AMERICAN UNIVERSITY OF BEIRUT

SELF-STUDY REPORT

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Contributions by:

Mona Assi, Head of Library Systems and Applications

Mariette Atallah, Head of Collection Development

Elie Kahale, Head of Digital Initiatives & Imaging Department

Salpy Naalbandian, Head of Science & Agriculture Library

ACKNOWLEDGMENT

At the request of the Provost, the University Libraries (UL) were asked to prepare a holistic self-study report, conforming to the process established by the Academic Assessment Unit (AAU) and followed by the academic and support units of the University. A Program Self Study Committee (PRC), composed of three library staff, was selected in mid-February 2016. The current committee members carried on this task effective end of August 2016, and completed this report on time in collaboration with UL's different departments whose input was sought on a regular basis. Hence, the committee would like to acknowledge contributions from the UL Administration, departmental heads, librarians and staff, and would like to thank the previous committee members for commencing with this study and gathering data pertinent to this report.

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EXECUTIVE SUMMARY

AUB has four libraries, only one of which is a stand-alone building. The Libraries were founded at a time when AUB had less than 3,000 students and 300 faculty members. Today, the University has over 8,000 students and over 1,000 faculty members. The Libraries employ 90 staff members and two dozen student assistants, are visited by over 1.6 million users annually and open 109 hours per week and 24/7 during reading and final exam periods. None of the Libraries had any major renovations since they were founded.

This self-study was carried out to assess the state of the Libraries and provide evidence-based recommendations that require serious and immediate attention from the University Administration to allow the Libraries meet its goal of becoming a strategic asset for the University, and be able to succeed in its mission of providing outstanding collections, inspiring learning experiences, and essential expertise to students, faculty, and others.

The self-study was a collaborative effort by various entities at the Libraries and the University and was based on benchmarking, the Libraries' strategic plan, user surveys, interviews with staff, internal statistics and information, and various other methods and sources. Results showed that:

1. The Libraries have an excellent, but small group of highly qualified librarians and staff members and provide high quality services and access to a world-class collection of electronic resources.
2. The physical spaces within AUB Libraries reflect mid to late 20th century models for accessing and using information, and do not meet user needs and demands for the technology-rich, flexible study, meeting, learning, research, and collaboration, and spaces that define 21st century academic and research libraries.
3. AUB Libraries lack the necessary space that would both facilitate innovation and productivity among staff members and ensure the safety and security infrastructure and standards for proper use, housing and preservation of the Libraries' collections.
4. AUB Libraries are suffering from a four-year budget freeze that has limited their ability of ensuring comprehensive access to information resources that are central for student and faculty learning and research, and for supporting new programs.
5. AUB Libraries are suffering from a lack of enough professional librarians that are critical for enhancing current services and introducing new ones to both meet the emerging and changing needs of students and faculty, as well as increase professional development and collaboration and partnership with internal and external units.

The self-study explicitly calls for the University to urgently address a long list of recommendations that are critical for the attainment of the Library and University's mission of providing "excellence in education, participating in the advancement of knowledge through research, and serving the peoples of the Middle East and beyond."

Although this review required a great deal of time and effort, it provided an opportunity for the UL to re-imagine and commit to the future as an exceptional academic library.

I. UNIVERSITY LIBRARIES PROFILE

1. Brief History

Established in 1866 by American missionaries who were part of the *Syrian Protestant Mission*, the American University of Beirut, known until 1920 as the Syrian Protestant College, is the second oldest American higher education institution in the region, after Robert College, which was established in 1863 in Istanbul. The AUB Libraries are as old as the University. Its collections were initially housed in a room in College Hall which eventually became too small for the growing numbers of students and material. In the early 1920s, the engineering and medical books were transferred to new locations on campus. Then in 1952, a new library, the Jafet Memorial Library, was built and inaugurated through the generosity of the Jafet family (named after their ancestor, Nami Jafet, one of the earliest AUB alumni, 1882, who immigrated to Brazil). In 1953, the Engineering and Architecture Library was founded, followed by the Farm Library in 1958, and the Science and Agriculture Library in 1962. In 1975 Saab Medical Library was built in memory of the late Dr. Nicholas Saab (alumnus, 1959) and became the home of the medical library.

Currently, the University Libraries (UL) consist of a central library, three subject libraries, and an annex. Jafet Memorial Library (Jafet), which is the central library and where all library internal operations take place, is located on the upper campus, and is home to arts, business, humanities, social sciences, and some of the sciences collections. Saab Medical Library (SML) is home to the health and medical sciences collections. From 1991 to 2011 it had its own director under the jurisdiction of the Vice President for Medical Affairs. In 2011, it came under the leadership of the University Libraries and its formerly independent budget of around $1.8 million was consolidated with that of the University Libraries. The Engineering and Architecture Library is home to the engineering and architecture collection, and the Science and Agriculture Library with its annex in the Farm are home to the agriculture, landscape, nutrition, physics, chemistry, and biology collections. Overall, the University Libraries serve over 8,000 students and 1,100 faculty members. They also serve many local and international scholars. Saab Medical Library was fully automated by 1990 whereas the University Libraries' catalog was fully automated in 1997-1998; all card catalogs were fully converted to an online cataloging system, and manual cataloging on print cards was discontinued.

AUB Libraries are among the oldest and most distinguished in the region, serving a wide constituency of individuals and scholars both at the University, its medical center, and beyond, and striving to support the University's mission of advancing scholarship and a liberal arts and medical education and research at all levels. The SML was designated by the World Health Organization (WHO) in 1978 as a National Focal Point due to its collection and its professional services to healthcare professionals and researchers throughout Lebanon and the Middle East. As of October 2016, the University Libraries' collections consisted of 400,000 print books, 5,600 print periodicals (2,000 in Arabic) in around 160,000 volumes, 1,200,000 electronic books, and 1,000,000 audiovisual items in all formats, the majority of which are microforms of a substantial number of local and regional journals and newspapers going back to the late 19th and early 20th centuries. The University Libraries also provide

access to around 190,000 electronic periodicals and 800 journals on microfilm (600 in Arabic), and currently subscribe to 350 databases. The Archives and Special Collections contain 934 linear feet of archival material, 1,800 manuscripts (including 400 manuscripts not yet catalogued), most of which are in Arabic, 10,000 theses, projects, and dissertations going back to the early 20th century, 5,000 posters, 800 postcards, and 2000 maps, as well as 72,000 photographs (including over 20,000 negatives not yet catalogued), of a unique and historical nature. These print and electronic collections are developed and enriched on a regular basis to support the academic, research and patient care programs of the University and its medical center.

In addition to enriching its high quality academic collections, the University Libraries undertook several significant initiatives in the past few years, such as expanding outreach efforts to acquire valuable library donations; shifting most of the library's journal archives to online; increasing the number of technical and professional staff; renovating several rooms and areas (e.g., e-classroom, computer labs, and study rooms); curating online exhibits often in conjunction with physical exhibits; compiling and publishing numerous research guides; joining consortiums such as AMICAL (American International Consortium of Academic Libraries) and reviving and leading the Lebanese Academic Libraries Consortium (LALC); signing agreements and MOUs with local academic institutions and research centers (Université Saint Joseph and Orient Institute "the German academic research center and library"); adopting a new library system (Millennium); adopting new cataloging rules (MARC and RDA); joining OCLC to allow more visibility of AUB Library holdings; improving the existing information literacy program; creating the Digital Initiatives and Imaging Department as well as the Conservation unit within the Archives and Special Collections Department; enhancing the library's online presence and digital services, participating in international and regional digitization projects such as the Arabic Collection Online (ACO) and the NEH-funded Palestinian Oral History Archive (POHA); improving negotiation techniques with library dealers which resulted in annual cost avoidance of hundreds of thousands of dollars in e-resource acquisitions.

The University Libraries receive over 1.6 million physical visits and over 500,000 website visits per year. The University Libraries circulate or renew over 60,000 items per year and provide instruction sessions to over 9,000 students and faculty. Jafet Library and SML currently open 109 hours per week and 24/7 during reading and exam periods.

To provide a glimpse of the magnitude, growth and comparative size and impact of the AUB Libraries, we hereby include some statistics about the collections, services, etc., to help put the University Libraries in historical perspective. The data clearly show that the growth of the AUB Libraries has been phenomenal (more on benchmarking growth, size of collections, services, etc. in a comparative regional and international manner in section 4.7).

UNIVERSITY LIBRARIES FACTS & FIGURES	2008-2009 (September 1-August 31)	2015-2016 (September 1-August 31)
FACILITIES		
Libraries	4 (+ Farm Library)	4 (+ Farm Library)
Seating capacity, excluding computer labs	814	**TOTAL: 886** 582 (Jafet); 160 (Medical); 64 (Engineering); 66 (Science); 14 (Farm)
Seating capacity, including computer labs	930	**TOTAL: 999** 628 (Jafet); 177 (Medical); 88 (Engineering); 86 (Science); 20 (Farm)
Group study rooms	4	4
Computer labs	4	4
Public computer workstations	124	137 computers, 21 printers/copiers/scanners
Digitization lab	0	1
Electronic classrooms	1 (26 PCs)	1 (30 PCs)
Occupied bookshelves	27,000 linear meters	23,000 linear meters
Vacant bookshelves (Jafet)	3,000 linear meters	2,000 linear meters
SERVICES		
Library building visitors	1,000,000 (Jafet)	1,600,000
Items circulated, renewed, or checked out	56,684	63,213
Items lent to other institutions	1,152	1,127
Items borrowed/purchased from other institutions	774	1,804
Library instruction session participants	8,206	9,261
FTF reference questions answered	6,353	6,994
Electronic reference questions answered	260	1,907
Audiovisual items requested/Reference	4,490	5,031
E-journal articles downloaded	N/A	1,300,000 approx.
Visits to main library website	N/A	500,000 approx.
Online catalog searches performed	N/A	2,500,000 approx.
Opening hours during regular days	90 hours per week	109 per week
Opening hours during exam period	120 hours per week	168 hours per week
COLLECTIONS/Catalogued		

Print titles	388,526 (books); 8,245 (periodicals)	406,474 (books); 5,645 (periodicals)
Print volumes	454,262 (books); 223,040 (periodicals)	487,591 (books); 158,755 (periodicals)
Electronic titles	18,166 (books); 49,137 (periodicals)	1,209,848 (books); 189,683 (periodicals)
Databases (paid subscriptions)	115	350
Print books purchased/added	9,443 titles in 10,198 items	6,316 titles / 7,688 items (number has dropped because UL are moving to package subscriptions)
Gift/Exchange books added	659 titles in 849 items	3,469 titles / 3,454 items
Journal subscriptions	1,279	750 (number has dropped because UL are moving to package subscriptions)
Manuscripts	1,362 titles in 1,398 volumes	1,370 titles / 1,406 volumes
Posters	3,659 titles in 3,695 volumes	5,517 titles / 5,711 volumes
Photographs & slides	10,774 titles in 45,237 volumes	13,003 titles / 51,794 volumes
Maps	1,615 titles in 1,886 volumes	1,657 titles / 2,001 volumes
University archives	641 linear feet	934 linear feet / 2,702 archival boxes
Cartographic images & aerial photos	22	270
Microform items	7,531 titles in 53,217 volumes	11,615 titles in 32,161 volumes
Film and video titles	1,487 titles in 2,070 items	3,218 titles / 4,126 items
Audio recordings	212 titles in 412 items	390 titles / 718 items
Digital assets (items for access)	849,740 digital files	885,938 digital files
Digital assets (preservation versions)	849,740 digital files (with a storage capacity of 1TB)	1,750,000 digital files (with a storage capacity of 17 TB)

2. Mission

a. Mission

The University Libraries' mission statement can be found on the main Library web page on a page entitled **"**Mission, Vision, Way Forward**"** under "About the Libraries" section. It reads as follows:

> "The University Libraries are the intellectual hub of AUB. They develop, manage, and provide access to distinctive collections, services, and facilities in order to advance the research, teaching, and learning of the scholarly and clinical communities at the University and beyond."

b. Alignment with University Mission

To affirm the close alignment between the University Libraries' mission and that of the University, it is useful to review AUB's mission statement, which reads:

> "The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the university bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The University believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership."

The University Libraries strive to provide comprehensive and high quality library resources and services to help the University fulfill its mission of providing excellence in education, participating in the advancement of knowledge through research, and serving the peoples of the Middle East and beyond. Hence, the University Libraries embrace the mission of the University in supporting excellence in education, lifelong learning and research as needed by AUB community and affiliates.

3. Structure and Governance

a. Organizational Chart

Currently the University Libraries count some 89 employees[1] across the main library and the various subject libraries. Headed by the University Librarian, the UL is under the Provost's jurisdiction. The organizational structure of the University Libraries is for the most part a

[1] This figure reflects the number of employees as of August 31, 2016. This number does not include the 3 recent vacant positions (one staff retired, one staff resigned and moved to the U.S., while another staff resigned to continue her education abroad), and the 3 IT staff members who report to the AUB-IT Directors.

functional hierarchical pyramid, where units are defined by functions, with cooperation between units strongly encouraged and supported through workflows.

The organizational chart on the next page shows the actual positions and titles utilized by the UL, while they are known differently according to the Human Resources (HR) records. The actual positions and titles have been sent to the HR Department, along with updated job descriptions, for approval and matriculation, and they are still in process.

Department	Current Title	Title According to Human Resources
Administration	University Librarian	Associate Professor & Librarian
Access Services	Head	Information Services Librarian
Acquisitions	Interim Head	Assistant to the Librarian
	Assistant Librarian-Acquisitions	Assistant to the Librarian
Archives and Special Collections	Archives Librarian	Archives and Special Collections Librarian
	Library Assistant[2]	Digital Imaging Specialist
	Library Assistant	Library Assistant-Conservation & Preservation
Cataloging and Metadata Services	Head	Systems Librarian
Collection Development	Head, Assistant Professor	Special Collections Librarian
	Assistant to the Librarian	Assistant to the Medical Librarian
	Gifts & Exchange Coordinator	Assistant to Librarian
	Library Assistant III	Library Assistant
Engineering and Architecture Library	Head	Engineering & Architecture Librarian
Library Systems and Applications	Head	Senior Information Manager
	IT Support	Library Assistant III
Research and Instruction Services	Head	Reference Librarian
	Reference & Instruction Librarian	Information Services Librarian
Saab Memorial Medical Library	Head	Medical Information Commons Coordinator
	Library Assistant II	Library Assistant III
	Library Assistant	Library Assistant I-Circulation
Science and Agriculture Library	Head	Catalogue Librarian
Serials & Electronic Resources	Interim Head	Assistant to Librarian

[2] HR grade structure: Heads and Librarians (grade 14-15); Assistant to the Librarian (grade 13); Library Assistant (grade 11-12); Library Assistant III (grade 10-11); Library Assistant II (grade 8-10); and Library Assistant I (grade 6-8).

Organizational chart showing actual positions and titles (as listed on the UL website)

Currently the grade distribution across departments within the UL is as follows:

DEPARTMENT	Above Grade 13[3]	Grade 13	Subtotal	Below Grade 13	Grand Total
Access Services	1	0	1	8	9
Acquisitions	0	2	2	2	4
Administration/University Librarian's Office	1	1	2	0	2
Archives & Special Collections	2	1	3	10	13
Cataloging & Metadata Services	1	3	4	5	9
Collection Development	2	1	3	5	8
Digital Initiatives & Imaging	1	2	3	8	11
Engineering & Architecture Library	1	0	1	3	4
Library Systems & Applications	2	1	3	2	5
Research & Instruction Services	4	2	6	3	9
Saab Medical Library	1	1	2	3	5
Science & Agriculture Library (including AREC)	1	1	2	3	5
Serials & Electronic Resources	0	2	2	3	5
TOTALS*	**17**	**17**	**34**	**55**	**89**
Vacant positions	0	1	1	2	3
TOTALS	**17**	**18**	**35**	**57**	**92**

*The totals do not include 3 IT staff members

The University Libraries are an Academic Support Unit within the University under the supervision of the University Provost. The Library Organizational Chart above details the reporting structure within the University Libraries: Staff members report to Department Heads and Department Heads report to the University Librarian. The University Librarian reports to the Provost. Because information technology services at the University are centralized, the Head of the Library IT Department reports to both the University Librarian and the Director of Academic IT Services. The Library IT Department is composed of an IT Manager, a Software Engineer and Analyst, Technical Support staff, and student assistants as needed.

[3] The UL are using "above grade 12" to refer to management and professional staff positions; however, according to the HR's Non-Academic Staff Manual "Management Staff" are defined as heads of administrative and support units or employees who are regularly employed in managerial positions specified by the president (generally Grade 15 and above). Professional and Specialist Staff are employees regularly employed in professional or specialist positions above Grade 12 and below the level of management staff. Classified Personnel are employees and workers who are regularly employed in jobs classified in Grades 1 through 12.

Several grade 14 staff received their promotion after being sent to the US to complete their MLIS degrees with funding from the University Libraries. This professional development program was implemented twice (from 2005 to 2009 and from 2012 to present), and resulted in 12 staff members pursuing their MLIS degrees in the U.S. after which they are required to serve the University Libraries for at least 7 years. Several staff members were promoted in the past few years to Grade 13, resulting in an increase of staff at this grade from 10 in 2009 to 17 in 2016. The same is true for staff under grade 13.

Based on common practices at peer and aspirant institutions, the UL believe that the organizational structure of the Library should be changed, introducing an executive team that will work more closely with the University Librarian in managing the Libraries. As is the case at peer and aspirant institutions, the executive team should be composed of directors who will supervise one or more library department or area of work. The Committee believes that such a structure will be beneficial in a number of ways: (1) it will facilitate planning and coordination among the various library units; (2) it will empower and give more leadership role to the professional staff; (3) it will ultimately lead to better services; and (4) it will provide the executive team and University Librarian with more time to focus on important tasks, such as strategic planning, fund raising, enhancing engagement with AUB stakeholders, building partnerships, staff development, and participation in national, regional, and international activities, among other tasks.

To enhance the current organization structure, several options of organizational structures followed by peer and aspirant institutions were examined in detail; the findings revealed that each institution has its own structure according to its specific needs. Because of lack of sufficient professional librarians within the UL today, the Committee was unable to recommend a revamped organizational model that would meet UL's current and future goals and objectives. The Committee recommends forming a team dedicated to developing a suitable and efficient model.

b. Governance and Policies

The Libraries' internal policies are posted the UL's website under "Policies and Procedures", where all University policies are made public. These policies are currently being revised. Heads of Departments at the University Libraries are responsible for updating the policies. To facilitate collaboration between the Libraries' different units, new interdepartmental policies might be added. A few new policies could also be formed such as a policy for pre-digitization, a policy for special projects, a policy for assessment and statistics, and a policy for conservation and digital preservation.

There are two university wide committees which share in some aspects the running of the University Libraries: these are the Faculty Library Committee and the Senate University Library Committee (ULC). The former reports to the latter whenever needed or necessary. The description of the ULC function is posted at the following link.

Other University entities, which play some role within the Libraries, are Library Faculty Liaisons who are assigned by their respective departments. In all academic departments,

Faculty Liaisons participate in exercises of collection development for their specific disciplines and areas of expertise: once a budget is allocated by the University Libraries to each department (more on budget in section II below), Faculty Liaisons send their recommendations for purchasing books and resources to the Libraries, thus acting as collection development subject experts in their respective disciplines and areas of expertise.

Finally, with respect to internal governance within the Libraries, there is an internal Library Steering Committee, which was established in May 2015 at the request of the Provost in an effort to improve shared governance at the UL. This Steering Committee is now formed of five Departmental Heads, in addition to the University Librarian. This Committee met a few times and started small initiatives. Bylaws and official division of work is yet to be developed and put into writing.

In order to understand the internal perception, understanding and assessment of the Library staff of the governance and policies within the UL, the Committee conducted a one-on-one questionnaire/interview with 13 Departmental Heads and two senior staff (Appendix-I). The Committee also ran an employee satisfaction survey with all library staff members and asked both groups several questions related to governance and policies (Appendix-II). Most results obtained were recorded as “satisfactory” or “average”, and were clustered towards the median, implying that even though things are overall very functional at the UL, there is room for growth towards a more clearly positive outcome. The Committee hereby reports the results of some of the most significant findings of the questionnaire and of the survey.

