and discoverability of DMR assets in University Libraries' YouTube channel by enriching descriptive metadata in records for the 6,537 YouTube assets.

Opportunities and Challenges for AY 2020-2021

The Libraries Strategic Alignment Plan outlines significant opportunities for this coming academic year, including:

- Participate in planning for library spaces as part of the Campus Master Plan update to advance the learning commons model in Bracken Library and reimagine public spaces to provide students with improved access to library resources, expert research assistance, technology-rich collaborative learning and focused study spaces.
- Expand collaboration with Writing Center to finalize phase 1 and explore models for the integration of writing and research support to maximize the capacity of the Writing Center and the University Libraries to improve student projects and build essential information literacy, digital literacy, and research competencies.
- Develop through the Libraries' Office of Digital Research and Publishing a digital scholarship workshop series to build literacy, competency, and skills related to digital methods and tools for creative inquiry and to develop a strong community at Ball State University around digital scholarship.
- Adopt innovative and creative approaches to information access, library services, and library instruction across teaching and learning modalities to support HyFlex-designed courses.

Significant challenges include:

- Budget reductions:
 - Impacts access to scholarly information resources and educational technologies and slows development of innovative study and collaborative learning environments that advance student and faculty teaching, learning, and research.
 - Impacts graduate assistant employment opportunities and directly affects delivery of frontline services and advancement of key initiatives that support student and faculty success.
 - Loss of unfilled and vacant staff positions directly impacts operational capacity of the Libraries and impedes timely access to scholarly resources and delivery of key research, instructional, and technology services that advance student and faculty success.

The Libraries also continue to have short- and long-term strategic goals that cannot be fully realized within the existing budget, including:

- renovations and upgrades to develop a state-of-the art learning commons and other technology-rich spaces for study and learning.
- Significantly expanded capacity to preserve and make accessible physical research archives and collections of enduring value aligned to the University's mission, goals, and strategic imperatives.