



**BALL STATE
UNIVERSITY**

University Libraries

ANNUAL REPORT

May 2022-April 2023

Submitted by:

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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.

Last Reviewed April 2023

Executive Summary

University Libraries continues to excel in work that advances the strategic goals of Ball State University. This report highlights a sampling of the Libraries' activities during the past academic year (May 2022-April 2023) that have contributed to student and faculty/staff success as well as community engagement.

This year, despite notable challenges, including on-going recovery of services from the Lower Level Flood on 5 September 2021 and from the pandemic, increased staff turnover from retirements and the current nature of the economy (including in high level positions and strategic positions), progress was made toward the Libraries' goals.

Retirements and resignations provided a unique opportunity for a reorganization of the staffing structure of University Libraries. The Libraries is in the process of implementing this reorganization and when complete the new structure will enable the Libraries to be more nimble and able to address the changing needs of students, faculty, and staff. This includes more attention to digital scholarship, more flexibility in outreach and instructional offerings, and more cross-unit collaboration to speed up the timeframe for change.

Irrespective of change and staff vacancies, personnel have demonstrated fortitude and resilience in continuing the work of the Libraries, and this is well-documented not only in the report that follows but also in the inaugural unit-review self-study that the Libraries completed during this academic year. The Libraries is currently waiting on a report from the external reviewer before completing the review process. However, the process of self-study has already informed decision-making and better knowledge of pathways forward. Evidence in the unit review bolsters the current efforts of the Libraries to envision and develop plans for a large-scale renovation of Bracken Library that creates spaces conducive to transformative learning and skill development outside of the classroom. The report also evidences the need for a permanent increase to the materials budget to address inflation and be able to provide students, faculty and staff with the resources needed to succeed academically and advance scholarship.

The Libraries is not only physically central on-campus, it is central to academic success and innovation as its collections, services, spaces, technologies, and expertise advance the success of the Ball State community and beyond. Nothing may evidence this more than the fact that at least 9 out of 10 students who complete library instruction state that they feel at least somewhat better able to complete coursework—a key requirement for retention and overall learning success. Moreover, the fundamental mission of Libraries is the provision of centralized resources—the Ball State community continues to utilize the Libraries' digital and physical collections, and the Libraries has seen tremendous growth in the lending of digital equipment to students and faculty. The Libraries is also spearheading across campus efforts to make course materials more affordable and more easily accessible to students, while also ensuring copyright compliance. These efforts across the past two academic years have led to nearly \$1,000,000 in savings to students based on campus assessments.

The Libraries also leads strategically-aligned initiatives to strengthen the broader Muncie and East Central Indiana community. The Libraries provides educational information sessions for K-12 students and teachers that promote information literacy and awareness of what services and resources libraries offer—helping to address increasing gaps in information literacy skills among K-12 students in the state exacerbated by COVID and continued operational challenges for school libraries. The Libraries also partners with community organizations to educate the community on issues related to diversity, equity, and inclusion and cultural history. The Reel

Inclusion Film Series on-campus has seen growth in attendance at its events and feedback from participants evidences the role these events have in fostering inclusivity. This is but a fraction of the significance of the Libraries work in meeting Ball State's strategic goals—more is evidenced in the report that follows.

Undergraduate Excellence and Innovation

Ball State University Libraries, through a diverse range of services, tools, and resources, advances the university's goal of providing a premier on-campus undergraduate experience. For example:

Provides Undergraduates' Timely Access to Course Materials

University Libraries is a lead partner in the work to reduce the cost of course materials for students through the facilitation of a Textbook Access Exploratory Group, consultative services for OER adoption, and in the implementation of Reading Lists and Course Reserves.

- Collaborated with campus partners to integrate Reading Lists into Canvas.
- Undergraduate research and learning: provided reading lists to 637 undergraduate sections with access to 3,012 materials.
- Saved students more than \$500,000 through library course reserves and hosting (Fall 2022 and Spring 2023 semester).

Facilitates Undergraduates' Access to Scholarly and Educational Resources

University Libraries supplies the scholarly and educational resources essential to undergraduate learning and academic success.