Results from the one-on-one questionnaire of the Department Heads show that satisfaction is overall very high regarding the policies, procedures and governance within the libraries.

Among the support staff, results showed that the majority of respondents were well informed about policies and procedures of their departments, and more than half agreed that the communication of the policies is clear and acknowledge that work procedures encourage co-operation and effectiveness across work groups. However, half of the respondents also consider that policies interfere with their ability to do their jobs well. Two thirds of the support staff responded that the UL policies are clear and easy to use and about half of them regarded them up-to-date and helpful, while one third of respondents found the policies not to be flexible.

c. Morale, Attitude and Culture

Despite the Libraries being an extremely dynamic place, with a lot of achievements to be proud of, talented and dynamic staff, challenging and interesting projects, meaningful tasks, and so on, staff morale at the University Libraries turned out to be a little lower than that of the University as a whole. Given the importance of morale for productivity, efficiency, successful communication, alignment with institutional and unit's goals, there seems to be room for some improvement.

When Department Heads were asked about their personal morale, **9 out of 15 reported high satisfaction levels, 5 satisfactory levels, and 1** reported dissatisfaction levels. When

asked about their own staff's morale, **10 reported average satisfaction**, **3 reported satisfied or highly satisfied**, and 2 reported dissatisfactions. When asked for recommendations for improving morale, responses varied between financial compensation, improving work space, increasing professional development opportunities, and applying flexible working hours. These results were corroborated by the Employee Satisfaction Survey which indicated that:

- Working conditions and climate at UL are in general okay, but motivation levels could be improved;
- Most people are satisfied or very satisfied with their management;
- Training and development at UL could be improved; and
- Financial compensation is not good

When evaluating general conditions and climate at libraries, most staff responded positively to 'feeling loyalty towards libraries' and 'University Libraries deserves my loyalty', that staff 'do things above job requirement', and 'do not feel stress in their job'; while lowest agreement was with 'they feel highly motivated to do work well'.

The great majority of the staff reported satisfaction with the management, especially regarding supervisor friendliness, helpfulness, fairness, his/her care for employee, valuing the employee's views and participation, encouraging development, involvement in decision making, and managerial competence.

With respect to training and development, the results reveal that staff development and further opportunities for training are a real need for most staff, especially in an atmosphere of fast development and change in the field of librarianship. The eagerness of staff to learn so they would feel up-to-date, and more confident in their ability to excel in their jobs was conveyed to the Committee on a number of occasions.

There was more dissatisfaction with benefits and rewards than satisfaction especially with respect to fairness of the pay, degree to which pay matches responsibilities and is linked to performance. The only satisfaction level reported was with benefits package and with overall job security at AUB.

Satisfaction with most of items under teamwork and coordination was not high and around a third was dissatisfied with the morale of the people they work with and with the support they get from other AUB departments.

Staff were also asked about their opinion regarding communication and planning at the UL. Two-thirds agreed that library staff know what is expected of them, understand their department's goals, priorities, and mission, and that the University Libraries management treat them with respect and have gone through significant beneficial changes over the last few years. However, around a third of the staff feel that their supervisors do not help them adjust to change, that the supervisors do not cooperate well together, and that their opinions do not count.

4. Contribution to the University

a. Contribution to University Strategic Plan

The University Libraries have been established as the source and center of bibliometrics-based data, analyses, news, consultancy, and benchmarking exercises for research assessment, strategic planning, and faculty hiring, promotion, and tenure. The rich and high-quality library collections assist AUB faculty and departments in their teaching, research, and health care, as well as in disseminating and sharing knowledge worldwide. In addition, the UL's reputation as a distinguished library in the region in terms of library material and human resources help AUB to recruit and retain top researchers and faculty.

b. Contribution to Teaching

As stated in the AUB University Libraries 2015-2020 Strategic Plan, "The University Libraries teach students and faculty members how to discover, evaluate, engage, organize, and create information. They support student success with instruction and guidance services, collections, and spaces that meet students' educational research, and information needs. At the same time, students want and seek spaces, tools, resources, and services that efficiently and effectively meet their learning needs. They expect our learning spaces to be sufficient, inspiring, and aesthetically pleasing to spark their creativity and inquiry".

Accordingly, the University Libraries contribute to teaching by developing the library's collection of print and electronic resources to support the curriculum and enhance the learning opportunities, through acquisitions, subscriptions, donations and exchange, filling gaps through collection assessments to improve its strengths and weaknesses; collaborating with library liaisons regarding their needs and/or for new programs (e.g. PhD programs, Master of Islamic Studies, etc.); providing access to documents not held by the university libraries through ILL/DDS materials (such as reports, theses and dissertations, archival materials, etc.) in support of various courses offered at various programs, departments, schools and centers; providing e-reserve services; organizing exhibits showcasing the libraries' collection; developing course specific library sessions to instruct users on how to find scholarly materials, helping faculty to identify teaching materials, aiding students to find more appropriate sources and cite them correctly and completely; through live integrated library sessions in collaboration with the faculty, one-on-one basis or upon individual's request, and creating easy to understand online research guides. The Libraries' contribution to teaching also lies in the numerous information literacy classes prepared and delivered by UL librarians, and in partnering with other AUB departments. In addition, ASC Department in collaboration with AUB professors organizes graduate and undergraduate students' visits to the Archives and prepares displays of archival material according to the needs. Providing a mandatory credit course in information literacy is still pending the approval of the academic departments to be included in the curriculum, at least for the undergraduate students; however, as medical faculty realized the importance of medical information literacy - as part of the curriculum - in saving patients' lives, healthcare costs and

professionals' time, SML Librarian already delivers three credit courses at AUB and is also closely involved with SHARP and SPARK educational activities.

To quantify some of the above contributions to teaching at the University and the high impact the Libraries have on AUB's teaching mission, a few metrics may be taken into consideration (figures based on 2015-16). One such figure or metric could be the number of books circulated (63,213) and articles downloaded (around 1,250,000); the number of library instruction sessions (513) and number of attendees (9,261). Other indicators could be the average number of students and scholars occupying the various seats at the Libraries (at full capacity), number of visitors to exhibits or events organized by the Libraries (data not available), and number of students attending library tours (228 tours).

c. Contribution to Research

As stated in the AUB University Libraries 2015-2020 Strategic Plan, "the University Libraries provide students and faculty with resources they want and enhance the visibility, use and impact of the research and scholarship they produce".

Accordingly, the University Libraries contribute to AUB's research ranking as the role model for the research institutions in the area by subscribing to resources that deal with research tools rating faculty research (such as Scopus and Web of Science); subscribing to subject-specific resources, to meet the research needs specifically faculty and PhD programs; purchasing ebooks, digital backfiles, microfilms or any requested materials to enrich AUB's research community; providing unlimited number of requests through ILL/DDS; applying bibliometrics as a tool to select highly cited books in each field, thus offering the best and most cited books in a given field for researchers; creating the Research Data Services unit to collect raw datasets used for research (general data and on-demand), from governmental and non-governmental entities, previous faculty research data, etc.; providing membership to international institutions such as CRL, HathiTrust, AMICAL, etc. UL also cooperate with national and international institutions by inviting scholars to give workshops and lectures on their specialties open to the AUB community and beyond. Some of these workshops include Jan Just Witkam's (Professor emeritus of codicology and palaeography of the Islamic world at the University of Leiden) workshop on Islamic Codicology co-organized by The Islamic Manuscript Association (TIMA) and Marco di Bella's (Project Conservator, Preservation and Conservation, Library of Trinity College Dublin, the University of Dublin) workshop on paper preservation.

In addition to the above, the University Libraries provide extensive training to users on the effective and efficient way of doing a literature search using various resources. UL also support users in their publication process, managing and citing references and data. They also provide ways on how to enhance publication visibility, remove ambiguity and to ensure work is correctly attributed to author/institution. As a token of gratitude, researchers at AUB have included librarians as authors in their published systematic reviews while students have acknowledged library staff's help with their articles, books and theses.

To quantify some of the above contributions to research at the University, one indicator could be the number of published books by members of the faculty, assuming that the library contributed to the research conducted. Nearly 300 books were published by AUB faculty between 2001 and 2016, out of these 130 books were published between 2012 and 2016. Another indicator could be the number of articles published by AUB per year which has increased from 600 in 2009 to over 1,000 in 2016. A third indicator could be the Document Delivery Services data (1,763 filled out of a total of 1,799). A fourth indicator could be Library Catalog searches (2,500,000 approx.), and library website access hits (500,000 approx.).

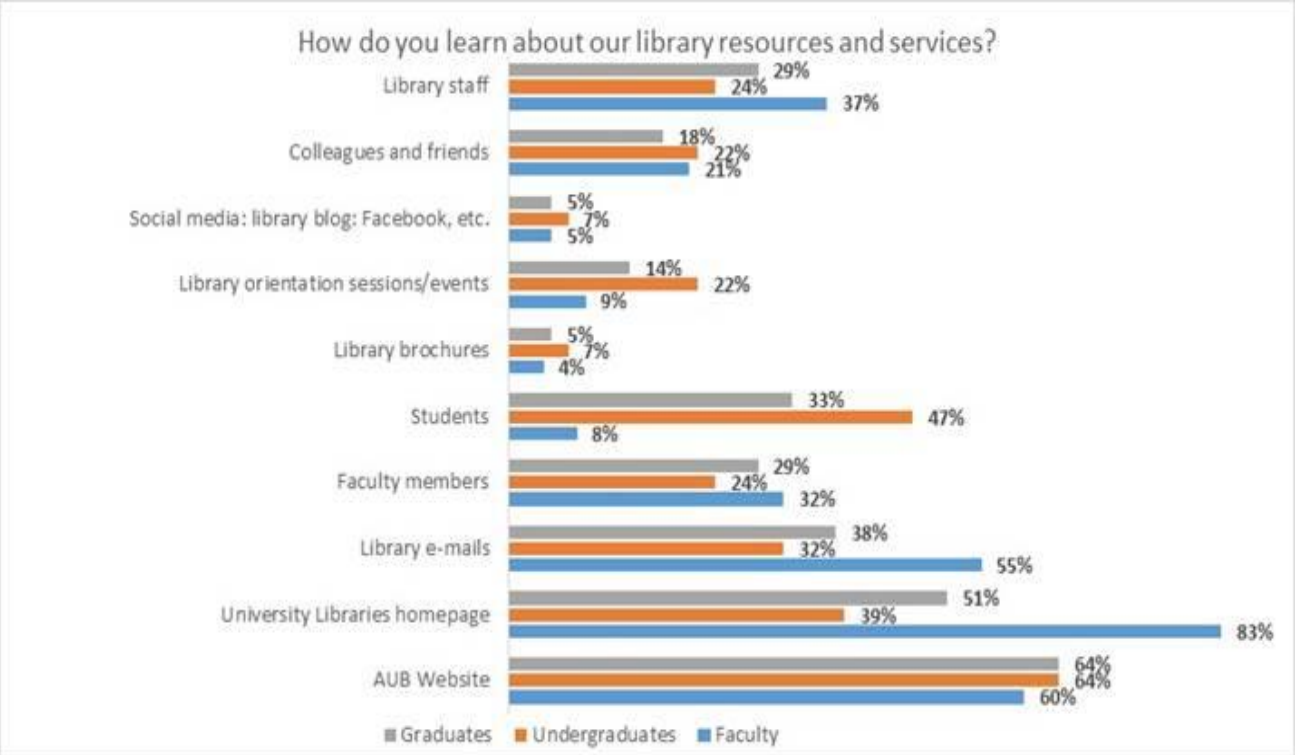
Additional quantitative indicators from the year 2015-2016 would be the number of microfilm usage/requests (5,031), reference and research help queries (6,994), number of RefWorks user accounts (3,369 since 2003) and EndNote user accounts (169 since 2015), course reserve items (on average 700 items for 50 courses per semester), alumni/visitor memberships (70), etc. It would be fair to state that if the UL did not exist, it would have cost AUB $16,000,000 to borrow from other libraries the books that were checked out from the UL in 2015 and requested from other libraries the articles that were downloaded in 2015 by AUB faculty and students. This is 50% more than the $10,500,000 budget allocated for the UL.

5. Entities Served

The University Libraries serve the research community at the University and beyond: they cater to the teaching and research needs of students, Faculty, alumni, scholars, healthcare professionals, etc. at the University and its Medical Center, in Lebanon, and across the world. The community the UL serves is extremely diverse, with backgrounds and disciplines ranging from across the spectrum of a liberal arts program with several strong professional schools (a medical school, an engineering and architecture school, a business school, etc.). Reference questions are received from all over the world, and UL's scholarly community is extremely diverse. Locally, many other institutions have agreements with the UL for joint access to the UL's collections, for some of their students, including The Orient Institute of Beirut and the Institut Louis Pouzet at the Université Saint Joseph (a research center devoted to Studies of Ancient and Medieval Civilization). The UL also seek to reach out to the wider community, and to play a solid role in community service and lifelong learning initiatives: they participate in organizing various activities and workshops for the local community, through partnering with the AUB based University for Seniors program, and the AUB based Neighborhood Initiative (book exchange program, exhibits, specific workshops on comics, on conservation, on children literature, etc.). SML occupies a booth in the yearly MEMA conference that is held in the area around SML building, and the librarians outreach to the healthcare professional community that attend MEMA from the Arab world and beyond.

Here follows a chart detailing the ways in which UL's varied user community has heard about the libraries' collections and services, with a majority using electronic means (website, emails, homepage), around 50, 60, 80% for many groups, but with a very low

percentage learning about UL services and collections, events, etc. through social media. This low percentage may be explained by the fact that social media is a relatively new tool adopted by UL and its current use is mainly to promote library news and events and not collections and services. Nevertheless, this may be an area to look at, and improve outreach strategies, to capitalize on the tremendous potential it promises to afford the UL, once tapped into properly. This may be accomplished by doing more outreach to faculty and students, posting announcements around campus, hosting lectures by prominent speakers, and book signing ceremonies, etc. Also, the percentage of users relying on brochures is extremely low, calling perhaps for a different outreach strategy, whether by redesigning the brochures, or maybe foregoing them altogether, depending on what turns out to be most effective.



II. Services and Functional Responsibilities

1. Standards and Best Practices

The UL make every effort as a research library in an academic institution to follow ALA/CRL and international academic libraries standards, in the various areas of its operations. For example, Access Services Department strives to follow best practices and standards for document delivery, book circulation, reserve setting, etc.; the Cataloging Department strives to follow international and American standards such as IFLA/RDA cataloging rules and best practices, in addition to Library of Congress Subject Headings (LCSH) and bibliographic and authority MARC format for cataloging and indexing of library materials, and uses Dublin Core for describing digital assets; the Digital Initiatives and Imaging Department strives to follow and implement international best practices and standards (such as guidelines from NARA and FADGI) regarding image capture, image quality control, long term preservation of digital assets, etc.; the Research and Instruction Department strives to implement and uphold latest standards for information literacy and reference support (ACRL Information Competency for Higher Education Institutions and Framework for Information Literacy for Higher Education); Library systems at UL are benchmarked, and maintained in accordance with existing best practices and standards; the Collection Development strives to apply measures, best practices and standards for need and evidence based collection development (citation count, collection assessment tools, etc.); the Archives and Special Collections Department strives to maintain best practices for archiving, cataloging and listing of archival and special collections (LCSH, RDA, and Dublin Core), as well as best practices and international standards for conservation and preservation; the Serials & Electronic Resources Department follows the best practices and strives to have a wide and informative collection of electronic resources and print titles (particularly Arabic serial titles); SML uses the National Library of Medicine (NLM) Classification Scheme and Medical Subject Headings (MeSH). It implements best practices for medical librarianship, and applies evidence-based practices to achieve best patient-care, giving workshops, helping with systematic reviews, etc. and so do the Engineering and Architecture and the Science and Agriculture Libraries, both of whom strive to apply and adopt best standards and practices within their fields.

2. Required Functions of the University Libraries

The University Libraries' various departments have unique characteristics and specific functions dedicated to providing valuable services to the AUB community and beyond. The functions performed by the various UL departments (including the three subject libraries) are listed below:

a. Access Services

The Access Services Department provides efficient access to all Library materials, monitors borrowing privileges (access and renewal) and helps provide researchers with copies of scholarly material not available in our collection (Interlibrary Loan, Document Delivery Services). The Department also provides reserve services, membership services, assigns

carrels to graduate students and/or visiting scholars, and processes requests for documents (digital and otherwise) from the library collections. It tends the circulation desk, monitors the stacks, and is responsible for shelving and circulation of material across the library system and departments. Access Services Department also monitors fines and replacement charges, recall of items, and holds; in addition, it oversees areas crucial to student learning such as the graduate, senior and reserve reading rooms.

b. Acquisitions

The Acquisitions Department acquires monographic print and audiovisual materials from the most efficient sources and makes them accessible to AUB faculty members, students, and administrative offices to support their educational and research activities. It ensures compliance between ordered and received materials, claims non-received items, and audits suppliers' invoices before processing them for payment. The Department's Accounting Section processes the invoices and payments through the integrated library system and the AUB I-Procurement system, and ensures accuracy of payment.

c. Administration

The Administration directs and controls the activities and operations of all University Libraries. Its functions include planning, assigning, coordinating, instructing and reviewing work assignments' developing, implementing and interpreting policies, operating systems and procedures to library staff and users of the University Libraries.

d. Archives & Special Collections

The Archives and Special Collections Department (ASC) collects, organizes, preserves, catalogues and provides access to unique, historical and rare primary sources in all formats that document the history and culture of AUB, Lebanon, the Arab World and the region at large. The Department serves AUB community, faculty, students and alumni in their scholarly research, and provides reference and duplicating services to local and international researchers on site and through email. The Department is also in charge of graduate students' theses deposit procedures. In addition, ASC supplies AUB Community with digital copies of photos for scholarly publications. The Department's Conservation and Preservation section renders services mainly to University Libraries.

e. Cataloging & Metadata Services

The Cataloging and Metadata Services Department catalogs, indexes, classifies and processes all monographic print, audiovisual materials and e-books. It maintains bibliographic and authority records in accordance with international standards. It also provides appropriate metadata for digital objects, and cooperates with various departments within the Libraries regarding digitization projects. The Department also engages in re-

cataloging projects, supporting special projects and better discovery of cataloged collections and/or transferring and relocation of items.

f. Collection Development

The Collection Development Department identifies and collects quality information sources to support the curriculum. It also assesses existing collection's strengths and excellence in addition to dealing with lacunae and gaps.

g. Digital Initiatives & Imaging

The Digital Initiatives & Imaging Department (DIID) works closely with different library departments in order to preserve, disseminate and provide access to UL's digital content. It seeks to ease, promote, and preserve long term access to UL's valuable collections. DIID identifies, develops, implements and/or oversees best practices and standards for digitization, with a view towards preserving and providing long term access to UL's digital collections through the creation of a trusted long term digital repository. DIID is responsible for planning and managing all digitization and microfilming activities to convert different types of materials (text, images, audio and audio visual recordings, maps and others) to a more stable and usable forms by adopting appropriate equipment, infrastructure and best practices to meet standards and ensure high quality deliverables. DIID supports other units with various activities related to digitization, including exhibits, special projects, outreach efforts, special donations which require the creation of digital surrogates for the items in question, etc.

h. Library Systems & Applications

The Systems and Applications Department (LSAD) administers, manages and maintains the Integrated Library System (ILS); optimizes and integrates the functions and modules of the system to meet the library user needs; develops, administers, and maintains new systems and applications, according to international library standards, to expand discovery and access to the collections; trains and assists library staff in the use of these systems; gathers datasets from the AUB community and outside entities to support the university's scholarly researchers; oversees the activities of the graphic design that creates and publishes marketing and outreach materials to enhance the library's visibility.

i. Research & Instruction Services

The Research & Instruction Services Department plans, develops and provides information instruction and reference and outreach services in support of academic teaching and research at the University, including reference and research consultations, library instruction and information literacy classes, offering guidance and instruction on existing relevant library resources, on efficient information retrieval strategies, and on information literacy in general. The Department engages in sustained efforts at outreach and promotion

of library collections and services, including organizing regular library events, recommending on web presentations, running a library blog and administering several social media accounts, as well as engaging in a variety of on campus outreach activities.

j. Serials & Electronic Resources

The Serials & Electronic Resources Department acquires, catalogs, manages and provides access to electronic resources and print serial titles. It also retains any reports and displays data and holdings information in the library E-resources discovery system (Summon-Serials Solutions). The Department also manages electronic resources trials, license, lease, and site administration, and holds training sessions on existing and new-e-resources to library staff in coordination with the providers.

k. Engineering & Architecture Library

The Engineering & Architecture Library selects, evaluates and maintains an academic collection relevant to the curriculum and research interests of the engineering and architecture faculty. The Library also provides reader services such as reference, instruction, circulation, course reserve, book stacks, and computer lab with scanning and printing facilities, in addition to instruction and one-on-one help sessions.

l. Saab Memorial Medical Library

The Saab Medical Library supports the information needs for achieving excellence in health education, research and patient-care by providing three main elements: physical space, comprehensive up-to-date collection and library services such as circulation, reference and instructional services. In addition to the usual library functions, SML holds workshops/seminars, delivers a number of yearly courses, consults/partners with authors doing a systematic review and advises users about publishing.

m. Science & Agriculture Library

The Science and Agriculture Library selects, evaluates and maintains an academic collection relevant to the curriculum and research interests of the Science (Biology, Chemistry, Physics) and FAFS departments. The Library also provides reader services such as reference, instruction, circulation, course reserve, book stacks, and computer lab with scanning and printing facilities, in addition to instruction and one-on-one help sessions.

n. Library Information Technology

The Libraries IT Department is the liaison between the University Libraries and the various IT teams. It evaluates, designs and implements IT solutions to meet the libraries' business needs. Furthermore, Libraries IT oversees the day-to-day IT services at the libraries to improve the overall experience of users and ensure reliable IT services for students, faculty

members, and library staff through the provision of targeted and effective IT solutions. The Department is responsible as well for the maintenance and support of all Libraries' infrastructure operations including but not limited to server, storage and backup systems, desktop and network support.

3. Services of the University Libraries

The UL services range from technical services to researcher-focused services aiming to advance the research, teaching, and learning needs of the AUB community.

Acquisitions: UL provide timely, efficient and comprehensive access to print and electronic access of materials needed for teaching and research.

Borrowing/Circulation: UL strive to make their collections available for use to AUB students, faculty and staff. This service is also offered to alumni and visitors with valid AUB IDs.

Computing and equipment: UL provide computing services to its users including e-classroom, computer labs, printing, photocopying and scanning services, microfilm reader manual, multimedia room, maintenance of equipment, etc. Jafet Lab has IT support during its opening hours to provide help to users (and library staff) on any computing issues, troubleshoot hardware/software problems, in addition to providing help in setting up wireless connection on their laptops or mobile devices.

Conservation lab: UL are building staff expertise in conservation by cooperating with other national (National Library) and international (French National Library) institutions. With their knowledge, staff members provide primary training to some AUB (University for Seniors) and non AUB groups in preservation following international procedures and standards. Conservation lab staff provide training sessions to patrons on paper conservation and assembling of archival boxes, special manuscript boxes, and archival enclosures.

Course reserve: UL guarantee that all print and media resources assigned by faculty or instructors are set aside for student use throughout the duration of a course.

Digitization: UL provide high quality digitization services for materials in a wide variety of formats from across the library collections or from other departments in AUB or other cultural/educational institutions depending on projects, resources and priorities. The main purpose is to support the community in their research and educational needs in addition to creating preservation quality digital images.

Digital preservation: UL are focused on establishing a comprehensive infrastructure to maintain access to digital content for as long as it is needed by the institution. While this process is underway, UL are offering consulting services to aid with digital preservation related activities such as creation of digital content for long term preservation, advice and guidance for preserving digital content, etc.

Digital discovery: UL strive to make the digital content available online, easy to search and discoverable by inspecting, implementing and interfacing adequate systems while applying appropriate metadata and best practices to provide users with enhanced online experience.

In addition, UL provide guidance, support and consultancy services to other departments or units regarding discovery services.

External users: UL provide external borrowers including alumni members with short term or long term access to the library resources by issuing library cards whenever applicable.

ILL/DDS: UL allow faculty and students to request materials and articles not owned by the AUB University Libraries. It also allows supplying materials to other libraries.

Library instruction: UL provide library sessions integrating research skills and critical thinking based on faculty's instructional goals.

Photo archiving: UL receive photographs in different formats, currently in digital format, from the Office of Communications for processing, cataloging and archiving into the UL's preservation and access systems for preservation and retrieval.

Reproduction and reformatting: UL provide reproduction services for different types of materials in hard copies or digital copies while ensuring copyright and permission issues. In addition, UL provide reformatting services to ensure preservation of some UL collections or in response to reproduction needs.

Research assistance: UL provide a range of services in support of the research interests of students and faculty. These include: quick help via phone, e-mail or LibChat; in-depth assistance by librarians; one-on-one session with subject specialist librarians; preparing subject guides; help with citing sources; etc.

Research data: UL collect research datasets generated by both AUB community and external communities such as governmental and private institutions to support faculty, students and researchers; and provide access through the Library's repository.

Study spaces: UL provide study areas (group study spaces and quiet study spaces) badly needed by the overgrowing student population.

Thesis manual formatting: UL provide guidance in theses formatting and deposit for graduate students.

Training and consultancy: UL provide training/internship opportunities to Library and Information Science students from various local universities, and AUB students in computer science or computer engineering. It also provides consultancy services either through the AUB's REP Office (Qatar University) or via direct requests from AUB departments (e.g. SMEC) and external entities (e.g. National Library, RSSC-Army, Lebanese University, etc.) on the best-practices in academic libraries including the selection of an integrated library system to house and catalog their collections (which includes consultation for hardware/software options and requirements in addition to installation and implementation).

4. Operational Processes of the University Libraries

While implementing the various operational processes, there is a strong collegial collaboration between the different library departments. Since the library's work is rarely entirely self-directed, different departments cooperate and regularly interact in many of the daily processes they perform towards the common goal of serving the AUB community. Some of these processes include:

a. Accession of an Archival Collection

Before receiving a collection, an agreement is signed with the donor. After the collection is received, a title and preliminary description are added to ASC accession record. Preliminary listing is prepared and the Collection Development Department, which will send an acknowledgement letter to the donor is notified. The collection is cleaned from dust and all rusty materials, and is later organized respecting the original order as much as possible. The donated collection is placed into archival folders. Stainless steel paper clips and staples are used and the collection is housed in acid free boxes to be later set in the ASC stacks. A bibliographic record of the collection is included in the library catalog. A finding aid is also prepared and posted on ASC webpage. ASC librarians decide if any part or the whole collection shall be digitized and posted, according to librarians' assessment and to users or donor's needs.

b. Accession of a Donated Collection

Before receiving a collection an agreement is signed with the donor. The collection Development Department's staff check availability of the items in the library system and benchmark against library items for replacement. The Gifts Committee selects appropriate titles to be added to the collection. Items are processed and sent to Cataloging Department. Unsolicited materials are donated or exchanged. A 'Thank you' letter is provided to the donor and to the Office of Advancement, with the list of items enclosed. The list of donors is updated on the webpage.

c. Accession of Exchanged Items

Exchanged items are received. An acknowledgment is provided to the exchange partner. The item is processed in the system. Serials received in exchange with *Berytus* and *Al-Abhath* (journals devoted to archaeology and Near Eastern studies published by the Faculty of Arts and Sciences) are sent to the Serials & Electronic Resources Department. For outgoing exchange, the lists of unsolicited materials are prepared and sent twice a year to exchange partners. AUB books are provided upon publication.

d. Cataloging

Using the integrated library system, the Cataloging & Metadata Services Department catalogs, classifies and indexes all items purchased through the Acquisitions Department or received as gift or exchange through the Collection Development Department; in addition to e-books, websites, audiovisuals, SML theses and dissertations and oversees the cataloging and indexing of serials, monographic series, in addition to the collections catalogued by ASC staff, i.e. archival materials, posters, photos, maps, and AUB students' theses. The

Department processes rush items as priority, and activates holds on materials requested by faculty members. It marks call numbers on the spines and adds University Libraries labels and tattle tapes to the cataloged items. It sends paperbacks to binding, and all hardbacks to the Circulation Department for shelving. Subject specific items are sent to the concerned subject libraries (Engineering & Architecture Library, Saab Medical Library, Science & Agriculture Library) or departments (Archives & Special Collections Department, Research & Instruction Department).

e. Circulation and Course Reserve

The Access Departments of the main library and its subject libraries maintain order in the shelving areas by shelving, shelf-reading, and conducting inventories; and recommend new procedures for library enhancement and stacks rearrangement. The Circulation staff assist library patrons with the location and circulation (check-outs, check-ins, renewals, etc.) of library materials. They also manage the course reserve materials specified by the instructors such as books and audiovisual materials for class use, or make articles or book excerpts electronically available through the library system. The staff also process requests from faculty, identifying, locating, borrowing, and purchasing materials whenever applicable.

f. Collection Development and Assessment

The Collection Development, Archives & Special Collections, Research & Instruction Departments and the heads of the subject libraries continuously maintain, assess, and develop existing collections, in active and effective cooperation with academic departments and faculty members. They select, develop and manage the print and electronic collections; and route catalogs to AUB's various faculties. They also assess and weed old editions, outdated and duplicate materials from the collection. The librarians also suggest the transfer of materials from one department/subject library to another. The processing of transferred and discarded items is done by the Cataloging & Metadata Services Department.

g. Development of Systems and Applications

For the development of new applications, LSAD gathers business requirements from the project manager, or the head/librarian in concerned departments, and prepares the profile according to the needs and the system standard and functionalities. Requirements are then communicated with the web developer/software engineer for development and implementation. During the project cycle, LSAD coordinates with the project team on progress, with DIID regarding the digital objects; and with the Library IT Manager for hardware/software installation and storage space needed.

h. Digital Preservation

This includes designing, implementing and operating the UL digital preservation system that will allow long term access for digital content. While this process is underway, DIID is collaborating with different UL departments to establish the proper framework and platform to support this process.

i. Digitization/Reformatting

The process starts either through a request from UL departments mainly (Archives & Special Collections, Collection Development or Access Services) or based on UL projects. The process is managed by DIID through a workflow management system and it includes pre-digitization phase (planning, material preparation, copyright/permission and benchmarking); followed by conversion (scanning, converting, filming, reformatting etc.), then digital object manipulation (format conversion, merging, noise removal, enhancing, etc.). It goes through quality control and assurance phase (quality checks, validation, special tools, etc.) in addition to performance monitoring to ensure high quality deliverables and on time delivery. In addition, Text OCR phase is implemented if needed. DIID is also engaged in maintaining and calibrating the machines. DIID works closely with different UL departments depending on the digitization request to ensure meeting the digitization objectives.

j. Interlibrary Loan (ILL)/Document Delivery Services (DDS)

For borrowing items, the ILL staff checks the library catalog for availability. If not available, s/he checks the suppliers to request the items needed by the users. ILL staff checks the lending section and sends the requested materials whenever possible to local and international institutions. DDS staff in cooperation with DIID (when applicable) also aids the Archives & Special Collections Department to supply limited personal copies of the archival collections to outsiders.

k. Library Information Technology

All library requests for servers, storage and equipment (computers, scanners, copiers), and for software and application installation are shared with the IT Manager, who in turn coordinates with the IT and Purchasing departments to provide the best solution and facilitate the library's workflow. IT support for public and library staff are also channeled through the IT Manager who directs them to the IT support on premises.

l. Library Instruction and Information Literacy

The Instruction Librarians teach information literacy skills in collaboration with the English Communication Skills Program and the University graduate Council. They teach subject-specific information literacy classes, course-integrated sessions and small group workshops on specific library resources or services to faculty and students. The librarians teach the most effective methods of using the resources and tools available to AUB students, faculty, and staff. In addition to the above, the Medical Librarian teaches three annual courses on medical information retrieval skills including evidence-based medicine.

m. Management of the Integrated Library System (Millennium)

This is managed by LSAD in providing support to staff, when needed, for their day-to-day processes in Millennium, compiling statistics and extracting data from the system. Any new staff joining the library receives the preliminary training on Millennium before the in-depth training at their specific department/subject area, i.e. cataloging, acquisitions, serials, etc. and then is provided with a username/password to access the system. In addition, system updates/upgrades are performed in coordination with the Systems and Storage team at IT. Users (faculty/students/staff) data in Millennium is also synchronized with external systems

(Banner, HR, CCure) to keep the record up-to-date for library borrowing and access privileges. Library Systems & Applications Department also exports data from Millennium in MARC or text format, as required, on a schedule-basis or upon request, to be shared/imported into other external systems (OCLC, HathiTrust, Serials Solutions, YBP-GOBI, etc.)

n. Marketing and Outreach

The Research & Instruction Department organizes library activities to reach out to AUB community, opens a conversation with library users and hears their feedback. Some of these activities and events include: The Library Open Day, Happy at the Library Day, Library Challenge, UL's Got Talent. The Department also promotes library collections, tools and services through library tours, orientation sessions, exhibits, web, news blog and social media channels. In addition, it initiates collaborations and partnerships with specific student groups, departments and academic initiatives. Similarly, the Archives & Special Collections Department promotes its collections by displaying materials to AUB/non AUB researchers and mounts different exhibits of primary material and/or replica of them. Exhibits are also prepared by other UL departments, mainly the Collection Development Department to showcase donated collections. SML occupies a booth at the yearly Middle East Medical Assembly (MEMA) conference to promote the library's value, resources and services to AUB and non-AUB healthcare professionals. Requests for posters/flyers/etc. used for marketing and outreach are communicated to the graphic designer/LSAD, with a clear description, providing the data to be used and the request timeline.

o. Microfilming

The Serials & Electronic Resources Department and the Digital Initiatives & Imaging Department agree to microfilm a predefined set of magazines and newspapers for preservation and access. After receiving the materials from Serials Department, DIID prepares the materials, photographs them, and develops and checks the quality of the reels. In addition, DIID is engaged in maintaining the machines, monitoring the microfilm storage environment and the master microfilm copy. Once the reels are ready, the master copy is saved in a special storage environment and the positive copy is sent to Serials & Electronic Resources Department for cataloguing, then it is sent to the Research & Instruction Services Department.

p. Monographs and Audiovisuals Acquisitions (Selection and Ordering)

The Acquisitions Department receives through the integrated library system requests submitted by faculty members from AUB's academic and medical departments, graduate students, and librarians. It also orders and processes items that will be kept at the individual departments (such as Medical/Nursing Departmental Libraries, Education, etc.). The availability of requests is checked against the library's print and electronic holdings. The Collection Development Department ensures that the requests support the university's current academic programs, curriculum, research activities, and service goals. After approval, the Acquisitions Department processes and orders the requested materials from the most convenient source taking into consideration the price, discount and efficiency of

the supplier or vendor. The Department follows up on the ordered materials and ensures compliance between what was ordered and what was received. It processes invoices on the library system and the university's financial system (Oracle I-Procurement) after ensuring all billed items were received. The Department sends the received items to the Cataloging Department to be cataloged.

q. Oracle Requisitions

All requests for acquiring equipment, supplies, doing renovation, employing students, etc. are sent to the Library's Executive Officer who processes the orders and follows up on them with the concerned departments.

r. Publishing Digitized Content

In case of digitized materials, Digital Initiatives & Imaging Department mainly coordinates with Library Systems & Applications Department, Cataloguing & Metadata Services Department and other UL departments to make the digital content available online. This includes designing and implementing systems/framework to promote the digitized collections or to use existing deployed systems and tools to publish the digitized content.

s. Reference and Research Assistance

The Reference staff in all departments and subject libraries provide quick research assistance at the reference desk in person, via email, chat or phone. They also provide advanced research assistance in person at the reference desk or by appointment with a subject librarian. The Research & Instruction Services Department creates, develops and promotes online research guides and tutorials. The SML Librarian runs literature searches and finds evidence-based information for a patient scenario. The Archives Librarians answer queries addressed by AUBites or outside researchers relating to AUB history, other subjects and different special collections. The Archives & Special Collections staff provide guidance in theses formatting and deposit for graduate students, and cooperate with the Research and Instruction Services Department by participating in Thesis Writing lecture series for graduate students.

t. Reproduction

After checking the copyright status of the requested materials, the user fills the appropriate form and agrees to the cost of the reproduction; In case digitization/reformatting is needed, the request gets forwarded to the Digital Initiatives & Imaging Department for processing. The request is processed via the digitization/reformatting process and the generated digital files for access are provided to the Access Service Department for delivery to the patrons.

u. Serials & Electronic Resources Acquisitions

The Serials & Electronic Resources Department, in coordination with the E-Resources committee, consults with the University Librarian on budgeting and collection cost, and negotiates with vendors. It acquires, catalogs, and classifies serials (Arabic and Reference Periodicals) and electronic resources using the library system. It also maintains a central serials and integrating resources record for all holdings (periodicals, serials, electronic

resources). It sends invoices to the Acquisitions Department for processing. The Serials Department in collaboration with the IT Department also provides off-campus access to electronic resources.

5. New Projects and Initiatives

The University Libraries have initiated the below projects that aim to support AUB's educational and research interests, and increase the visibility of UL's valuable and unique resources to researchers from Lebanon, Middle East and the rest of the world.

- Al- Ādāb Magazine Archives: Digitization, Preservation and Access

The AUB Libraries, in collaboration with "Dar al-Ādāb" (*al-Ādāb* magazine is published in Beirut), are building al-Ādāb Digital Archives. The project includes the digitization, Arabic Text OCRing, indexing, adding descriptive metadata, and preservation of the entire run of *al-Ādāb* magazine (1953-2012). It also includes developing a searchable interface for the magazine's archives.

The project will allow AUB scholars/researchers to search the metadata and the full text. In addition, it will allow users to browse al-Ādāb Magazine Archives (that includes files in political thought, poetry, novel, short stories, movies criticism, theater, and general culture in the Arab region between 1953-2012).

- Arabic Collections Online (ACO)

The AUB Libraries have joined the Arabic Collections Online (ACO) Project, a five-year project funded by New York University-Abu Dhabi which aims to digitize and make accessible worldwide a large collection of Arabic books that are out of copyright. Partners in this project include the libraries of New York, Columbia, Cornell, and Princeton universities. The AUB Libraries, which are the first outside the United States to join the project, will contribute several thousand titles from their growing, rich and historical Arabic collections in all subjects and disciplines.

This project will allow AUB scholars and researchers to access thousands of old Arabic Books online. It also allows AUB to digitally preserve its own out of copy right Arabic books.

- Arabic Comics Collection

The goal of this project is to collect, archive, preserve, give access to and promote comics literature from and about the Arab world through collection development, preservation, access, and outreach efforts (exhibits, etc.), in close collaboration with and in support of the newly launched Rada and Mutaz Sawwaf Comics Initiative at AUB.

A unique and pioneering project of great value to anyone interested in the history of the Middle east, popular and visual culture, the history of printing, and alternative discourses on the socio-cultural and political scene in the region.

- AUB in Print

The aim of this project is to collect citations and publish a catalog of publications related to AUB's history, evolution, impact, role and people. The catalog will include published materials in the form of books and articles, as well as university dissertations and theses and will be published on the occasion of AUB's 150th Anniversary Celebrations in 2016.

Compiling a bibliography on the University is part of presenting it and understanding its role in Lebanon and the region. This will compliment a research guide developed on the History of AUB

- AUB ScholarWorks

The University Libraries have created an institutional repository named AUB ScholarWorks to retain the intellectual output of the university's students and faculty and support open access trends in scholarly communication and publishing. The Libraries are collecting, preserving, and persistently making accessible a variety of scholarly digital materials from around the University. Faculty members, staff, and graduate students can deposit their unpublished work - and, in many cases, published - directly into the repository. Departments and administrative units can use the repository to store and make accessible their working papers, technical reports, annual reports, data sets, and other materials.

This project will increase visibility of AUB's intellectual properties worldwide.

- Automation of RSSC-Lebanese Army Library

The University Libraries are helping the Strategic Research and Studies Center (RSSC) of the Lebanese Army in automating their library using the KOHA library system (installation, set-up, and implementation).

- Automation of SMEC Education Library

The University Libraries are helping the Science and Mathematics Education Center (SMEC), Faculty of Arts and Sciences in automating their library using the KOHA library system (installation, set-up, and implementation).

The two projects above enhance the UL's role as a training/consultancy hub providing expertise on the best-practices in academic libraries.