- Provided access to over 650,000 visitors to library facilities.
- Collection usage: 20,612 checkouts of library materials, 2,411 interlibrary loans, and 217 document deliveries; 10,100 digital equipment loans (i.e. laptops, iPads, green screen technology, etc.)
- Discovery of and access to open access journals managed and developed by Ball State undergraduate students: 199,322 visits (this AY) to three OA peer-reviewed journals written and edited by undergraduate students.
- Increased undergraduate access to resources through implementation of LibKey, which provides one-click access to online full-text. Ball State community has accessed nearly 20,000 journal articles and saved over 200 hours of research time.

Instructs Undergraduates in Key Information Literacy Skills

University Libraries offers workshops, instruction sessions, and other programming essential to the development of information and digital literacy learning outcomes necessary to academic success and lifetime learning pursuits for undergraduate students.

- Improved essential academic skills: 341 course-related synchronous library instruction sessions to 7,054 undergraduate students; 8 out of 10 students demonstrated increased information and digital literacy skills.
- Supported 29 immersive learning courses through library instruction, programming, specialized research assistance, and digital research services reaching over 150 undergraduates.
- Created materials for 44 asynchronous course sections reaching over 1,000 students, created or maintained 131 undergraduate-level research guides with 11,734 views and 235 subject-based or general interest guides with an additional 101,868 views, facilitated 479 online views of English Writing Program SearchSmart Tutorial, and 179 completions

of virtual tours and introductions for English 103 students.

- Developed downloadable library Canvas module for faculty to embed in courses to help students develop information literacy and library help seeking skills.

Supports Undergraduates in their Research Endeavors

University Libraries supports undergraduate research endeavors by providing research consultations, answering reference questions, and by preserving and making undergraduate scholarship discoverable and accessible.

- Advanced 457 individual undergraduate research projects or assignments through extended, individual consultative services.
- Discovery of and access to scholarship and student content: classwork created by students in their courses: 48 digital scholarship projects and publication of 311 undergraduate theses and creative works in Cardinal Scholar.
- Organized and held a GIS Day Virtual showcase and Student Story Map Competition highlighting the unique, digital mapping projects of 6 students from 4 departments, exemplifying student-created digital scholarship research.
- Held 6 Pop-Up Libraries and 4 materials talks@lunch with over 200 participants.

Engages in Strategic Partnerships

University Libraries purposefully engages strategic partnerships that support undergraduate success and retention.

- Delivered key library information during Freshman orientation to 3,355 incoming students and parents.
- Writing and library research support for undergraduate students in Bracken Library through Writing Center partnership: nearly 400 registered uses (Fall/Spring 22-23)
- Partnered with DOSL and the Associate Provost for Faculty Affairs and Professional Development to train a faculty cohort in Summer 2023 on OER and low-/zero-cost course resource implementation.

Graduate Education & Lifetime Learning

Ball State University Libraries, through a diverse array of services, tools, and resources, advances the university's goals of serving graduate students and other adults throughout their lifetime educational journey. For example:

Provides Graduate Students' Timely and Lifelong Access to Course Materials

University Libraries is committed to helping reduce course materials costs for our graduate students and providing adults with resources needed for their lifelong educational journey.

- Graduate research and learning: provided Reading Lists to 434 graduate sections with access to 1,969 course materials.
- Collaborate with faculty to develop lifetime learning courses with OER materials.

Facilitates Graduate Students' Access to Scholarly and Educational Resources

University Libraries supplies the scholarly and educational resources essential to advance the academic goals of graduate students.

- Collection usage: 5,011 checkouts of library materials, 5,280 interlibrary loans, and 914 document deliveries; 1,594 digital equipment loans to graduate students.
- Provided worldwide access to *Burkhardt Review*, a peer-reviewed history journal managed and developed by Ball State graduate students, through continued publication in Open Journal Systems.

Instructs Graduate Students in Key Information Literacy Skills

University Libraries offers workshops, instruction sessions, and other programming essential to the development of information and digital literacy learning outcomes necessary to academic success and lifetime learning pursuits of graduate students.

- Improved essential academic skills: 38 course-related synchronous library instruction sessions to 397 graduate students; 236 asynchronous course sections to 5,641 students.
- 52 workshops (online and in-person) with 255 attendees on topics such as thesis research, literature reviews, funding research and publishing for graduate students.
- Created 47 research guides targeted specifically toward graduate students with 14,265 views.

Supports Graduate Students in their Research Endeavors

University Libraries advances graduate student research endeavors by providing research consultations, answering reference questions, and by preserving and making graduate student scholarship discoverable and accessible.