- History of Arab and Islamic Medicine and Science

In support of the newly launched Islamic Studies Program at AUB, and of the Khawarizmi Center, the AUB Libraries are actively collecting material in the areas of Islamic science and the history of science and medicine in the Middle East, including publications, rare books, and manuscripts.

This project will be important to researchers, from AUB as well as from the world, interested in the broad topic of history of Islamic medicine and science.

- Kamal Joumblatt Digital Archive

The University Libraries are developing the Kamal Joumblatt Digital Archive in order to make primary and secondary resources on Joumblatt freely and conveniently accessible to

scholars, students and general readers. The digital archive will include, among others, all the materials donated to the University Libraries by MP Walid Joumblatt.

This project will highlight a library donation of private papers and photos of one of the most prominent political leaders in the modern history of Lebanon and will set an example for such other library donations and it will enhance the role of AUB libraries as the sanctuary for preserving and serving important private collections on the national level.

- Lebanese Corner

Lebanese Corner is a project that attempts to include publications written about Lebanon and/or by Lebanese authors in the fields of medicine and allied health sciences; stressing the grey literature that is really difficult to locate from the traditional resources.

This is a useful resource for researchers interested in health/medical issues in the Lebanese population.

- Lebanon News and Reports Index

Lebanon News and Reports Index is a bibliographic database of articles and reports covering current conditions in Lebanon and, to a lesser extent, the Middle East. Indexed materials are drawn from local journals and newspapers, and from websites of public sector and international organizations. Indexing is mostly concerned with major political events, important social and economic issues, statistical data, and primary sources. The index provides access to citations of materials in English, French and Arabic. Subject Indexing is done in English. Title, name and place are searchable in Arabic as well. The database was launched in 2006 and work on it is on-going.

This database was initiated to fill a gap in information retrieval about current and local news and events. The database is consulted by students and researchers looking for local information on current issues and events covered in local media which is not indexed elsewhere.

- Lotus

Led by a number of faculty members at AUB, the Lotus Project aims to document and examine the legacy, impact and present day relevance of the work of the anti-colonial writers of the Afro-Asian Writers' Association and their journal Lotus, which was published in Arabic, English and French from Cairo and Beirut between 1960s and the late 1980s. In support of this initiative at AUB, the AUB Libraries are seeking to collect a full run of the magazine, in all the languages in which it was published, and are trying to identify and archive any primary source and complementary documents that could give further context and depth to the Lotus archive. This includes reaching out to key writers, thinkers and editors who were at some point involved with Lotus or with the Afro-Asian Writers' Association, in an effort to collect papers, archives, writings, documents, photos, and art associated with the cultural production and cultural activities of this anti-colonial movement. This project will also seek to digitize selective items from the Lotus archive, in support of scholarly research and dissemination of this important cultural movement.

This project will be of great interest to faculty, students and researchers at AUB and across the globe who are interested in socio-cultural issues pertaining the global South and to the Cold War era.

- Manuscripts Collection

A project to promote, re-house in new enclosures, and digitize the University Libraries manuscripts' collection. This involves identifying digitization partners, as well as grants sources; conducting outreach and instruction efforts, such as organizing a codicology workshop with the Islamic Manuscript Association (TIMA) at AUB in March 2015, identifying possible scholarly activities to promote, learn about and improve access to the AUB Libraries' manuscript collection.

Digitizing AUB manuscripts will increase visibility of the collection to researchers, facilitate access in more user friendly medium (more than microfilm) and will limit the use of the originals and protect our manuscript collection from tear and wear.

- Modern Heritage Observatory (MOHO) Partnership

The MOHO network engages in a series of activities targeting a wide variety of individuals and institutions interested in the preservation of heritage, be it conservation of paper-based material (architectural, audio-visual, photographic), outreach or education efforts, networking, etc. The UL are part of the executive team, and are taking a leading role in arranging training opportunities for all interested parties.

This is of great importance to AUB and to cultural activism and outreach in the country and region, and of particular crucial importance for advancing AUB's standing as a key player in raising awareness about the importance of preserving our cultural heritage.

- Online Access to Consolidated Information on Serials (OACIS)

Re-launching the Yale-initiated OACIS project, a union list of serials from and about the Middle East listing titles and pointing to holding institutions, this project hopes to facilitate scholarly access to these periodicals throughout the world. OACIS was hosted at Yale University until early 2014, when ownership of the project was transferred to the AUB Libraries who are currently working on redesigning a new system for the Serials Union List, developing new submission guidelines for participating institutions, and creating a state of the art website and a user-friendly search engine.

This project is of great value to all researchers interested in the history of the Modern Middle East.

- Online Exhibits

This project seeks to curate and post permanent online exhibits highlighting key components of the AUB Libraries' special and archival collections, in an effort at outreach and education. The permanent online exhibits are hosted on the Library's website and are curated through a customized, open source software that allows to showcase and highlight some of the UL holdings and collections.

As UL patrons are from around the globe, these exhibits are a good virtual tool to introduce UL's archival as well as other collections to patrons remotely rendering this tool stimulating to researchers in order to use the libraries' salient collections.

- Palestinian Oral History Archive

The Palestinian Oral History Archive is an archival collection that contains more than 1,000 hours of testimonies with first generation Palestinians and other Palestinian communities in Lebanon. The project will digitize, index, catalog, preserve, and provide access to the material through the creation of a state-of the art digital platform. It aims to expand and include additional oral history collections documenting varied aspects of the Palestinian experience in Lebanon and the region. The project is being completed by the AUB Libraries in partnership with the Issam Fares Institute for Public Policy and International Affairs at AUB, the Nakba Archive and the Arab Resource Center for Popular Arts (AL-JANA). Specifically, the project works under three rubrics (1) Catalog and index the material: catalog the collection, and create a specialized bilingual thesaurus tailored for indexing the collection; (2) Build the digital infrastructure: adapt software to enable segmenting of interviews into thematic parts and indexing the segments; also develop tools for the display, effective retrieval, and long-term preservation of the material; (3) Conduct Outreach Activities: engage scholars, educators, artists, and community organizations through outreach activities such as workshops, exhibitions, and conferences.

This project will build an initiative around the archive that engages with the local communities and the academy; that optimizes the use of oral history sources and disseminates the knowledge and experience accumulated; and that opens up new angles and venues of exploration in the official discourses of historiography, and of the history of modern Palestine.

- Peer Reviewed Journals in the Arab World

This project will create a comprehensive list of peer reviewed journals, which are published in the Arab world. The list will be a unique and valuable resource for researchers and librarians, given the very scarce information available about publications in the Arab world. The list will include currently active journals, journals published in print and/or online, restricted and open access journals. It will provide bibliographic, contact and access information about the journals.

A directory of peer reviewed journals in the Arab World will help AUB faculty and departments identify academic journals published in the Arab world with some information on their editorial approach.

- Re-Cataloging and Transliteration of Arabic Books

Re-cataloging of Arabic books using the new RDA cataloging rules will provide the AUB Community with more access points to reach the contents of 100,000 Arabic titles in the library catalog. It enhances the subject headings and adds linking between the printed and electronic titles and between their different editions.

This project enables non-Arabic speaking community to reach the Arabic titles, and ensures visibility and uniformity of Arabic records with other local and international library catalogs.

- Union List of Arabic Periodicals

The goal of this project is to compile and maintain a list of Arabic periodical titles and identify holdings information across universities and research institutions in Lebanon. The project was launched in December 2011 in partnership with the Bibliothèque Orientale at the Université Saint-Joseph, the Orient Institute of Beirut Library, the Lebanese National Library, the Arab University of Beirut, and the Holy Spirit University of Kaslik (USEK). Discovery of Arabic periodicals and access to their content is a challenge that most interested scholars face and this project is trying to alleviate this challenge.

The list aims to compile information about Arabic serial titles and holdings from different universities in Lebanon and to solve the problem of locating a specific serial issue or title needed by researchers at AUB or abroad.

III. Internal and External Collaboration

1. Collaboration inside the University Libraries

The different UL departments (described in Section II) work cooperatively in order to best serve the needs of the AUB community with a commitment to the library's mission. These collaborative efforts are apparent in the daily operational processes and throughout projects and initiatives that require defined and interrelated roles and responsibilities among all departments involved.

a. Daily operational processes:

The UL have more than a dozen departments that work closely on a daily basis to serve the research, learning and teaching needs of AUB faculty and students. None of these departments works in isolation; instead, UL's fourteen different departments unify efforts to complete their daily operational processes as successfully as possible.

A majority of UL's interrelated roles and responsibilities are highlighted in the policies and procedures. Some of these policies describe the collaboration between UL departments (e.g. Collection Development and Acquisitions), while others are general and apply to several departments at a time (Privacy and Confidentiality, Copyright, etc.). Collaboration is also highlighted through departmental functions and processes, in addition to distributed leadership and collegiality that is reflected in the organizational chart[4]. In addition, librarians work in collaboration in library committees to provide a coherent presentation of the different function at the library. Some of these committees are Library Exhibits, Outreach, E-Resources, Professional Development, Web Page, etc.

Two scenarios are hereby provided to describe the collaboration process: the first occurring on a regular basis and as part of the regular workflow, while the second reflecting an event organization.

Scenario 1: A book chapter request for an Interlibrary Loan/Document Delivery Service (ILL/DDS):

- A user requests a book chapter through ILL/DDS;
- The Access Services Department checks for availability but does not find it through DDS providers;
- The Collection Development Department is contacted for purchase approval;
- The Acquisitions or the Serials & Electronic Resources Department orders, receives the book/e-book and follows up on payment with the Accounting Section;

[4] The effective organizational chart that should be modified at HR

- Upon receipt, the Cataloging and Metadata Services Department processes the item in the library system and notifies the requester in coordination with the Access Services Department.

Hence in the above scenario, different technical and public services departments liaise and coordinate to provide access to a requested library item while understanding at the same time each other's rules, procedures and timelines.

Scenario 2: Organization of exhibits

- The Collection Exhibit Committee selects the topic of the exhibit and follows up on the event's management;
- The Collection Development Department selects relevant items from UL collection, and recommends others to be ordered through the Acquisitions Department;
- Items available in subject libraries are requested, removed from the stacks and sent to the main library, specifically the Cataloging and Metadata Services Department, for status change (not available for circulation);
- Librarians from various departments work on providing and summarizing the abstracts of the books to be displayed;
- Staff of the Access Services Department help in displaying and removing showcased items at the end of the exhibit;
- The graphic designer at the Library Systems and Applications Department works on the exhibit's design;
- The Digital Initiatives and Imaging Department staff scan the requested documents to be displayed;
- Research and Instruction Department proofreads the exhibit's official announcement and related documents, coordinating with the Office of Communications at AUB;
- The University Librarian reviews and approves the design and the text;
- The Executive Officer at the University Librarian's office coordinates the transfer of materials to and from the exhibit area.

The above scenario reflects a proactive and collaborative interaction between UL's different departments and administration, and AUB's Office of Communications. This scenario involves a high level of complexity at the level of interactions since around a dozen of departments are involved investing time and effort in making the event successful.

Various additional scenarios may be listed, especially those related to research and access services, where hundreds of visitors and e-mails are received and attended to in collaboration with several departments.

b. Projects and Initiatives

Most library projects require and involve close collaboration and joint efforts from librarians in different fields and with different skills. The projects and initiatives previously listed in Section 2.2. involve a close internal collaboration: the project manager and team members are selected from several departments and either self-appointed or appointed by the University Librarian. These projects foster good will and cooperation and are an evidence of a strong and valued community library working for a common goal.

Results of one-on-one questionnaire/interview addressed to Heads of Departments (a total of 15 persons interviewed):

For a better understanding of the perception by the library staff on the collaboration inside the department, the Committee refers to the one-on-one questionnaire/interview with departmental heads. Results show that the frequency and quality of collaboration are expectedly slightly better inside the department than across departments.

When asked to rate the frequency of collaborative work inside the department, **two-thirds of the respondents described it as very frequent** and one-third described it as frequent whereas the figures change to 2 as very frequent, 9 as **frequent**, and 4 as average, when it came to collaboration across departments.

In parallel, while the quality of collaboration inside departments was reflected **as satisfactory for 9 respondents**, very satisfactory for 5, and average for 1, 9 of the **respondents described it as satisfactory, and 5 as average across departments.**

Process of Communication

The focal point of collaboration is communication. Verbal and/or written communication is used during formal and/or informal meetings as follows:

<table>
<tr><th>Type of communication/ways of communication</th><th>Verbal</th><th>Written</th></tr>
<tr><td rowspan="2">Informal</td><td>- One to one meetings
- Quick team meetings
- Annual gatherings, events, etc.</td><td>- Daily tasks
- Quick queries, announcements, reminders, feedback, follow-up, etc. (Channel: emails)</td></tr>
<tr><td colspan="2">- Departmental meetings</td></tr>
</table>

Formal	- Interim and annual reports (Channel: emails and sharing files on the intranet)
	- Performance appraisals (Channel: official printed documents, one to one discussion)
	- Librarians' meetings - Committee meetings (Channel: minutes by emails)

When asked to rate the quality, efficiency and clarity of communication within each department, **14 respondents reported satisfactory and above**, only 1 reported average satisfaction.

When the same was requested to be applied across library departments, **7 respondents reported satisfactory and above**, 4 reported average satisfaction.

The quality, efficiency and clarity of communication with the UL supervisor/director was rated **satisfactory and above among 12 respondents**, while average satisfaction was reported by 2 respondents.

Parallel services

- Parallel services can be found between the main library and its subject libraries (Engineering & Architecture, SML and Science & Agriculture) as needed, while some other services are centralized:
    - Collection development is a parallel service as librarians are subject specialists in their respective fields; however, the purchase of materials is centralized in Jafet Library for budget management purposes. Reference and instruction are parallel services as well, given the specificity of each field. Access and circulation services are parallel; the buildings are physically distinct. However, staff providing the same service in different libraries coordinate and work together.
- Parallel services also can be found between several departments in the same library:
    - The collection development process at the Research & Instruction Services Department and at the Archives & Special Collections Departments are independent from the process at the Collection Development Department which only covers a selection of items to be added to the general stacks. Given the variety of topics, knowledge and number of staff in each area, this task should be coordinated among the above mentioned departments.

    - The same applies to donations received: all special collections donations are received/processed by the Archives & Special Collections Department, while all regular collection donations are received/processed by the Gifts and Exchange section at the Collection Development Department.

- However, an overlap may exist between two departments at Jafet Library where centralization might be beneficial:
    - Serials & Electronic Resources and Acquisitions Departments perform similar operations and deal with the same vendors, but request different materials (serials and monographs respectively).
    - Cataloging process is centralized for all subject libraries and different departments at Jafet Library (reference, general collection, audiovisual materials, microfilms, etc.); however, it is independent for materials housed in the Archives & Special Collections Department. This process may be centralized as the Cataloging & Metadata Services Department trains the ASC staff, supervises their cataloging process, reviews the records, and modifies inconsistencies.
- Several other services are centralized such as digitization, book repair, transfer of books, processing exchange items, ILL/DDS, outreach, etc.

2. Collaboration with other units

Various services are provided by the University Libraries in collaboration with other units within the university or through partnering with several centers at AUB. The majority of these collaborations are initiated by UL. They enhance the library's ability to serve the AUB community and increase library's visibility and value. Examples of such collaboration are listed below:

The Archives and Special Collections Department collaborates with:

* **President's Club**, where the ASC Department helps the chairperson of AUB President's Club in preparing its annual exhibit as well as its social program publication.
* **Office of Communications,** where the ASC Department supports the Office of Communications in compiling information and selecting and supplying digital copies of photographs for its publications like Main Gate and others.
* **University for Seniors:** Since 2014, ASC has been hosting members of the University for Seniors either for a tour or for preservation workshops.
* **AUB Faculty:** Upon faculty request, the department is providing tours, mainly to graduate students with special displays tailored to particular courses and research areas.

The Research and Instruction Services Department collaborates with:

* The **Graduate Council** (GC) and the **Writing Center** (WC) at AUB in giving a series of six annual workshops aiming to help graduate students with finding relevant resources, documenting and managing their research materials, writing, formatting and citing their theses, and introducing them to the process of publishing.
* The **Center for Teaching and Learning (**CTL) and **IT Academic Core Processes & System** (ACPS) at AUB in offering instruction sessions to faculty members on the best use of library resources in doing research, teaching and e-learning.
* The **Institutional Review Board** (IRB) to educate researchers at the graduate level about research ethics. All other library instruction sessions include segments which discuss ethical issues surrounding information and information technology such as plagiarism, intellectual property, reliability, privacy, and other.
* The **Student Affairs**, in taking part of the New Student Orientation program. Twice or three time a year, students are briefly introduced to library services and resources.
* The **Human Resources**, contributing to the New Employee Orientation program where half an hour presentation by UL is delivered twice a year.

Since 2013, Saab Medical Library collaborates with:

* The **Medical Education Committee** where the Medical Librarian is a member and as a result of this collaboration, the number of library instructional hours given to Med I students was increased from 2 to 8 hours and with hands-on.
* The **Center for Systematic Reviews on Health Policy and Systems Research (SPARK):** As a result of this collaboration, the SML Librarian was appointed as a member of this unique initiative and holds annual workshops on systematic reviews to both AUB and non-AUB researchers.
* **The Scholars in HeAlth Research Program (SHARP):** As a result of this membership, the SML Librarian teaches the SHARP 325 course every summer.
* **The Pediatrics Teaching Committee:** As a result of this collaboration, the Medical Librarian holds regular sessions on evidence-based practice to the pediatrics residents.
* **The Basic Sciences Teaching Committee:** As a result, the Medical Librarian teaches a course to the graduates (Masters and PHD candidates) from the basic sciences departments.

The University Libraries' contribution through events organized as an outreach and marketing promoting services, facilities and collaboration with AUB community is shown in the below examples:

* **Community Book Exchange:** This event was initiated in collaboration with the Neighborhood Initiative at AUB. Books are exchanged for free around three to four times a year.
* **AUB Innovation Day:** The University Libraries have a booth under a theme related to innovation in collaboration with the Center of Research and Innovation.

These events foster cooperation between the UL and the AUB community while serving the purpose of marketing the library services and heightening awareness of the library.

Referring again to the one-on-one questionnaire/interview with departmental heads, when asked about the quantity and quality of collaboration with other departments within the university, it was described **as satisfactory for 10 respondents**, dissatisfactory for one respondent; average satisfaction was reported by 4 respondents.

3. Collaboration with the community and professional organizations

The UL have partnered and increased collaboration with several professional organizations, thus opening up possibilities and enabling libraries to share resources and reach new audiences. Some of these collaborations contribute to UL's reputation, connections, financial saving and resource sharing as described in the examples below:

- **AMICAL** is a consortium of American international liberal arts institutions working together on common goals for libraries, technology and learning. Through AMICAL, the UL are a member of OCLC Respond services for DDS and ILL. Within the consortium, the UL are a member of the E-resources Committee which aims to negotiate on behalf of the consortium for better deals in e-resources acquisition, licensing and fees. Although saving in e-resources cost has been minimal through AMICAL because of the different regional location of member institutes; AMICAL provides an online platform for participating institutions to open conversations, join working groups, ask questions and communicate news. Participants are also invited to apply for small grants, attend AMICAL annual conferences, and join projects. The cost of membership is US$2,960, however below are some of the benefits gained from this membership:
    * In 2013, UL received a small grant ($12,200) from AMICAL to host a five-day workshop at AUB on RDA cataloging. Two trainers from the USA and participants from AMICAL institutions were sponsored.
    * In 2013, UL received a small grant from AMICAL to organize and attend a training workshop on Arabic digitization in Bibliotheca Alexandrina.
    * In 2015, a fund from Andrew W. Mellon Foundation (40,000 €) was received by AMICAL to purchase Oxford Handbooks collection for all members.

- In 2016**,** the Digital Humanities at AUB received a small grant (3,938€) for a digital project "*Creating a Corpus of Multilingual TEI XML Transcriptions from the Linguistic Landscapes of Beirut Project",* fall 2016-spring 2017**.**

- **Bibliothèque Orientale (BO)** and UL signed a mutual local resource sharing agreement in 2011**.** The members agree to extend reciprocal document delivery, interlibrary loan of books, and reference services to their faculty members and doctoral students specializing in Middle Eastern and Arabic and Islamic Studies.

- **Center for Research Libraries (CRL)**: CRL is an international consortium of university, college, and independent research libraries that supports original research in humanities, sciences and social sciences. MEMP (Middle East Microform Project) is a cooperative collection project with a mission to provide scholars with "Middle East research materials in micro format which would otherwise be unavailable to them". The UL's membership with CRL started in July 2016, with a cost of US$13,000/CRL, and US$500 for CRL-MEMP; all materials held by CRL are eligible for loan. UL can make unlimited number of requests, and allow UL patrons to use CRL materials for as long as needed.

- **HathiTrust** (www.hathitrust.org) is "a partnership of major research institutions and libraries working to ensure that the cultural record is preserved and accessible long into the future". This partnership grants UL's users access to over 10 million digitized scholarly books and journals from many top-ranked university libraries such as Cornell, Stanford, and the University of Michigan. It also enhances discoverability of the UL's collections at the full text level, when available. Patrons have full viewing and downloading abilities for public domain materials and materials where permissions were granted.

- **Healthcare professionals:** SML registers healthcare professionals (from anywhere in the world) to receive free weekly e-mail alerts in the latest evidence-based medicine information that has clinical significance and that is in the specialty of the requester.

- **Lebanese Academic Library Consortium (LALC)**: In January 2002, LALC started with four members and it has grown to include 8 members in 2011 (American University of Beirut, Lebanese American University, Notre-Dame University, University of Balamand, University Saint-Esprit de Kaslik, University Saint-Joseph, Beirut Arab University and Haigazian University). LALC members' mission is "to cooperate in the selection, pricing negotiations and access methods of electronic resources" for the best interests of the universities and their library users. There is no cost to LALC; on the contrary, the UL saved around US$526,000 in 2014-2015, which accounts for multi-years' subscriptions agreements.

- **Lebanese High Schools:** UL welcome Lebanese high school students (namely Harriri School Saida, American Community School, Lycée Abdel Kader) and provide them exhibits discovery and/or orientation sessions.

- **Lebanese ILL/ DD Services (LIDS) Consortium**: Members commit to mutual resource sharing with local universities (currently 10). The reciprocal agreement is in terms of document delivery as well as interlibrary loan of books. UL joined LIDS consortium in 2011 and this membership is free of charge. Many AUB faculty and graduate students use Haigazian Library for the Armenian collection and the LAU Library for the gender studies collection.
- **Lebanese Library Association (LLA)**: In 2015, the UL started a Lecture Series program with the Lebanese Library Association. Two lectures are organized and hosted by the UL every year. The lectures aim to highlight a library collection of special interest, publications, tools or new library practices and standards.
- **Lebanese medical librarians**: SML collaborates with many Lebanese medical librarians mainly from USJ, LAU and Lebanese University.
- **Lebanese National Library:** ASC's conservation and preservation section staff occasionally attend paper conservation and restoration training workshops at the Lebanese National Library.
- **Lebanese Order of Physicians (LOP)**: SML collaborates with LOP by sending on a monthly basis the list of medical publications by authors residing in Lebanon.
- **Lebanese University:** SML delivers annual seminars/workshops about medical information retrieval skills at the Lebanese University.
- **Memory of the World Program-** UNESCO: Archives and Special Collections Librarian represents AUB Libraries as a founding member of the UNESCO Memory of the World Program, Lebanon, whose mission is to facilitate preservation, by the most appropriate techniques, of the world's documentary heritage; to assist universal access to documentary heritage; and to increase worldwide awareness of the existence and significance of documentary heritage. The ASC Librarian participated in drafting the by-laws of the committee and preparing the file selected for 2016 nomination.
- **Middle East Photograph Preservation Initiative (MEPPI):** A strategic drive to promote the preservation and awareness of photograph collections in the broad Middle East, from North Africa and the Arabian Peninsula through Western Asia. The ASC librarians and staff have participated in several workshops since 2009 organized annually by MEPPI locally and abroad.
- **Modern Heritage Observatory (MOHO):** The UL is a member of this network of institutions and individuals from the Middle East and North Africa founded in 2012, working for the preservation of the region's modern cultural heritage. UL participated in several outreach activities of MOHO like the Open Archives Day held in the first week of June and a group exhibit in Sursock Museum in June 2016. ASC co-organized and co-hosted the 2nd Regional Meeting for the Modern Heritage

Observatory in 2013; and contributed to a number of photos from its collection for the MOHO publication, *The Observer* /الراصد .

- **National Council for Scientific Research (CNRS):** Cooperation with the CNRS is materialized by hosting a full day workshop on the manuscript collection at AUB, with Ms. Anne-Marie Eddé (professor at Sorbonne and Reims) and the CNRS Histoire des Textes Anciens, in 2013 for 40 participating scholars. The UL presented the history of the formation of its Manuscript Collection, and helped CNRS in compiling a list of peer reviewed Arabic journals.

- **OCLC Worldshare ILL**: The UL are a member in **LVIS and AMICAL consortia**. UL commit to mutual resource sharing with all LVIS and AMICAL members worldwide. Members have to provide photocopies for requesting institutions for a maximum of 30 pages per bibliographic citation at no charge. UL became visible to universities worldwide with the facility of borrowing items whenever needed. Membership cost is US$7,165, but UL have benefited from financial savings. For example, in 2014-2015 UL received 895 articles free of charge from OCLC, which would sum up to around US$8,950 of savings (considering the minimum cost of an article to be US$10).

- **Orient-Institute Beirut (OIB)** (research center and library specialize in Near East and Islamic Studies) and UL signed a mutual local resource sharing agreement in 2011. The members agree to extend reciprocal document delivery, interlibrary loan of books, and reference services to their faculty members and doctoral students specializing in Middle Eastern and Arabic and Islamic Studies.

- **The Islamic Manuscript Association (TIMA):** Is an international non-profit organization dedicated to protecting Islamic manuscript collections and supporting those who work with them. It was formed in response to the urgent need to address the poor preservation and inaccessibility of many Islamic manuscript collections around the world. Archives librarians co-organized with TIMA Introduction to Islamic Codicology workshop in 2015, by Prof. Jan Just Witkam.

- **World Health Organization/Eastern Mediterranean Regional Office (WHO/EMRO)**: SML collaborates with the WHO/EMRO region to mutually provide each other with needed medical/health documents that are available in Lebanon or in the Arab world.

IV. Planning and Assessment

1. Planning Process

As described in earlier sections, the organizational chart shows that the University Librarian, along with the Departmental Heads, form and contribute to the library's planning and assessment. A UL Steering Committee was formed, in 2015, of selected Department Heads to oversee the planning, alignment of the mission and vision, and assessment. In addition, several committees are formed on permanent basis, on demand and per project or planning task, such as the Strategic Plan Committee formed in 2015 to prepare the unit's 2015-2020 strategic plan (submitted to AUB's Administration in November 2015 – see Appendix-III); and other committees which aim to coordinate new initiatives across departments such as the E-Resources Committee, Web Page Committee, and Outreach Committee.

As for external committees, the University Library Committee oversees the external policies of the UL, such as approval of the students' theses release forms to permit the UL to provide their theses online in open access format; decision of whether or not to charge faculty members fines for overdue books, decreasing the number and loan period for faculty borrowing, etc.

2. Vision and Goals

The University Libraries seek to be the information and research destination of choice committed to supporting lifelong learning and scholarship; providing a welcoming, resource-rich, innovative, and stimulating environment; embracing collaborative opportunities; and cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge.

In its operations, in order to achieve the goals set in the strategic plan, the UL translate this vision into action to become a strategic asset for the University and to be able to provide outstanding collections, inspiring learning experiences, and essential expertise, by the following four goals and priorities: research and collections, teaching and learning, outreach and marketing, and organizational culture and effectiveness.

Goal I- Research and Collections: The UL collect, organize, and ensure long-term preservation and access to information resources in all formats. As partners in creating and disseminating knowledge, the Libraries make available distinct collections to ignite discovery, research, and scholarship at the University.

Goal II - Teaching and Learning: The UL teach students and faculty how to discover, evaluate, engage, organize, and create information. They support student success with instruction services, collections, and spaces that meet students' educational, research, and information needs. At the same time, students want and seek spaces, tools,

resources, and services that efficiently and effectively meet their learning needs. They expect UL learning spaces to be sufficient, inspiring, and aesthetically pleasing to spark their creativity and inquiry.

Goal III - Outreach and Marketing: The UL improve the student and faculty learning and research experience by enhancing the Libraries' outreach and marketing efforts, building and actively engaging in strategic collaborations on campus and beyond, and advancing the Libraries' reputation as a center of research and scholarship.

Goal IV - Organizational Culture and Effectiveness: Libraries are learning organizations that are changing, adapting, and transforming to meet the challenges of the 21st century information centers. These challenges include the continual need for new expertise, competition from other universities for skilled staff, and the ability to support staff in their professional development. Accordingly, UL need to provide opportunities for growth to foster staff satisfaction, while continuing to attract top talent with specialized technical and academic skills. UL also need to build a collaborative and flexible organization to provide the highest levels of service to the AUB community.

3. Outcomes/ Objectives

The UL set the following objectives based on above goals:

Goal I - Research and Collection

Objective A: Core Collections. Strengthen research capacity at AUB by ensuring comprehensive access to information resources that are central for the students, faculty, and researchers.

Objective B: Special Collections. Enrich research and learning by undertaking a comprehensive strategy to build collections and services that expand access to, and foster the use of, distinctive and unique materials.

Objective C: Archives. Assure the collection and preservation of and providing access to the records that document the history of AUB.

Objective D: Collection Spaces and Storage. Address serious deficiencies in library space to store new acquisitions, archival material, and special collections; receive and evaluate gifts; conduct preservation projects; and meet the shelving needs of our libraries, which are already almost filled to capacity.

Objective E: Collection Discovery. Create and maintain interfaces and system architectures that include all resources and facilitate discovery and access from preferred user starting points.

Objective F: Access. Enhance access to and awareness of the Libraries' information resources to better serve students and faculty.

Objective G: Support AUB Research and Scholarship. Provide students and faculty with the resources they want and enhance the visibility, use and impact of the research and scholarship they produce.

Objective H: Preserving Intellectual Assets. Become the leader on campus in preserving and disseminating valuable research collections and knowledge. By 2020, the libraries will have implemented a well-defined preservation framework for AUB's most important research assets and scholarship.

Goal II – Teaching and Learning

Objective A: Library Instruction. Develop, promote, and deliver instructional services and resources to meet changing user needs. Map information literacy competencies into the student learning outcomes for every major at AUB and identify the appropriate courses for developing the competencies.

Objective B: Learning Spaces. Strengthen the role of the Libraries as the intellectual hub of the University by creating sufficient, dynamic, technology-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive physical learning and research places to meet students' diverse needs that help them succeed. Increase funding for building maintenance and renovation, programming, and staff development through internal and external funding resources.

Objective C: Safe, Secure, and Clean Environment. Address safety, security, and sanitary issues in the Libraries and have them conform to international standards.

Goal III – Outreach and Marketing

Objective: Expand Outreach and Marketing Efforts to increase awareness and use of the Libraries' resources and services and foster learning and knowledge creation.

Goal IV – Organizational Culture and Effectiveness

Objective A: Skilled and Knowledgeable Workforce. Provide library employees with the knowledge and skills they need to achieve strategic goals.

Objective B: Strong Working Relationships. Create a vibrant and effective organization by fostering collaboration, teamwork, and better communication among library staff and departments.

Objective C: Work Space. Create adequate, inspiring, technology-rich workspace and facilities to enhance productivity and provide new and better services.

4. Outcomes/Objectives Assessment

The following assessment methods and metrics were selected after thorough coordination with AUB's Academic Assessment Unit (AAU) and the Provost's Office. Some of the metrics from the strategic plan document were used to measure progress along UL's past performance information, latest available data as provided by OIRA, as well as up-to-date data provided by relevant library departments/personnel. The percentage targets in the different categories are similar to targets specified by other academic institutions in the U.S. The UL Outcomes Assessment Report, 2015-2016 is found in Appendix-IV.

Outcome 1. Users report that the Libraries offer the collections and research services they need and that the collections and services are easily discoverable and efficiently accessible

Assessment Method:

1. User satisfaction surveys (annual). Target: over 75% of respondents indicate satisfaction.
2. User satisfaction surveys (LibQUAL+) (annual). Target: over 75% of respondents indicate satisfaction.
3. Size of collection, benchmarking, (annual). Target: growth of collection, availability of over 75% of core e-resources in comparison to peer institutions.
4. Amount of archived material (annual). Target: increase in amount of archived material.
5. Collection use statistics (annual). Target: increase usage of collection (circulation statistics, articles download, catalog searches, DDS/ILL filled requests).
6. Days needed to fill Document Delivery request (annual). Target: 95% of document delivery requests are filled within two business days.
7. Days needed to fulfil new book request (annual). Target: 95% of book requests are filled within two months.
8. Collection expenditure (annual, benchmarking). Target: at least 5% annual increase in material expenditure.
9. Number of digitized books (annual). Target: digitization of 1,000 Arabic books.
10. Storage size of digitized content (annual). Target: securing 250TB of storage space.

11. Number of digitization staff (annual). Target: increasing digitization staff to 12.

12. Number of finding aids (annual). Target: publishing 10 online finding aids.

13. Digital infrastructure/preservation policies and guidelines, digital infrastructure (annual). Target: development of preservation policies and guidelines, as well as, digital infrastructure and a digital preservation repository solution.

Outcome 2A. Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources

Assessment Method:

1. Number of instruction sessions provided (annual). Target: increase the number of instruction sessions provided.

2. Number of attendees (annual). Target: increase the number of users attending instruction sessions.

3. Number of course-specific instructional sessions (annual). Target: increase the number of faculty-requested, course-specific sessions.

Outcome 2B: Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research

Assessment Method:

1. User survey (annual). Target: 75% user satisfaction.

2. Environmental scan (annual). Target: provide the UL users with 3.5 square meters per seat.

3. Number of seats provided for quiet study (seats, tables, group study rooms) (annual). Target: increase student space, 1,200 seats in all libraries.

Outcome 3: Library users are well aware of services UL offer

Assessment Method:

1. User survey (annual). Target: 75% awareness of services.

2. Number of libraries' visitors. Target: increase in number of libraries visitors.

Outcome 4: Library staff are up-to-date with developments in their respective fields

Assessment Method:

1. All positions should be revised and updated (job descriptions and titles). (in progress). Target: all job descriptions and titles should be revised and approved by HR, the Provost, and the COO.

2. Number of staff attending workshops, conference and training courses (ongoing). Target: all library departments attending at least one conference or one training workshop per year.

Outcome 5. Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events

Assessment Method:

1. Amount of vacant shelf space (ongoing). Target: increase vacant shelves to 12,000 liner meters.

2. Environmental scan (ongoing). Target: conservation and preservation lab; two cold storage rooms; 8 storage drawers and cabinets for storing maps, posters, architectural plans, and photos; collection spaces that meet international standards in safety, security, accessibility, and long-term preservation for book, archival, manuscript, and recorded media; large room for events and another for exhibits; space for materials processing (Cataloging & Metadata Services Department).

5. Customer Satisfaction

Library Users' Surveys were conducted online by the UL in cooperation with the Office of Institutional Research and Assessment (OIRA) at AUB, in 2016, to measure the users' awareness and satisfaction of the library services (Appendix-V).

The survey was filled by 534 respondents, 58% undergraduate students, 28% graduate students, 14% faculty, and 1% research assistants. Results of the survey are reported in the following table

As per **the areas that require improvement and action**, most of the respondents requested to:

- Increase study space, improve lighting, and decrease noise
- Improve the Libraries' homepage
- Improve collection of Arabic books and journals

- Promote DDS and the List of newly acquired books
- Enhance user awareness of available resources and services
- Improve cleanliness

Reasons to visit the library	**Percent**
To study	68
To print, photocopy and scan documents	52
To access collection	49
To use the computer lab	44
To get research support	16
Awareness of library services	
Research help	84
Book order form	74
Primary documents and archival research support	66
Digital reproduction of primary source and rare docs	46
DDS	33
Newly acquired books	28
Satisfaction of Services	**Satisfied or very satisfied**
Ease of using the library catalog and finding resources you need	59
Research support services/Reference	57
Efficiency in using Search All to search for full-text books or articles	56
Ease of finding books on the shelves	55
Online book request form/Book order speed	49
Outreach activities for our collections and services	39
Library study space	31
Importance of services	**Important or very important**
Efficiency in using Search All to search for full-text books or articles	81
Library study space	78
Ease of using the library catalog and finding resources you need	77
Research support services/Reference	75
Ease of finding books on the shelves	75
Online book request form/Book order speed	71
Outreach activities for our collections and services	54
Importance of collections	**Important or very important**
Databases and e-resources	79

Book collection	75
Journal collection	73
Archival	53
Satisfaction of collection	**Satisfied or very satisfied**
Databases and e-resources	76
Journal	68
Book	65
Archival	53
Ways to learn about library	
AUB website	21
University Libraries webpage	17
Library emails	13
Faculty members	9
Library staff	9
Library orientation sessions/events	6
Colleagues and friends	7
Social media	2
Library brochure	2

6. Action Plan

Based on UL's 2015-2016 outcomes assessment results, and in an effort to attain the set targets, the following actions have been taken for each outcome.

Outcome 1. Users report that the Libraries offer the collections and research services they need and that the collections and services are easily discoverable and efficiently accessible

In order to meet this target, the UL have decided to carry out an annual user satisfaction and awareness survey using the results from the 2016 survey as a baseline. The UL have also decided to subscribe to LibQUAL+ and implement it once every three years. Plans for improving the UL website are underway and so are the adoption of new systems for discovery tool including access to and retrieval of the digitized collections.

The targets related to collections have not been fully met largely because of the budget freeze since 2012. In order to meet our collections target, the UL will need an annual increase of its budget congruent with the inflationary annual increase of book, journal, and database prices which is estimated at 5%. The UL also needs a one-time increase of $350,000 to fill in gaps and enhance the quality of the collections. The UL also need to hire a subject specialist to support teaching, learning, and research in the area of Arab, Middle East and Islamic Studies.

Regarding targets related to digitization, some targets were met, while others are still in progress. To meet these targets, the UL need $50,000 annually for digitization software & equipment maintenance and a one-time investment of $50,000 for purchasing new digitization equipment to digitize 1,200 books and hundreds of special collection items (e.g., photos, maps, posters), and $200,000 to acquire 2PB of storage space. The UL need to publish 10 new finding aids per year and continue to work on establishing digital preservation policies & guidelines and building a digital infrastructure.

Outcome 2A. Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources

The targets have been partially met. The UL will continue to carry out pre- and post-instruction surveys and will subscribe to and implement LibQUAL+ assessment program. The UL will continue monitoring the number of users attending instruction sessions; increase number of EndNote and RefWorks users; and increase number of library research guides on the University Libraries' website.

Outcome 2B: Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research

This is the area where no matter what the UL do in terms of increasing seating capacity and introducing enhancements to the physical place and space of the libraries, the target of offering students physical and virtual environments and spaces that are sufficient, dynamic, technologically rich, inspiring, attractive, user friendly, welcoming, and conducive to learning and research cannot be met at all without: (1) completely renovating Jafet Library; (2) replacing the very old, shabby, small engineering and science libraries with a state-of-the-art large library that can meet the needs of the 3,000 science and engineering students on the lower campus (Mikati fund); (3) developing a 24/7 information commons room in Jafet; (4) developing group study rooms; (5) developing a study and research room for students with disabilities; (6) addressing safety, security, and sanitary issues in the Libraries and have them conform to international standards; (7) adding public restrooms in Jafet; (8) installing fire alarm system, security cameras, and emergency exits where needed; (9) adding the mezzanine level at SML to create 5 group study rooms; (10) moving Archives & Special Collections Department out of Jafet to a new facility to create space for student use; and (11) carrying out user satisfaction surveys, focus groups, benchmarks, usability testing of Libraries' website, and LibQUAL+.

Outcome 3: Library users are well aware of services UL offer

Outreach and marketing targets have been partially met. To ensure that the UL will meet its target in the future, we will modify the survey questions to generate more

accurate data; develop a marketing plan; and develop a more concrete method of data collection to assess progress.