- Advanced graduate student success through the Personal Librarians for Graduate Students program. Local program assessments with graduate students indicate a high level of satisfaction with the service.
- Advanced 159 individual graduate research projects or assignments by providing extended, individual consultations with librarians, archivists, and other information professionals
- Discovery of and access to graduate student scholarship: 209 works including theses, dissertations, creative projects, etc. made available in Cardinal Scholar.
- Provided 16 graduate students study carrels in University Libraries for focused and concentrated study and research space.

Community Engagement and Impact

Ball State University Libraries advances the university's goal of being a community engaged institution. For example:

Provides Access to Scholarly and Educational Resources for Community Members

University Libraries offers community members access to a rich array of educational and scholarly resources, from daily access to visiting our Libraries to access to collections.

- Provided world-wide access to the Libraries' repositories, including the Digital Media Repository (DMR) with 254,972 records in 323 collections with emphasis on items related to the cultural and civic history of ECI, and Cardinal Scholar with 27,644 records including faculty research, theses and dissertations, and University records. This year, the DMR received 197,134 visits from across the globe and Cardinal Scholar received 223,892 visits.
- Provided ongoing Open Access publishing and hosting services for nine Ball State University Open Access journals which received 179,691 article views during the evaluation period, which includes the undergraduate OA journals described above. Added 97 articles to these journal titles.
- Advanced community access to our library: 56 community members acquired a card; 2,329 checkouts and 330 equipment loans.
- Added 252 qualifying DMR collections to [Indiana Memory/Digital Public Library of America \(DPLA\)](#), increasing Ball State's content presence in the repositories by more

than 1100%.

Increases Economic Value for Community Members

University Libraries offers resources and services that economically benefit our surrounding community.

- Supported resource sharing with partner libraries: 6,188 physical loans, and 4,066 document deliveries locally, regionally, nationally, and internationally.
- Acquired, processed, and/or made publicly available 134 archival collections at no cost to the community.
- Continued ongoing preservation and provision of worldwide access to 311 archived websites pertaining to Ball State University, Muncie and Delaware County, and architecture in Indiana at no cost to the community.
- Conducted study using assets in Digital Media Repository collections deemed to be “community-focused” to determine an estimated value/cost savings to the community of having University Libraries digitize, describe, store and preserve these local assets. The study estimated a cost savings of \$4,204,735 for residents of East Central Indiana and \$4,738,078 for Indiana as a whole.

Offers Library Instruction, Workshops, and Programming for Community Members

University Libraries provides workshops, instruction, and programming that advances lifelong learning for the broader East Central Indiana community.

- Community education: provided 20 community programs attended by nearly 600 community members on topics such as local history, continuing education for business owners and architects, resources for educators, etc. Consistently partner with community organizations including the Muncie Public Library, the Cornerstone Center for the Arts, the Academy for Community Leadership, the Minnetrista Museum and Gardens, and the Delaware County Historical society.
- Provided 13 information literacy instruction sessions to 263 K-12 students in schools within the ECI community.
- Partnered with the Delaware Historical Society, Muncie Public Library, and Minnetrista to offer “Preserving Local History: Community Scan Day”, an opportunity for community members to have their family photographs and documents digitized at no cost.

Provides Research Support for Community Members

University Libraries provides research support that advances lifelong learning and the research needs of the broader community served.

- Advanced 31 local/ECI community research, journalism, education, and place-making projects through access to library resources and expert research support.
- Hosted students from Cowan Elementary school on a field trip to Bracken Library.

Engages in Strategic Partnerships with Community Members

University Libraries engages in strategic partnerships that are mutually beneficial to Ball State and surrounding community.

- Collection gifts: 792 Garfield books donated by Jim and Jill Davis; 57 items donated by Professor Emeritus Dr. Frank Felsenstein. An additional 742 gifted print and media items were donated and selected for addition to the collections this year.
- Archives and Special Collections exhibit showcasing material donated by Dr. Felsenstein: *Commemoration of Scholarship: A Retrospective of the Dr. Frank Felsenstein Collection*.

Scholarship and Societal Impact

Ball State University Libraries advances the university's goal of recruiting and retaining outstanding faculty and staff who engage in scholarship of discovery, integration, application, and teaching. For example:

Provides Faculty and Staff Access to Scholarly and Educational Resources

University Libraries provides faculty and staff with the scholarly and educational resources needed to advance scholarship, discovery, integration, application, and teaching.