Outcome 4: Library staff are up-to-date with developments in their respective fields

Reviewing and revising of job descriptions and titles have been recently completed and were submitted to the Office of Human Resources for their approval and that of the Provost and the COO. Many staff continue to voice major concerns about their inability to stay up-to-date in their respective areas largely due to lack of funds to support attending international conferences, workshops, and training.

Outcome 5. Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events

The UL will run out of shelving space within the next five years. To avoid catastrophe in this area, the University will need to move swiftly to resolve this impending problem by implementing a few measures: (1) procure spaces (such as Mikati Library, AUBMC fourth floor of the SML, moving ASC to a new location) for the rapidly growing library collections; (2) replace where possible static shelves with mobile shelves; (3) build the conservation and preservation lab; (4) build cold storage rooms; (5) add storage drawers and cabinets for the growing collections of maps, posters, architectural plans, photos, etc.; (6) ensure that collection spaces meet international standards in safety, security, accessibility, and long-term preservation, among others, for book, archival, manuscript, and recorded media; (7) procure a large events/exhibit area; and (8) re-design internal offices

7. Benchmarking

a. Methodology

During the self-study review process, the committee adopted the methodology presented in the ALA document "Standards for Libraries in Higher Education" to create peer groups for benchmarking and comparison with other institutions. In addition, the data collected from the following sources were used to create the peer groups and for benchmarking;

- NCES (https://nces.ed.gov/) based on 2012 data
- IPEDS (https://nces.ed.gov/ipeds/datacenter/)
- U.S. News Ranking (http://colleges.usnews.rankingsandreviews.com/best-colleges)

- Standards for Libraries in Higher Education (http://www.ala.org/acrl/standards/standardslibraries)

As suggested by the ALA standards, two groups were identified:

Peer group: Used to benchmark and compare performance and services with similar institutions to the UL.

Aspirant group: What the UL aspire to become in the coming years.

The following is the list of peer and aspirant institutions:

		National Ranking US News(2017)
Dartmouth College	Aspirant	11
Brown University		14
Tufts University		27
University of Rochester		32
Case Western Reserve		37
Wake Forest University	Peer	27
Tulane University		39
Lehigh University		44
Villanova University, PA		50
University of Denver		86

The peer and aspirant institutions were selected based on the following criteria:

- Private schools (with national ranking)
- Student body that is as close to AUB's as possible (+/- 30 % of AUB count)
- Student-Faculty ratio that is as close as possible to AUB's (for peer institutions) and a little better than AUB's (for aspirant institutions)
- Endowments that are close or slightly better than AUB's (for peer institutions) and significantly better than AUB's (for aspirant institutions)
- Institutions with highly ranked engineering, medical, or engineering and medical schools (with own medical centers like AUB) and strong liberal arts components

b. Peer/Aspirant Institutions Comparison

Based on the recommendations of the ALA standards, library metrics from different perspectives were chosen: Inputs, Outputs and Outcomes. Details are found in Appendix-VI

Peer Group Comparison

The number of staff in the UL is less than the average number of library staff in peer institutions by nearly two staff per 1,000 FTE students. In other words, AUB libraries are short by 16 full time staff members, mostly at the professional level.

The total expenditures of the UL are less by $2,000,000 or less by $262 per FTE student compared to the average of total expenditures in peer libraries.

Compared to peer libraries, the number of books, serial backfiles and other paper materials are significantly below the average and is actually the lowest among peer institutions.

The number of circulation transactions, excluding reserves, per FTE in the UL is less than the average number of circulation in peer libraries by almost one-third.

The number of attendees at all presentations conducted by the UL exceeds the average number of attendees compared to peer libraries. In other words, although UL have significantly less staff than their peers, they provide instructions to a higher number of students

The total information services provided by the UL is almost 20% less than the average of information services provided by peer institutions.

In summary, compared to peer institutions, UL have a significant shortage of staff, their annual budget is significantly lower, and their collection size is much smaller. These are areas that must be addressed by the University Administration in order to provide better services to AUB students and faculty.

Peer Library Metrics	Wake Forest University	Tulane University	Lehigh University	Villanova University	University of Denver		Mean	AUB	AUB UL Position
Total Student FTE 12-Month Enrollment	7,269	11,268	6,356	9,012	9,710		8,723	8,153	Below average
Total FTE Library Staff									
Total Staff Per 1,000 FTE Students	16.78	15.26	10.67	9.3	14.11		13	10.96	Below average
Total Library Expenditures Per FTE Student	$1,824	$1,580	$1,273	$1,129	$1,058		$1,373	$1,111	Below average
Books, Serial Backfiles, Other Paper Materials Per FTE Student	295.78	383.37	185.63	124.57	233.61		245	67	Significantly below average
Circulation Transactions (Excluded Reserves) Per FTE Student	17.5	11	8	16	21.5		15	10	Below average
Total Attendance at All Presentations	10,508	9,223	2,593	4,827	5,319		6,494	7,836	Above average
Total Information Services to Individuals	28,430	21,633	8,604	2,840	6,195		13,540	11,029	Below average

Table 7.1: Peer Library Institution & Metrics

Aspirant Group Comparison

The number of staff in the UL is the lowest number of library staff among aspirant libraries. UL employ almost half the number of employees compared to aspirant libraries.

The total expenditures of the UL are the lowest expenditures among all aspirants. It is less by $1,100 per FTE student compared to the average of total expenditures in aspirant libraries.

Compared to peer libraries, the number of books, serial backfiles and other paper materials are significantly below the average and is actually the lowest among aspirant libraries.

The number of circulation transactions, excluding reserves, per FTE in the UL is less than the average number of circulation in aspirant library by almost the third.

The number of attendees at all presentations conducted by the UL exceeds some aspirant institutions, but the number is still lower than the average number of attendees given by aspirant institutions.

The total information services provided to individuals by UL is almost half the average information services provided by the aspirant institutions.

In summary, compared to aspirant institutions, UL have a significant shortage of staff and their collection size is significantly smaller. These are areas that must be addressed by the University Administration in order to provide excellent services to AUB students and faculty.

	Dartmouth College	Brown University	University of Rochester	Tufts University	Case Western Reserve University		Mean	AUB	AUB UL Position
Total FTE 12-Month Enrollment	6,055	8,510	9,247	10,227	8,876		8,583	8,153	Below average
Total Staff Per 1,000 FTE Students	32.25	20.15	22.82	13.48	14.42		21	10.96	Significantly below average
Total Library Expenditures Per FTE Student	$3,240	$2,510	$2,493	$1,639	$1,165		$2,209	$1,111	Significantly below average
Books, Serial Backfiles, Other Paper Materials Per FTE Student	437.14	555.06	355.17	177.23	324.21		370	67	Significantly below average
Circulation Transactions (Excluded Reserves) Per FTE Student	48.7	30	24.5	27	17		29	10	Significantly below average
Total Attendance at All Presentations	9,316	6,768	11,607	11,382	7,058		9,226	7,836	Below average
Total information services to individuals	16,875	11,568	60,153	18,256	8,293		23,029	11,029	Below average

Table 7.2: Aspirant Library Institution & Metrics

V- Report on Improvements

1. University Libraries Strengths

The UL's strengths, as identified by the faculty, staff, and students are highlighted below:

1. Good Reputation

- Local, regional and international reputation as a research library in the Middle East

2. Rich Collection and Intellectual assets

- A rich collection of print and electronic resources supporting the academic, research, and health care programs of the University and the Medical Center; in addition to valuable archives and special collections, microfilm collection of rare and valuable local and regional newspapers going back to the late nineteenth century
- Digitized collections

3. Extensive Collaboration

- Collaboration with local and international consortia and institutions to maximize access to and sharing of resources and assist users locally, regionally, and internationally in learning and research
- Responsive to users' needs for research by connecting researchers to collections through comprehensive literacy awareness program to improve their research and retrieval skills, patient care, and carrying-out systematic reviews

4. Adhering to International Standards

- Striving to apply international standards and best practices in different UL projects and main library functions (cataloging, user services, digitization, etc.)

5. Adequate Equipment and Technology

- Responsiveness to users' needs in technology upgrade and web delivery. UL are one of the rare places on campus (with a computer lab) that open to students for long hours, weekends and holidays, and 24/7 during reading and exam periods
- State-of-the-art computing, microfilming, and digitization equipment

6. Committed Professionals and Library Staff

- Highly committed professional librarians, subject-specialists and library team who provide high quality services and develop, maintain, and provide convenient access to needed resources

2. University Libraries Weaknesses

The UL's weaknesses as identified by the faculty, staff, and students are highlighted below:

1. Regional Instability

- Many scholars, trainers, and professional and leading institutions prefer not to visit Beirut due to security concerns raised by regional instability. This might slow or jeopardize some library initiatives

2. Short on Human Resources/Lack of Qualified Resources

- Increasing number of projects, outreach and UL activities lead to understaffing in some departments which affects performance and cannot meet growing user demands
- Inadequate number of professional staff at the library and difficulties in finding and recruiting professionals in the country
- Need to train, develop and motivate the library support staff to meet the increasing and emerging library needs. Lack of budget for staff development (training, attending workshops, conferences, book fairs) leads to demotivation

3. Lack of Space

- Lack of space to provide additional and adequate reading areas for the increasing number of students
- Inadequate facilities for staff

4. Limited Support to Users with Disabilities

- Lack of tools and facilities for users with disabilities

5. Slow and Lack of Proactive Support from some AUB Departments

- Lack of timely cooperation from AUB-IT in response to UL needs for infrastructure and services to meet library project objectives and deadlines (i.e. providing servers, storage, etc.) that are needed to support AUB's mission

- Lack of adequate infrastructure resulting in slow and intermittent internet connection both on and off campus which may reduce patrons' use of the library to its full potential
- Lack of timely cooperation from Purchasing Department in getting the needed resources on time to meet library emerging needs
- Lack of initiatives supporting the integration of library resources and services in the course modules and other research and learning experiences at AUB.

3. Needs Assessment

The UL learn about the stakeholders' needs by administering periodic questionnaires, bi-annual surveys, online forms, in person, by e-mails or the online reference, chat and social media venues; reading about the students' feedback, comments, and complaints through their newsletter "Outlook". For a proactive approach, UL depend on benchmarking with other peer and aspirant institutions, in addition to direct observation of students inside the library.

These are some services and needs that the UL are limited in providing due to budget constraint which limits library decisions and actions:

- Providing group study rooms
- Quiet environment to study (noise control in reading areas)
- Providing digital copies of fragile materials, map collection, and oversize poster collection
- Providing appropriate access to audiovisual materials
- Cleanliness in the public areas
- A designated area inside the library providing relaxing place with no restrictions on eating/drinking
- Sufficient number of restrooms

In order to provide the above, the UL need to:

- Increase the UL budget annually to enhance the collection and purchase additional resources in response to the increasing demand for full-text resources
- Increase shelving capacity
- Provide seating for students

- Expand the library space, or have a new library with modern facilities, light and proper ventilation
- Hire additional professional staff to accommodate for the increasing number of users, projects, and needs
- Provide training and development for the existing staff and secure funding to attend workshops, training, and conferences

4. Issues and Challenges

Most of the UL challenges are related to reaching out to the administration and faculty bodies, and building on existing staff qualifications. These challenges include:

- Inability to recruit qualified MLS librarians or hire subject-specialists in the country
- Making the faculty and students aware of the available collections and the professional services that librarians offer
- Excluding UL from the University plans for initiation of new academic programs, research and scholarly communication
- Budget constraints/cuts is the main reason for hindering potential improvement (collection, space, services, personnel)
- Dependence on other units on campus, mainly the IT Department, to accomplish some projects
- Limited space for expansion to accommodate for the growing student body, and increase in the need for shelving space
- Collaboration with academic departments. Encouraging faculty to recommend student consultations with subject librarians as part of the research process for their students. Information literacy should be a 1-credit requirement added to the curriculum
- Lack of cooperation from different AUB bodies regarding implementing the University Archives Program
- Lack of cooperation from different AUB bodies regarding developing information literacy learning outcomes associated with library instruction
- Challenge of staying current with the accelerating rate of change in information field and technology in addition to its high maintenance cost

5. Response to Previous Recommendations

In accordance with UL's strategic plan, and in response to library users' needs that are collected from different channels, the UL have made extensive efforts to address those plans and needs, and have improved the educational, informational, research and space services to faculty and students. These improvements include:

- Extended opening hours from 90 to 109 hours per week, and from 120 hours per week to 24/7 during exams and reading periods
- Upgraded all computer labs, with more seats and up-to-date equipment
- Rearranged library stacks and conducted weeding projects to create more seating areas and provide new reading rooms for students
- Increased number of qualified professional and technical staff
- Extended the free DDS/ILL services to all students and eliminated the limit to the number of items they can order
- Offered alumni better services and access to the collections
- Provided IT support where lab technicians are available during the library opening hours
- Customized study areas that help graduate and senior students study in a better environment
- Shifting to E-resources, and continuously increasing access to full text electronic resources in response to users' needs and to save space
- Implemented the Search ALL service (Summon from Serials-Solution) as a one stop search allowing AUB users to quickly search and access library resources
- Renovated the Saab Medical Library
- Added a mobile shelving system to optimize space for the growing archival collection
- Improved the Student Orientation panels
- Facilitated membership for visitors and outside users
- Enhanced the research help tools like LibChat and one-on-one sessions
- Started an outreach program aiming to promote the library services and collections

6. Past Accomplishments

The UL's major accomplishments for the past 10 years:

RESEARCH AND COLLECTIONS (while enduring annual budget freeze or decreases since 2011)

- Increased access to full-text journals from 47,000 to 83,000 titles; e-book holdings from 15,000 to 800,000 titles; subscription-based databases from 90 to 250; primary source databases from none to dozens; international historical newspapers from one to over 10 titles; and major reference works from a few dozens to a few hundreds
- Converted subscription of international newspapers from print/microfilm to online
- Set standing orders and approval plans with over 100 publishers and distributors to ensure the continuous development and maintenance of core collections
- Acquired many significant and large special collections from Lebanon (e.g., Library of Dr. Muhammad Y. Najm, an authority on Arab poetry and theater and Arab comics books and periodicals; Dr. Aggoula's collection of Syriac, Coptic and Aramaic rare books; Library of the prominent historian Mr. 'Isa Iskandar al-Ma'luf, which included over 400 Arabic and Islamic manuscripts)
- Received, as gifts, over 30,000 volumes of books (more than what was received in the previous 30 years combined), such as: Canada, (Iraqi donor) Mohammad Abu Hakima's collection which includes several publications on Islamic studies, on Indian, Mughal, Coptic, Persian, Italian, and Egyptian art, coins, costumes, etc. Besides, the history of Kuwait is highlighted through the microfilms of the India Office Record, the British National Archive, and the British Museum and the books authored by Mr. Abu Hakima on the Arabian Peninsula History, the Persian Gulf States History, political parties, etc.; the Hekmat Kassir collection which includes governmental documents describing the relation between Lebanon, the French Administration in France and in other countries and the Ottoman Empire, covering the period from 1638 till World War II; the collection of Mohammad Fouad includes over 970 books in Arabic poetry and literature, Arabic novels published in the Arab world or translated into Arabic from Russian, Turkish, Japanese, etc.; Lebanon (personal papers of Amir Shakib Arsalan, a politician, an influential writer, poet and historian; Zahia Kaddoura, a pioneer intellectual, educational & patriotic woman; Nasri Khattar Collection, architect and designer of Unified Arabic font, Evelyn Bustros Collection, activist for women's rights and social reformer;; Constantine Zurayk Collection, Arab nationalist, AUB professor, Scholar and Diplomat, etc.); Egypt (Arab comics

books and periodicals), Muhammad Y. Najm; Syria (Library of Saadallah Wannous, an authority on Arab theater); and the U.S. (archival papers of Islamic science historian Edward S. Kennedy; and the collection of Anthony Shadid—correspondent for The New York Times and two-time winner of the Pulitzer Prize for International Reporting; Saul Rosenburg photo Collection, an American Alumnus; Genevieve Maxwell Collection, an American journalist and member of Americans for Justice in the Middle East (AJME).

- Adopted the Resource Description and Access (RDA) new cataloging standard to enhance the discoverability of resources aiming at joining the Linked Data (Open access data using the linking between different works and different versions according to FRBR concept (Functional Requirements for Bibliographic records), since 2012.
- Encoding and Romanization of Arabic script for more visibility of Arabic records in OCLC Catalog
- Secured all library collections via tattle taping each item to avoid their loss and avoid using full-time staff members to monitor the exits of the Libraries
- Installed mobile shelves in the Archives and Special Collections Department which helped increase the shelving capacity from 5,000 to 10,0000 linear feet
- Introduced “Pest Control” in the library

TEACHING AND LEARNING

- Partnered with the Communication Skills and other academic programs and provided annually over 800 instruction sessions to over 5,000 students and faculty
- Partnered with the Center for Teaching and Learning, IT Academic Services Department, Human Resources, and the New Student Orientation Program to give specialized library instruction sessions and to promote library resources and services to the AUB community
- Expanded and enhanced library instruction program to graduate students in partnership with the Graduate Council and the Writing Center
- Introduced graduate students’ orientation sessions and with the help of several faculty members incorporated archival research in class assignments.

- Enhanced outreach activities by mounting several exhibits (Faculty publications, Syrian Protestant College during the WWI, Main Gate, Arab Comics in the Curriculum: The AUB Libraries Collection, Constantine Zurayk, etc.)

SERVICE

- Upgraded the Libraries' integrated system from OLIB to the more advanced system, fully compatible with international library standards – Millennium- and in 2016 to the its new platform Sierra system
- Initiated the Digital Initiatives and Imaging Department, equipped with new state-of-art digitization and microfilming hardware and software
- Introduced the social media to connect to users: Designed and implemented several marketing and educational materials/themes, Facebook posts projecting a modern, dynamic image about the library, news Blog, etc.
- Developed modern/user friendly websites for the Archives and Special Collections Department, and for Saab Medical Library
- Extended Document Delivery Services from faculty-only to all AUB communities with no restrictions on the number of requests
- Developed research guides in many subject areas and integrated them into course syllabi to help faculty and students in their teaching, learning and research
- Set up an advanced platform for online exhibits of the Libraries' special collections
- Replaced old, standalone printers and copiers with heavy-duty networked ones, and introduced an online printing payment system
- Relocated, expanded, and upgraded the Jafet's electronic classroom and student computer labs
- Developed three new quiet study rooms, considerably increasing student seating capacity in Jafet Library
- Organized and hosted a number of training sessions for professional librarians, faculty and the regional scholarly community around best practices in the organization and preservation of special materials/collections such as Arabic manuscripts, codicology, photos, and other heritage-related documents

- Provided and continue to provide significant services to AUB constituencies (many on a regular basis) and to local, national, and international institutions
- Provided users support and consultations on doing and publishing systematic reviews

MAJOR PROJECTS

- OACIS for the Middle East (Online Access to Consolidated Information on Serials)—an online, open access union list of serials from and about the Middle East: Assumed from Yale University Libraries the responsibility of managing it
- Al-Nahda: Signed an agreement with Brill to index over 100 Arabic periodicals from al-Nahda period, (a period of intellectual modernization and reform that started in the nineteenth century), to be included in the world renowned database Index Islamicus
- Al-Adāb Magazine: Signed an agreement with al-Adāb publisher to create metadata, digitize and OCR the scholarly magazine and develop a searchable interface for it
- Palestinian Oral History Archive: Signed, in cooperation with the Issam Fares Institute, an agreement with Arab Resource Center for Popular Arts (Al-Jana) and Nakba Archives, to digitize, preserve, create metadata and provide open access to the archival collection of Palestinian oral history interviews
- Arabic Contents Online: Signed an agreement with New York University Libraries to digitize, create metadata and provide open access to over 7,000 pre-1956 Arabic books from AUB's collections to become part of the Arabic Contents Online database

FUNDING AND REVENUES

- Received over $1,500,000 in external funding from Mr. Rami El Nimr (for developing a conservation lab), the President's Club (for developing student study rooms and renovating, expanding, and upgrading Jafet's student computer lab), Saab Foundation (for renovating the main student study room), Dr. Shadi Karam (for renovating, expanding, and upgrading the electronic classroom), Rada and Mu'taz Sawwaf (for supporting collection development and digitization of Arabic comics literature), and others

- Generated over $400,000 from/through the digitization project with NYU Libraries
- Generated over $150,000 annually in return for services provided to users (digitization, document delivery, etc.)
- Received an NEH grant for the sum of $260,000 for the POHA project 2016-2019
- Received a Mellon Grant of $5,000 for processing the FAAH archives

MANAGEMENT, ADMINISTRATION AND PERSONNEL

- Introduced the position of Head for each library department and empowered them. Provided the staff with several professional development opportunities (intensive training in cataloging, conservation and preservation, digitization, information technology, and library systems, among others, as well as conference and workshop attendance locally, regionally, and internationally covering a variety of topics)
- Funded three library staff members to pursue advanced degrees and specializations in library and information science in the U.S. (Illinois, Pittsburgh, and Rutgers)
- Two library staff members received the President's Excellence Service Award

STRATEGIC DECISIONS/INITIATIVES

- Merged the Saab Memorial Medical Library with the University Libraries and placed them under one management/administration
- Extended library opening hours from 90 to 109 hours per week during class days and from 120 hours per week to 24/7 during reading and exam periods
- Developed the new department of Digital Initiatives and Imaging
- Expanded the Libraries' digitization and technology team from 8 staff members to 18, divided among three different departments
- Expanded the Archives and Special Collections team from 6 to 12 staff members and established a conservation and preservation unit within the Department
- Introduced and implemented advanced bibliometric techniques in acquisitions and collection development and management decisions (citation analysis, h-index, etc.)

- Reactivated and led the Lebanese Academic Libraries Consortium, which so far resulted in saving over $750,000 in annual subscriptions and significantly expanding UL access to and ownership of world's knowledge
- Converted subscription of thousands of journals from print to online and bought the complete journal and book digital backfiles of over 20 of the world's largest publishers (e.g., Elsevier, Springer, Wiley, Sage, Oxford, Cambridge, LWW, Nature, and American Chemical Society) which helped provide more convenient and more comprehensive access to research materials and create more student study spaces
- Started a process for establishing AUB Libraries as a destination of choice worldwide for research material on a number of specific topics (e.g., Arabic comics, the history of Arab and Islamic science and medicine)
- Expanded the scope of collecting historical and rare materials to include foreign countries and moved significant resources towards acquiring such resources
- Developed an institutional repository for AUB and enriched it with full-text of students' theses/dissertations/projects, a significant number of faculty publications, and AUB research centers' publications
- Reached advanced stages of establishing a digital preservation program to maintain, preserve, and provide enhanced access to digital collections developed and curated by the Libraries
- Joined Center for Research Libraries, HathiTrust, and WorldCat, and subscribed to OCLC services to increase visibility of the Libraries' collections and encourage resource sharing with peer institutions
- Cooperated with national and international institutions, like training at the Lebanese National Library, hosting interns from the Lebanese University, MEPPI, TIMA
- Provided consultancy services to several universities in Lebanon and in the region
- Increased collaboration with other institutions and organizations, created agreements and joined consortia, locally (LALC) and internationally (AMICAL) with active participation

VI- Resources of the University Libraries

1. Human Resources

a. Human Resource Metrics

Position	Staffing Levels for Each of the Previous Five Years						Anticipated total staff needed
	2012	2013	2014	2015	2016		2017-2021
Management Staff	24	23	28	32	31		13
Grade 12 & Below Staff	55	57	58	59	55		8
Part-Time Staff	0	0	0	0	0		0
Faculty FTE Full time	4	3	3	3	3		0
Faculty FTE Part time	0	0	0	0	0		0
Total Full Time Equivalent	**83**	**83**	**89**	**94**	**89**		**21**

As described in this report, the daily work processes, the numerous projects and collaborations show that the workload has tremendously increased with a slow increase in the human resources. This load has forced the library staff to assume more responsibilities and duties in order to accommodate for the fast advancement in library trends.

b. Human Resource Needs

All the UL staff are qualified in their areas of expertise and skilled in their jobs. Most have more than 15 years of work experience. However, the UL is currently lacking the adequate number of staff to perform all the tasks, carry-on and meet deadlines of all the projects necessary for an effective and efficient academic library. The Department Heads identified the needs for human resources in the following table:

Replacement positions: (total of 8 replacements)

List Staff Positions Needed for 3-5 years Place titles on list in order (rank) or importance.	Count
1. Library Assistant (Serials & Electronic Resources) Reason: To replace a retired staff member	1
2. Library Assistant (Collection Development) Reason: current position will be vacant end of 2016	1
3. Librarian (Serials & Electronic Resources) Reason: Current staff is expected to retire in 3 years	1
4. Medical Librarian/Head (Saab Medical Library) Reason: Current head will retire in 2 years and a replacement is needed	1
5. Assistant to the Librarian (Science & Agriculture Library) Reason: Current staff is expected to retire in 2 years	1
6. Library Assistant (Saab Medical Library) Reason: One circulation staff is needed to cover for SML extended library hours	1
7. Assistant to the Librarian (Research & Instruction Services) Reason: Current staff is expected to retire in 2 years or early retirement	1
8. Digitization Technician (Digital Initiatives & Imaging Department) Reason: Current staff will retire in one year. Part of the role includes developing microfilms	1

New Librarian positions: (total of 11 new positions)

List Staff Positions Needed for 3-5 years Place titles on list in order (rank) or importance.	Count
1. Preservation and Conservation Librarian (Archives & Special Collections) (VH) Reason: Develop and take the lead on the conservation lab, and contribute to positioning AUB as a leading university on the front of preservation in the region	1
2. Subject Specialist Librarian (Collection Development) (H) Reason: To help in collecting materials for all taught disciplines, especially for Middle Eastern Studies, in languages such as Hebrew, Turkish, Persian, and German	1
3. Digital Archivist Librarian (Archives & Special Collections) (H) Reason: to help in collecting, from different AUB departments, and cataloging the born digital materials (such as emails, photographs, video or audio recordings, web pages, etc.)	1
4. Cataloging Librarian for special formats special collections (Cataloging & Metadata Services) (H) Reason: Special collections materials require special cataloging to allow researchers, scholarly community, and the university to take advantage of this asset	1
5. Records Management Librarian (Archives & Special Collections) (H) Reason: To be in charge of introducing a record management schedule for historical as well as legal documents and introduce an Electronic Records Management (ERM) system to track and archive electronic records	1
6. Web Applications Developer (Library Systems & Applications) (H)	1

Reason: Due to the increase in number of projects, need to hire a new Applications Developer to provide access to the digitally available collections	
7. Digital Librarian (Digital Initiatives and Imaging Department) (H) Reason: During the implementation and for the management of the Digital Preservation Framework	1
8. Acquisitions Librarian (H) Reason: a professional staff member is needed to manage the books and serials acquisitions of the library collection	1
9. Archives Librarian (Saab Medical Library) (M) Reason: Archivist or librarian with medical history background is needed to establish a History of Medicine Center within SML	1
10. Catalog Librarian (Cataloging & Metadata Services) (M) Reason: To manage and correct the authority file, deal with LC headings, create links between Arabic and English headings, and to unify the entry of the same author in Name and Subject authorities	1
11. Digital Humanities Librarian (Research & Instruction Services) (M) Reason: There is a growing interest in the University to advance studies in the Humanities. A subject librarian can best promote and improve the usage of the library resources, projects and tools in this field	1

Assistant to the Librarian and Library Assistant new positions: (total of 7 new positions)

List Staff Positions Needed for 3-5 years Place titles on list in order (rank) or importance.	Count
1. Assistant to the Access Services Librarian (Access Services) (H) Reason: To help the Department Head in all aspects	1

2. Library Assistant (Collection Development) (H) Reason: To help listing the donations and physically pack and unpack incoming and outgoing Gifts and Exchange items	1
3. Library Assistant for manuscripts (Archives & Special Collections) (H) Reason: To help in enhancing the cataloging of this collection and help in promoting it and locating other prospective collections	1
4. Interlibrary Loan and Document Delivery Assistant (Access Services) (H) Reason: Department is growing and UL are borrowing as well as lending on the international level	1
5. Library Assistant/Evening staff (Science & Agriculture + Engineering & Architecture Libraries) (H) Reason: Need an evening shift staff if the new Mikati Library will open till midnight	1
6. Digital Imaging Specialist (M) Reason: Assist in the increasing activities in the digitization lab while leading in new digitization trends	2

c. Professional Development

For the past ten years, staff development yearly budget has been stable at around $10,000 in spite of the fast advancement in technology and library trends and the increase and diversity of library projects and staff.

Staff development needs have tremendously increased and require advanced knowledge in best practices; however, due to lack of support from the University, staff are asked to seek external funding or self-funding for attending international workshops, conferences, and training. The UL fully fund staff attending all conferences and trainings provided at AUB or locally; fully fund staff presenting papers at regional and international conferences, and partially fund staff who receive external fund. For the last four years, the UL have fully funded 7 out of 50 activities, partially funded 12 out of 50 activities; while 42 out of 50 were fully or partially covered by external funding sources.

Below are some of the workshops and trainings that were attended by staff covering several areas:

- Workshop on Arabic Digitization in Alexandria, funded by AMICAL and AUB
- RDA Cataloging, funded by AMICAL
- Preservation methods, funded by AUB
- Conservation workshop (ASC staff), funded by Bibliothèque National du Liban (BNL)
- The Campus Human Resources trainings/workshops, that cover various office/management skills
- Brill's workshop on Arabic Digitization and OCR in Netherlands, funded by AUB and Brill
- Training for the Arabic Collection Online (ACO) project, funded by NYU
- MEPPI workshop at AUB, funded by MEPPI
- Codicology workshop, funded by TIMA
- Conservation workshop, funded by AUB and Mr. Rami El-Nimr
- Additional training and development support are needed to better leverage expert knowledgebase of professional staff. Currently, staff attend either free, or self-paid webinars provided by AMICAL, Metadata Librarians, OCLC, etc. to adopt new technologies and methods and to keep up to date with evolving skills and competencies. Below is a list of the UL staff needs:

Staff training needs:

- Cataloging of special collections: As more diverse collections are acquired by and more discovery tools are needed, cataloging according to new standards (RDA, EAD, DACS etc.) is becoming a challenge to staff members. More training sessions on cataloging special collections are needed to meet the continuously rising needs.
- Paper/photographs conservation training sessions: Although ASC is cooperating with MEPPI (Middle East Photograph Preservation Initiative), more expertise is needed to build on the skills of ASC staff to be able to preserve the aging paper collections of rare books, manuscripts, photographs, maps, and posters.

- Codicology: Invest in hosting several manuscript experts to give lectures to current librarians or sending librarians abroad to acquire the information and expertise.
- English language (oral and written): Most staff need support in this aspect while performing their jobs. Fewer duties are delegated to them when it comes to dealing with AUB community and other parties.
- Executive Leadership and Management: To better manage staff and projects.
- Computer skills: Increase the staff's computer skills.
- Collection assessment conferences: Meet professionals in the same field with the same interest, and also outreach and co-publish.
- CRL Webinars: Continuing education; keeping the team abreast with the latest developments in the field.

2. Space and Facilities

a. Space and Facilities Metrics

In a library environment, staff offices cannot be considered similar to staff offices in other units on campus, especially offices of the collection development and archives (receiving donations), acquisitions (receiving orders), and cataloging (storing all the in-process, discards, and transfer items, in addition to any on-going binding/correct binding/correct cataloging items), etc.

The library collections and special projects have increased significantly in size and numbers in the past few years. Although the UL have discarded over 100,000 print volumes of books and periodicals to create new user space, the UL do not have any more collections to consider for discarding. The increase in collection and special collections has created a space problem to house and to provide adequate environment for staff and students.

The total area of the UL is distributed in the below table:

Jafet	E&A	S&A	SML
5996 square meters Basement-2: 286 Basement-1: 469 Floor-1: 1573 Floor-2: 1510 Floor-3: 1428	1 open area 1,000 linear meters of shelves, and 31.5 square meters for staff space	1 open area 1,500 linear meters of shelves, and 28.5 square meters for staff offices	1 open area 5,000 linear meters for shelves, and 45 square meters for staff offices

Floor-4: 365 Floor-5: 365			

Out of the total area, staff offices occupy 1,029 square meters. The 30,000 linear meters of shelves (Jafet 23000; E&A 1,000; S&A: 1,500; and SML: 5,000 lm) are 90% full. The remaining vacant shelves can barely accommodate around 20,000 of donated books that are being processed and the new acquisitions over the next five years. Over the past seven years, the UL have lost the following spaces:

- **Engineering & Architecture Library**: Relocated from a 500 square meter room (that accommodated over 100 students' seats and nearly 15,000 volumes to an area with 88 student seats and 3,000-volume shelving capacity
- **Saab Medical Library**: Faculty of Medicine decided to borrow from SML the Mezzanine floor, the 4th floor of the stacks, and several library staff offices, denying the Library approximately 1,500 linear meters of bookshelves, over 75 user seats, and capacity to develop much needed group study rooms. The borrowed areas are yet to be returned to the Library
- **Science & Agriculture Library**: One-third of its users and stacks space was permanently taken and given to the Faculty of Arts and Sciences to house the Post-Herbarium facility.
- **Off-site storage on campus:** Engineering & Architecture, Jafet, and Science & Agriculture Libraries all lost off-site storage spaces on campus that used to house over 50,000 volumes of print books and periodicals

Current seating areas for studying provide 999 seats for users (or 13% of the user population). Seat count per capita is not only less than that of other peer university libraries (some of which are providing seating for 20-30% of their student populations), but also at the UL only 2.5 square meters is allocated for each seat in comparison to the best practice standards for academic library seating of 3.5 square meters per seat. The distribution of seats is shown below:

	Jafet	**E&A**	**S&A**	**SML**
Number of seats including computer labs	628	88	86	177
Number of computer labs	1 room (50 PCs)	Open lab (24 PCs)	Open lab (21 PCs)	1 room (17 PCs)

As for the teaching and instruction space, there is only one 30-seat e-classroom for the UL, located on the third floor of Jafet Library;

- **Accessibility:** Each of the libraries is equipped with a 3M security door and is easily accessible, however, none of the libraries are ADA-compliant. Space for users with special needs are also lacking in all libraries.

- **Emergency Exits:** Each floor, and each large room in Jafet library has an emergency exit, except for the 3rd, 4th, and 5th floors of the stacks; the Engineering & Architecture Library has only one entrance/exit door; the Science & Agriculture Library has only one entrance/exit door, in addition to one exit that leads to the Post Herbarium (previously occupied by the library); while Saab Medical Library has the entrance/exit with an additional door that leads to the SML offices, both doors lead to the building lobby.

- **Fire System:** Only the basement and the first floor of the Jafet Library stacks have water sprinklers; the remaining spaces and areas have smoke detectors only, and the Manuscripts Room in the Archives & Special Collections Department is the only facility with a gas-based fire system, facts that put our rare and unique collections at great risk.

- **Student Areas:** In addition to the open space, Jafet Library has two closed study rooms with 104 seats (72 and 32 each) and one closed room for 75 carrels. The seating areas are always overcrowded and do not meet international library space/room standards. Jafet Library has only 1 small public restroom for women and 1 for men (with five units each), both located in an isolated area quite far from the library's stacks and large study rooms. As for the branch libraries, Engineering & Architecture has one restroom for women and one for men (with 2 units each), Science & Agriculture has no restrooms inside the library; and Saab Medical Library has two restrooms (1 for women and 1 for men) shared by the staff, students, and the Medical Dean's Office staff.

- **Staff and Library Activities Areas:** Jafet Library has only one meeting room (24 square meters) that can accommodate a maximum of eight people and a staff lounge (21 square meters) which is very small for a unit with 90 staff members. SML has one meeting room, and each of the libraries/floors are equipped with one small kitchenette for staff use.

- **Electromechanical (cooling/heating):** Most of UL buildings do not have independent cooling and heating systems; such systems are, unfortunately, connected to and controlled by an adjacent building. Therefore, temperature and humidity in the library fluctuate significantly throughout the year, making the environment harmful to the collections and frustrating to students and staff.

b. Space and Facilities Needs

Accordingly, the UL lack adequate space for learning, teaching, research, staff, meetings, and the collection. In general, Jafet Library needs an extensive infrastructure improvement. The below list represents the immediate space needs, however, a more detailed needs assessment may be found in the document presented to the University Strategic Committee for Campus Master Plan in summer 2016 (Appendix-VII).

List Space and Facilities Needs for Academic Year 2016-2017 Place items on list in order (rank) or importance.
1. New Subjects library – Mikati Library (Engineering and Science) Reason: The current subject libraries are very small and cannot accommodate the growing number of students and collections. The 2003 Campus Master Plan called for a merger of the two libraries, fund had been secured, but project is currently on hold.
2. Renovate and freshen up Jafet Library, provide more space for flexible reading areas, collaborative work and soft seating areas (Jafet) Reason: Library space is very old with worn interior, spaces are too small compared to the number of students.
3. Facilities for users with special needs. A special room in each subject library, or special seats in the public areas (all) Reason: None of the libraries' are equipped with facilities for special needs or disabled users.
4. Group study rooms (all libraries) Reason: Users need such rooms for group studying discussions
5. Quiet study spaces (10) for specialized researchers, with special lighting for examining archival material (Archives & Special Collections) Reason: Will allow researchers to spend longer hours poring over rare and unique resources.

6. History of Medicine Center (Saab Medical Library) Reason: Create the first center for History of Medicine specifically in the Arab countries, to house and enrich the current collection.
7. Build an extension to the Saab Medical Library Reason: Fulfill the needs of the medical students by providing a 24/7 quiet reading/study area.
8. Quarantine receiving room (Archives & Special Collections + Cataloging & Metadata Services): 2 rooms Reason: As collections are received, a quarantine receiving room is needed to store, examine and process in-kind donations (some collections are sometimes contaminated or dusty which need to be treated before contaminating our collections).
9. Relocate and increase staff offices, and create a large event/exhibit area (Jafet) Reason: Some staff offices lack sun and adequate lighting system. In general, staff offices are becoming small in size to accommodate the increase in projects and staff numbers.
10. Cold room for photo preservation (Archives & Special Collections) Reason: The valuable photo collection's long term preservation could be enhanced by as much as a 100% longevity life period, before natural decay kicks in were we to move the photo collection (around 70,000 photos) from its current climate of around 22 Celsius degrees and 60% relative humidity, to a cold room of around 10 to 12 degrees Celsius and of around 20 to 30% relative humidity.
11. Cold room for the microfilm collection Reason: The microfilm collection is one of the most valuable at the libraries, currently housed in an area that reduces the life expectancy of the microfilms from 500 years to less than 100 years as a result of inability to provide low and stable levels of temperature and humidity. A cold room with climate control according to international standards for housing/storing 100,000 microfilm reels (negatives) is a stressing need.

12. Processing areas (Collection Development, Archives & Special Collections, Cataloging & Metadata Services) Reason: Both the increasing number of donations/massive private collections and the exchange of AUB publications, lack appropriate processing and storing areas. Besides, some incoming donations are very dusty and require treatment before processing.
13. Café-type space (Jafet) Reason: Adding a space with food and coffee venues will increase student satisfaction and will decrease food intake inside library study areas.
14. Staff lounge (Jafet) Reason: Increase size of staff lounge to allow accommodating at least 40 staff members at a time.
15. Multimedia Lab (Jafet) Reason: Students' new and emerging learning and writing styles involve multimedia productions in addition to textual writing.
16. Add public restroom on each floor of Jafet Reason: Public restrooms are currently only available on the first floor/basement level.

3. Equipment and Technology

a. Equipment and Technology Metrics

The UL provide the equipment for staff and public labs largely from the operating budget. Special projects are covered by capital budget or special funds (e.g., heavy duty scanner for the Arabic Collections Online project, microfilm readers/printers from an ASHA grant, computer lab equipment from the President's Club fund, etc.). Below is a description of the hardware/software at the libraries.

Computer Labs and Computing Services

Currently all four libraries have computer labs equipped with PCs, Scanners and printers accessible to students, faculties and researchers.

a- PCs

The total number of PCs in the computer labs and public areas in libraries is 137 PCs (including 15 Mac PCs); including computers designated to search the library catalog and provide limited services that are located in the lobbies of the Libraries. These can be used by non-active users and library guests to search the library catalog. Also there are two computers on every floor of the stacks that are limited to library catalog use only.