- Collection usage: 8,228 checkouts of library materials, 1,447 digital equipment loans, 4,287 interlibrary loans, and 353 document deliveries.
- Advanced faculty scholarship and research through access to archival, geospatial, or digital scholarship technologies and expertise.
- Access to scholarly information resources through new activation of over 20 open access databases with more than 92,000 new e-books and e-journals discoverable in OneSearch.
- Increased discovery of and access to unique research collections through enrichment and development of the Libraries' Digital Media Repository, adding 1,866 new digital assets to the repository and publishing four new DMR collections.

Offers Targeted Programming for Faculty and Staff

University Libraries provides the workshops and programming necessary for faculty and staff to meet their teaching and research needs.

- Delivered 11 workshops as part of the Libraries Digital Scholarship Workshop Series and the GIS Workshop Series. Workshops were attended by 48 learners in total.
- Provided 12 workshops attended by 121 faculty on topics related to scholarly communications including open access publishing, open educational resources, Reading Lists, textbook affordability, and intellectual property.

Supports Faculty and Staff Research

University Libraries advances faculty and staff research endeavors by providing research consultations, answering reference questions, and by preserving and making faculty and staff scholarship discoverable and accessible.

- Advanced faculty scholarship and research through access to expert research services for 99 faculty or visiting scholars (area, national, and international).
- Supported 52 academic departments with library liaisons.
- Improved discoverability, citability, and bibliometric data for faculty research and publications through minting 136 Digital Object Identifiers (DOIs) associated with open access assets in Libraries platforms and repositories.
- Expanded discovery of and access to faculty research and scholarship through 13 digital scholarship projects.
- Provided considerable copyright and fair-use clarification, input and support to faculty for material used in university courses.

Supports Faculty and Staff Teaching

University Libraries advances faculty and staff teaching by offering guidance on OER resources, copyright, and streaming media requests as well as offering instructional services for their courses.

- Provide instructional services available to all faculty. Nearly all surveyed faculty indicate that these sessions are useful for their students by helping them complete assigned work.

- Advanced faculty teaching, publishing, and other scholarly initiatives by providing 156 copyright and intellectual property consultations and 52 streaming media requests to advance the use of digital educational media in online and face-to-face courses.
- Delivered consultation and collaborative services to the CORE Faculty Learning Communities regarding the assessment and adoption of Open Educational Resources to advance campus awareness of affordable learning alternatives (10 attendees).
- Supported faculty teaching, immersive learning, and community objectives through the work of an embedded librarian to the Book Arts Collaborative, contributing 8 hours weekly to the work of the BAC to provide instruction and appreciation for book and print culture.
- Increased access to Open Educational Resources by making discoverable in OneSearch the resources of three OER databases: Open Textbook Library, OpenStax College, and MERLOT.
- Updated over 18,000 bibliographic records for Ball State theses and dissertations to enable advisors' names to be indexed and discoverable in OneSearch.

Engages in Strategic Partnerships Benefitting Faculty/Staff

University Libraries fosters strategic partnerships that benefit faculty/staff at Ball State.

- Advanced partnerships with faculty in the Department of Applied Business Studies to expand the Digital Media Repository's Beeman Historic Costume Collection by adding 47 new metadata records to this DMR collection, now digitally preserving a total of 226 pieces of clothing with 1,182 photographs.

Inclusive Excellence

Ball State University Libraries advances the university's goal of being distinguished for institutional effectiveness and inclusive excellence. For example:

Provides Access to Diverse and Inclusive Scholarly and Educational Resources

University Libraries strives to make diverse and inclusive resources and scholarly materials accessible to those we serve.

- Preserved and provided access to archival research materials such as: The Latinx Student Union Collection, The Black Student Association Collection, The Ball State University Asian Student Union Collection, and the Muncie LGBTQ+ Oral History Collection.
- Conducted a diversity audit of University Libraries resources in the area of African American Studies resulting in addition to the collection of 331 titles designated as core in *Resources for College Libraries*.
- Sustained a "Collection Spotlight-Diversity Award Winning Books" highlighting items from the Libraries' collections which have received awards for addressing issues related to diversity, equity, and inclusion on the Libraries website.

Offers Diversity, Equity and Inclusivity Workshops and Programming

University Libraries is recognized for our workshops and programming centered around both contemporary and historical issues related to minoritized groups and aimed at furthering diversity, equity, and inclusivity.

- The Libraries is the lead partner in the 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. Five programs were hosted in the 2022-2023 academic year reaching over 250 attendees.
- Presented 8 additional community education programs in collaboration with community

partners advancing diversity, equity, and inclusion, attended by nearly 350 community members, including: “A Women’s Place: Mapping Muncie Women’s History,” “Notable: African American Women in Muncie History,” “In Mixed Company: Mapping Muncie Suffrage History,” “Women of World War II,” and “African American Women in World War I.”

Ensures Accessibility of Library Resources

University Libraries works to ensure that access to resources and services provided are accessible and inclusive.

- Continued to advance use of Reading Lists for all University courses to increase access to DEI material collected by the University Libraries.
- Initiated ongoing effort to apply best practices in the replacement of objectionable Library of Congress subject terminology in the local library online catalog with more inclusive, person-first language (i.e. replacing “Illegal aliens” with “Undocumented immigrants”); 1,878 local authority records impacting 13,114 bibliographic records in OneSearch have been revised.
- Maintained a non-sectarian contemplation space in Bracken Library for quiet, personal reflective, contemplative, and meditative activities.
- Commissioned a working group around completing a diversity audit of the collection and two working groups on how to increase access to library resources through OneSearch and to the Digital Media Repository.

Produces Resources that Support Diversity, Equity, and Inclusivity

University Libraries contributes to the production of resources that support diversity, equity, and inclusivity.

- Collaborated to advance the development of the Notable Women of Muncie and Delaware County Project, a collaborative campus/community historical research and outreach project.

Provides Professional Development Related to diversity, equity and inclusivity

University Libraries engages in training with staff related to advancing equity and inclusivity and promote a positive work and service environment.

- Broadened scope for advertising positions to include more diverse advertisement channels and partnered with other institutions in Indiana on an IMLS grant focused on developing a toolkit for libraries to evaluate their preparedness for creating inclusive work environments.
- Developed plan for diversity, equity, and inclusion working groups.

OPPORTUNITIES AND CHALLENGES (2023-2024)

- **O:** Continue planning and development toward Learning Commons partnerships with Writing Center, Communications/Speaking Center, and other potential partners to inform reimagination of Bracken Library.
- **O:** Continue efforts toward fundraising and securing biennial state funding for significant phased renovations to Bracken Library.
- **O:** Scale TABS initiative to realize continue addressing educational affordability and first-day access to course materials.
- **C:** Create phased growth plan for library materials budget to improve capacity of the University Libraries to provide access to scholarly collections critical to research, teaching, and learning.
- **C:** Significant number of library position vacancies affecting operational continuity and stable progress on strategic goals and innovative initiatives.

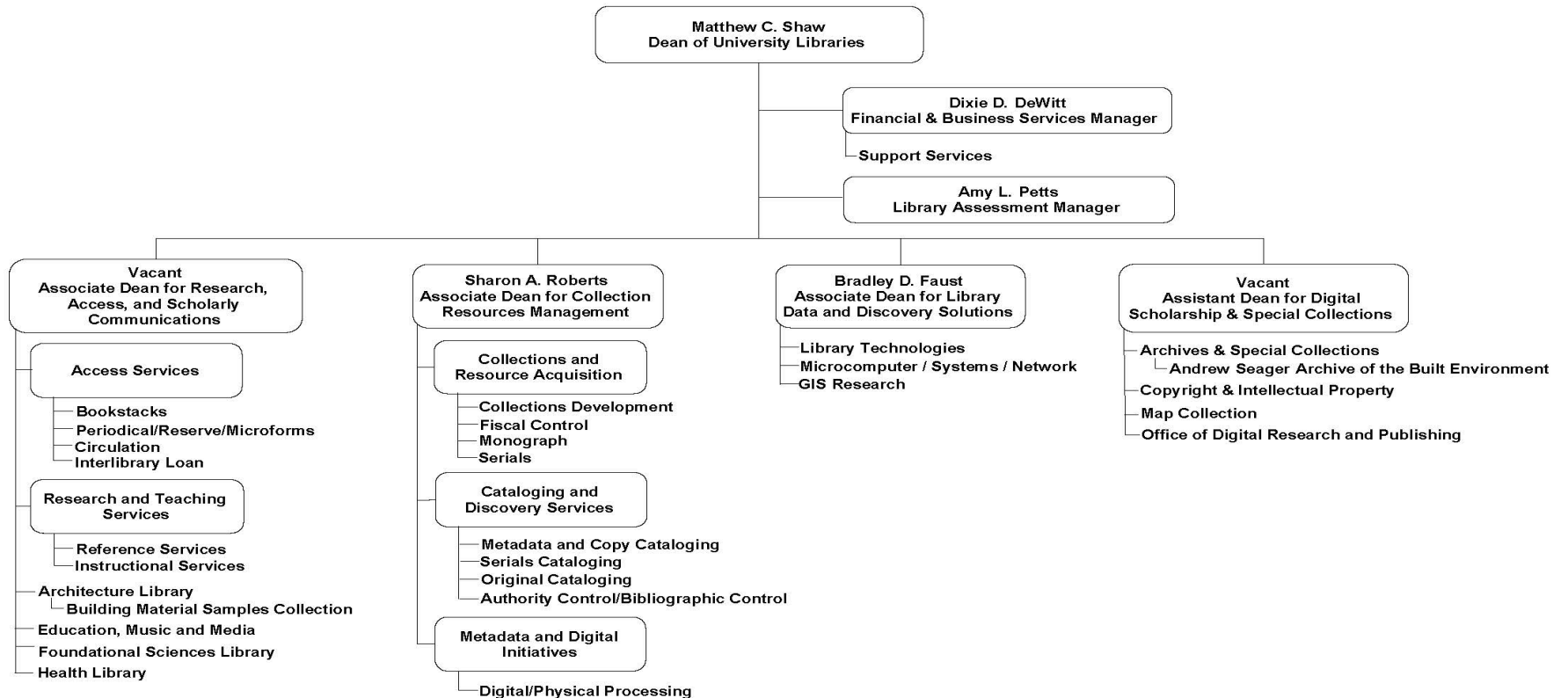
GOALS/PRIORITIES

- Continue reorganization of the University Libraries to create better service alignment, communities of professional practice, and stable growth of library initiatives.
- Hire and onboard key administrators including an associate dean and 2 directors to manage strategic progress.
- Merge first-floor service points and develop comprehensive information services models to improve the user experience.
- Continue planning and fundraising to advance future of Bracken Library as improved center for student learning and skill development outside of the classroom by identifying mission-aligned partners and integrating library research services, expertise, and scholarly collections into partner network services.

Unit Leadership and Organization (Organizational Chart)

Note: This is as the reorganization currently stands in process.

UNIVERSITY LIBRARIES ORGANIZATIONAL CHART



General, Operational and Technical

- Began a reorganization of the Libraries to strengthen capacity within the Libraries to create communities of practices. This reorganization will better enable the Libraries to address strategic goals and be agile in adapting and reskilling positions. Much of this restructuring was made possible by several retirements that occurred.
- Conducted and completed 15 searches to fill retired and vacated positions. With continued retirements and staff turn-over, it is expected that there will be a large number of searches in the upcoming academic year as well.
- Collaborated with IT to facilitate the Libraries presence in EAB navigate for the Fall of 2023 where students will be able to schedule appointments with Librarians directly from within EAB navigate.
- Provided all colleges with a summary report documenting their usage of services and resources in the past academic year and advertising resource and service opportunities for the upcoming year.
- Completed a unit-review of the Libraries for the first-time, including the visit of an external reviewer. The Libraries is waiting on the external reviewer report and then will have a fully completed five-year review report.
- Consistently worked to enrich and refresh University Libraries' collection by adding 6,041 new print, media, and electronic titles, including 1,100 standalone e-books, and through targeted reviews deselecting 3,481 superseded print volumes and 22,000 items, mostly graphics and realia, from Education, Music and Media.
- Exercised collection stewardship and fiscal oversight in designating forty-one periodical and other continuing obligations, valued at approximately \$47,940, for nonrenewal.
- Enhanced access to and general maintenance of the Digital Media Repository (DMR) including conducting an audit to verify record and item counts and remove duplicate or loose-page items, revising copyright information, including legacy embedded copyright statements in 26 DMR collections and copyright and URI (Uniform Resource Identifier) data in 21 map collections, standardizing landing page text attributes (font style, size, alignment) across all collections, and replacing broken our outdated URL links.
- Completed the institutional repository RFP process resulting in the acquisition of DSpace Express from Atmire which will serve as an updated edition of the Cardinal Scholar solution.
- Assisted with the reset of technology on the Bracken Library Lower Level as furniture, collections, and personnel returned to that space after the flood.