Total No. of computers in computer labs and public areas	No. of **(New)** PCs equal or less than 5 years old	No. of **(Old)** PCs more than 5 years old
137	60	77

b- Scanners

Total No. of scanners in computer labs and public areas	No. of **(New)** scanners equal or less than 5 years old	No. of **(Old)** scanners more than 5 years old
4	2	2

c- Printing / Photocopying Machines MFD (Multi-function devices)

Total No. of Multi-Function Device (printers/photocopying) in computer labs and public areas	Added in last 5 years- **NEW**
17	17*

* The MFD are outsourced to a company whereby AUB does not pay for this machine, and the outsourced company operates them.

d- Software

In addition to editing, browsing the web and computing tools such as Word, Excel, PowerPoint and others, the library is providing the following software:

- EndNote (Reference Management): 1 campus license
- RefWorks (Reference Management): 1 campus license
- SPSS (Statistics): 50 licenses

e- Wireless Computing/ Network

Wireless computing is available in all library branches. The network infrastructure has been revised and upgraded for better performance in most libraries.

E-Classroom

The new state of the art e-classroom is equipped with all-in-one computers, 23-inch touchscreens, and full HD with cameras. The e-classroom also has an active board with a giant projection screen, an automation system to control sound, lighting, curtains, and projection screen—all controllable from a touch panel on the podium or an iPad. The podium is equipped with 19 inch HD touchscreen, Blu-ray reader, a recording system with two digital cameras, wireless and handheld microphones, as well as a high-tech classroom management application for computers. This application allows for more room for interaction and control during library information sessions. The new auditorium-shaped e-classroom now accommodates 30 seats in a layout which all students sit face-to-face with the instructor.

Audiovisuals Reading Room

The Audiovisuals reading room contains a few microfilm/microfiche readers/printers; Television sets video-tape/DVD machines. A tape recorder is also available upon request.

Total No. of Microfilm Reader	No. of **(New)** automatic reader/printers (microfilm/microfiche/slides/…)	No. of **(Old)** manual microfilm reader
9	2*	7

* One is currently installed, the second one ordered but not yet received by the time writing this report.

Security/Cameras

The four library branches are equipped with 3M detection systems that help ensure that no materials leave the library without being checked out. They are safe for magnetic media, comply with the ADA, have audible/visible alarms.

Only Jafet is equipped with a surveillance system of 15 old analog cameras and controlled by one DVR system.

Millennium Integrated Library System

The Millennium Integrated library system is a complex database systems designed for the library operation and cater for patrons' needs containing five major library system modules and other components:

Acquisitions and fund accounting, serials processing, electronic resource management, cataloguing, circulation, management information and reporting, media management, metadata builder, and online public access catalogue (OPAC). UL currently have 50 staff concurrent licenses.

Staff PCs and Printers/photocopiers

The total number of PCs for staff, student assistant, interns, including pcs for special equipment such as digitization is 107 and the total number of printers/photocopiers is 13.

Total No. of computers of staff and special equipment	No. of **(New)** PCs equal or less than 5 years old	No. of **(Old)** PCs more than 5 years old
107	56	51

Access Doors Controls

The Jafet Library has an access doors control (CCure System (total capacity of 3 APCs)) with a total capacity of 12 ports from which 6 active internal library doors including reading rooms.

Digital Lab

The digital lab has been renovated to allow more space for new digitization equipment and to cater for better and professional environment required for digitization.

Total	**Equipment Type**	**(New)** Equipment equal or less than 5 years old	**(Old)** Equipment equal or more than 5 years old
5	Flatbed scanners	3	2
3	Books Planetary scanners	2	1
1	Microfilm Scanner	0	1

2	Microfilm Cameras	0	2
1	Microfilm Developer	0	1
1	Microfilm Duplicator	0	1
1	Video to DVD convertor/light subscribe	0	1

Software/Systems

The University Libraries adopt open source systems, software and tools to fulfill its needs such as but not limited to Koha, Omeka, Dspace, ImageMagick, Drupal, Wordpress and others. Some software/tools are not open source mainly:

Design and Web Prem CS6	1 license
Adobe Acrobat X Pro	9 licenses
Adobe Photoshop CS6 Extended	15 licenses
Oxygen XML Editor	1 license
OCR - NovoVerus	1 license
OCR - SAKHR	2- licenses
OCR - Abby	2 licenses

Storage/Servers/Backup

The UL servers, storage and backup are being managed by AUB IT Department.

Since last year, IT dedicated for the library a total of 25 Terra Bytes of data with backup. Also it was planned to provide an extra 300 TB (with a backup strategy) gradually starting early 2016 to cater for the different digital projects being implemented for the coming 3 years. (By the time of writing this report, the UL is still waiting for IT to provide the needed storage)

Also IT is taking care of securing the required servers to cater for the different digital projects being implemented. By the time of writing this report the servers were ordered and are expected to be delivered in August.

Operational and Maintenance Costs

Supporting the PCs and Multi-Function Devices are currently being done by AUB IT Department. The most expensive to operate is the microfilm machines as they require special chemicals and High Definition reels to ensure long term preservation.

Maintenance cost is around US$20,000 for professional scanners and microfilms equipment; and maintenance cost for Millennium is US$58,000 yearly.

b. Equipment and Technology Needs

List Equipment and Technology Needs for 3-5 years Please be as specific and as brief as possible. Place items on list in order (rank) or importance.	Number Requested
1. Cameras for monitoring reading areas (Jafet) Reason: As number of researchers is increasing, a monitoring camera is needed to protect the AUB unique collection from vandalism and theft.	
2. Professional camera-top scanner Reason: To allow researchers to self-scan material from UL's unique collections for use, in line with access and copyright policies.	1
3. Apple-MAC computers (Engineering & Architecture + Science & Agriculture Libraries) Reason: Important to have for architecture and landscape design students.	5
4. New powerful computers for the reference front desks (Research & Instruction Services and Archives & Special Collections) Reason: needed for researchers, PCs with front and back screens are more professional to use when serving users at the desk.	5

5. Professional A3 Scanner (Engineering & Architecture Library) Reason: Needed mostly by students, especially for maps and other materials that cannot be borrowed.	1
6. Scanner/PCs for staff (Serials & Electronic Resources) Reason: to upgrade their current old PCs, provide scanners.	
7. Tools for creating online video tutorials (Camtesia/Captivate/etc.) Reason: Tutorials are supplementary to library instruction sessions which will make the library more interactive.	

4. Other Resources and Assets

a. Other Resources and Assets

1- Manuscripts Collection

The University Libraries own approximately 1,400 manuscripts in several languages, the majority of which are in Arabic, in addition to English, Hebrew, Syriac, Ottoman, etc. The core clusters were acquired from the prestigious private libraries of the Syrian Society for the Arts and Sciences (1847- 1852); Nawfal Nimatallah Nawfal's (1811-1887) and Issa Iskandar Ma'luf (1869-1956). The manuscripts cover a wide range of subjects, e.g. theology, Arabic language and literature, history, geography and the various sciences, and attract researchers from all over the world, the dates range from around the 8th century to early 20th century.

This collection was appraised at $8,843,235 by Mr. Nabil Al-Saidi, an expert in Arabic manuscripts, through the 'AUB Manuscripts Appraisal Project' undertaken in 2002.

The UL have recently purchased the rest of the distinguished Lebanese historian Issa Iskandar al-Ma'luf (1869-1956) collection, including 400 manuscripts, which increases the number of these rich assets to 1,800 manuscripts.

2- Microforms Collection

The UL own 11,615 titles in 32,161 volumes. The importance of the microform collection lies in its scarcity and historical value. It includes unique Arabic and Middle Eastern journals and newspapers, especially first issues for many of them, going back to the late 19th and early 20th centuries. This collection is a pillar in the history of the modern

Middle East and the development of the Arabic language and literature; it also recounts the beginning of printing in the Middle East. UL have available issues of Ḥadīqat al-akhbār : Jurnāl siyāsī adabī matjarī (Syriac printing press, 1858-1888); Barjīs brīss anīs al-jalīs (Imprimerie G. Jousset, 1859-1865); Nafīr Sūrīyah (printed in Beirut by Butrus al Bustani, 1860-1861); al-Jawā'ib (Ahmad Fares al Chidaic,1868-1884), A'māl al-Jam'īyah al-'ilmīyah al-Sūrīyah fī Bayrūt, (the work of the Syrian Scientific Society a group of intellectuals who would be a part of promoting the study of science in educational institutions in Syria (1868-1869), etc.

This collection is ranked as the most requested by local and overseas researchers and writers. Coverage includes Beirut, Cairo, Alexandria, Palestine, Istanbul, Paris, etc. The collection's languages are mainly Arabic, English, and French but also German, Hebrew, Italian, Spanish, Syriac, Turkish, etc.

3- E-book Collection

E-books serve various library users and contribute to the University research. Out of over 50 large e-book packages (1,228,014 e-books) available at the University Libraries, the following 11 e-book packages are real assets given their coverage, scholarly value and being accessible, read and searchable in full text.

a- Humanities and Classical studies

- Brill E-Books: A prominent publisher on the Ancient History, Humanities, with a focus on Middle Eastern and Religious Studies, the library purchased the complete collection of its electronic books up to 2016.
- Oxford Scholarly Editions Online (OSEO): OSEO's content constitutes the cornerstone of research in the fields of English Literature and Classical Studies. OSEO provides access to around 880 scholarly editions of material written between 1485 and 1901.

b- Historical collections

- Early Arabic Printed Books from the British Library: Early Arabic Printed Books from the British Library or أمهات الكتب العربية المطبوعة من المكتبة البريطانية is a digital library of pre-20th century Arabic printed books. This historical collection includes a wide range of works that were published over a period of 400 years, from the 15th to 19th centuries.
- Early English Books Online: A digitized collection of printed books published in England, Ireland, Scotland, Wales and British North America and works in English printed elsewhere from 1473-1700. The collection includes over 125,000 rare works and provides research opportunities in literature, history, linguistics, and other disciplines. It includes works by famous authors such as Shakespeare,

Spencer, Malory, Bacon, More, Erasmus, Boyle, Newton, and Galileo. Subjects covered include English literature, language and linguistics, history, music, philosophy and religion.

- Early European Books: A digitized collection of rare books and incunabula printed in Europe or in European languages from 1450-1700. The collection offers full-color, high-resolution facsimile images scanned directly from the original printed sources and mainly consists of non-English materials.

- Eighteenth Century Collections Online: The collection is a comprehensive digital edition of "The Eighteen Century", the world's largest library of the printed book on microfilm.

c- Academic Presses

- De Gruyter e-Books: The UL purchased the complete collection which includes books published between the years 1874 and 2017. De Gruyter e-Books is a multidisciplinary collection of electronic books and textbooks from many reputable publishers such as Columbia University Press, Cornell University Press, Harvard University Press, Princeton University Press, University of Toronto Press, University of Pennsylvania Press and others.

- University Press Scholarship Online: A large collection of academic books published by leading university presses around the world, including Oxford University Press, University of California Press, American University in Cairo Press, and Manchester University Press.

d- Science and Technology

- Elsevier e-Books: The library purchased the complete collection of electronic books. The content of this multidisciplinary e-Books collection is divided into four main subject collections: Physical Sciences and Engineering, Life Sciences, Health Sciences, and Social Sciences & Humanities. The collection includes high quality books and is considered as an essential scholarly source for all types of users (undergraduate, graduate, faculty and researcher).

- Springer e-Books: Springer e-book collection delivers complete access to the largest single publisher collection of scientific, technical and medical publications (STM) and is considered as an essential scholarly source for all types of users (undergraduate, graduate, faculty and researcher). The library purchased the complete collection including 'Springer e-books Collection' (200,000 titles) and 'Springer Book Archive' (110,000 titles).

- SCI-TECHnetBASE: The library purchased the complete collection of SCI-TECHnetBase ebooks until 2016. The collection is an essential scholarly source

for all types of patrons interested in science, technology and medicine ebooks. SCI-TECHnetBase is part of Taylor and Francis Group.

e- Social Sciences

- Taylor & Francis e-Books: The library purchased the complete collection of Taylor and Francis: Humanities and Social Sciences Ebooks until 2016. The collection is relevant for users interested in humanities and social sciences topics, and provides access to e-books from humanities, politics, social sciences, behavioral sciences, economics, finance & business, education and law.

4- Human Resources

Librarians and Information professionals are trained to be experts in information searching, selecting, acquiring, organizing, preserving, disseminating and serving.

b. Other Resources and Assets Needs

List Other Resources and Assets Needed for 3-5 years Please be as specific and as brief as possible. Place items on list in order (rank) or importance.	Number Requested
1. Mobile shelves (Jafet) Reason: Collection is increasing.	
2. Gas-based fire system for the entire stacks (all libraries) Reason: The current water-based fire system is not up to safety and preservation international standards as followed by most academic libraries, and can cause damage to the collections.	
3. Air conditioning and de-humidifier for the manuscript room in Jafet Reason: In spite of having air conditioning and dehumidifier, the manuscript room has recently suffered of fluctuations in both temperature and humidity due to	

equipment malfunction which is harmful for the valuable manuscript collection.	
4. Upgrade electromechanical structure Reason: Upgrade the electromechanical structure of the building to address problems with electrical and network outlets and the heating and cooling system of the building.	
5. Various equipment related to the conservation lab, e.g. anoxic treatment chamber (1); fume hose, light tables (2), special lighting, etc. all the equipment needed for the conservation lab as submitted in the proposal Reason: This is a need for the conservation lab which is supported by a grant pledge, and is much needed to take the lead on this area of growth at the Libraries.	
6. Adequate office furniture for staff Reason: Improper chairs and desks provided for staff lead to medical problems in the long run.	
7. Cabinets for housing our growing oversize special collections maps, posters and photographs collections Reason: This will give the growing collection enough cabinets for storing and accessing documents.	4

Other requests:

- Petty-cash for library occasional events, book fairs and acquisitions trips: This is needed to support minor library expenditures and occasional events, and book fairs which are a great opportunity for book selection and purchasing. In addition, many or most books of special value are only available through private dealers or book sellers.

5. Budget

a. Budget Allocation and Expenditure

Budget allocation as received from the Office of Financial Management (in US Dollars):

Account Description	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Total Revenues	**128,000**	**153,000**	**146,000**	**140,500**
Academic Full Time Regular with Benefits	198,000	200,996	273,860	250,553
(AC Delayed Hiring)				-25,419
Salary Management	838,000	1,245,343	1,116,756	1,057,257
(Delayed MG Hiring)				-130,429
Salary Non-Academic	983,000	1,021,932	1,139,694	1,091,791
(Delayed NA Hiring)				-130,998
Overtime	23,500	20,000	20,000	20,000
Straight Hours	11,000	10,000	10,000	10,000
Shift	5,000	4,000	5,000	5,000
Total Salaries & Wages	2,058,500	2,245,201	2,267,862	2,437,100
Benefits Academic	57,000	50,249	71,244	70,155
Benefits Management	227,000	286,599	230,824	327,750
Benefits Non Academic	327,000	359,017	365,994	361,373
Total Benefits	611,000	695,865	676,712	759,277
Student Work Scholarship	29,500	35,110	34,500	23,770
Total Educational Benefits	29,500	35,110	34,500	23,770
Salaries & Benefits	**2,699,000**	**2,976,176**	**2,979,074**	**3,220,147**
Total Supplies	**127,500**	**125,000**	**106,250**	**106,250**
Total Repair & Maintenance	**109,500**	**80,500**	**105,000**	**105,000**
Total Capital-Related	**289,250**	**279,198**	**289,196**	**270,910**
Total Travel	**70,000**	**65,150**	**57,135**	**53,135**
Total Utilities	**407,000**	**507,764**	**482,790**	**460,204**
Total Administrative	**61,500**	**71,900**	**48,000**	**28,560**
Total Subsidies	**164,000**	**163,703**	**180,434**	**216,974**

Total Equipment & Furniture	**52,000**	**28,900**	**16,300**	**20,000**
Library Books	456,000	851,496	601,496	601,496
Library Periodicals	5,115,000	5,039,810	5,039,810	5,291,800
Total Books and Periodicals	**5,571,000**	**5,891,306**	**5,641,306**	**5,893,296**
Total Staff Dependent Scholarships	**73,000**	**66,320**	**107,735**	**85,033**

Library Expenditures:

Expenditures	**2012-2013**	**2013-2014**	**2014-2015**
Salaries/Wages: Librarians and Other Professional Staff	1,036,000	1,042,000	1,185,000
Salaries/Wages: All Other Paid Staff	1,023,000	1,142,000	1,253,000
Salaries/Wages: Student Assistants	29,685.01	34,799.52	38,882.74
Total Salaries	2,088,685.01	2,218,799.52	2,476,882.74
Employee Fringe Benefits	848,000	925,888	964,881
Expenditures: Books, Serial Backfiles, Other Materials	1,002,430.43	1,563,667.47	1,687,081.33
Expenditures: Electronic Materials	501,613	1,088,489	753,424.65
Expenditures: Audiovisual Materials	n/a	n/a	n/a
Expenditures: Current Serial Subscriptions	2,199,908	2,183,610	1,184,421.45
Expenditures: Electronic Serials	2,098,321	2,084,885	1,097,278.05
Expenditures: Document Delivery/Interlibrary Loan	2,734	4,422	5,052
Expenditures: Preservation	79,172.69	86,017.06	73,932
Other Expenditures for Information Resources	2,695,531	2,408,263	2,216,820.69
Expenditures: Computer Hardware and Software	122,815.89	56,881.33	50,347.4
Expenditures: Bibliographic Utilities, Network, Consortia	7,550	7,652	20,601
All Other Operating Expenditures	866,231.77	1,295,899.44	730,950.5
Total Library Expenditures	9,065,058.79	9,825,211.82	8,446,089.11
Total Library Expenditures Per FTE Student	1,111.87	1,180.49	995.65

b. Funding Sources

The UL rely on internal and external funding sources to support the operation and enhance services, below are the internal funds received as part of the capital budget, distributed as below (in US Dollars):

2012-2013	Library metal mobile shelving system	120,000
2013-2014	3M library detection system at Jafet Library	15,000
2014-2015	Tables and Chairs	80,000
2014-2015	Chiller	40,000
2015-2016	3M library Detection System	18,000
2015-2016	3M EM Self check machine V-Series with 5 years maintenance	25,000
	SIP Support more than 1M titles/items-Single institution-installation + integration free	23,600
2015-2016	Academic VMware Vsphere 6 Enterprise for 1 Processor (VS6-ENT-A)	9,160
	Academic Basic Support/Subscription VMware Vsphere 6 Enterprise for 1 Processor for 3 years (VS6-ENT-3GSSS-A)	5,340
	Installation and configuration of VMware cluster (two nodes) N.B.: We already have a license for VMware VCenter	500
2015-2016	Scan Pro 3000 Microfilm with PowerScan Software (Super Speed USB 3 Interface) Automatic scanning for 16-35mm OCR word searchable PDF 7x to 54x Zoom lens UCC 410 Motorized universal Roll film carrier 3 years warranty	12,500
	Dell 23 Touch Monitor | P2314T - 58.4cm(23") Black + Dell Single Monitor Arm (MSA14), Warranty 3 Years	491
	DELL Optiplex 7040 MT with Intel Core i7-6700 3.4Ghz, 16GB RAM, 256GB SSD HDDs, Dell Optical Mouse-MS116 - Black, Windows 10 OEM, Warranty 3 Years	1,068
2015-2016	2 Dell PowerEdge M630 with 2x Intel Xeon E5-2670v3 12C 2.3GHz, 256GB RAM, 2x 300GB SAS 2.5" 15K HDDs, RAID	24,980

The UL also were granted the following funds/grants from external sources after submitting proposals to enhance and increase students seating spaces and staff offices:

Proposal for improving Library facilities	**Cost (US$)**	**Status**	**Funding Source**
Antoun Ghattas Karam Electronic Classroom	150,000	Completed	Mr. Antoun Ghattas Karam

Computer Lab	150,000	Completed	President's Club
New Study Room – second floor	50,000	In-progress	Outdoor Committee
Reference Room	100,000	Pending	President's Club
Reserve Reading Room	100,000	In-progress	Mr. Ali Ghandour
Saab Medical Library Renovation	300,000 80,000	Completed	Saab Foundation / Capital Budget
Student Study space at Saab Medical Library	28,000	Completed	President's Club
Digitization Lab	52,000	Completed	NYU Project
New heavy duty digital scanners and the software	72,195	Completed	Sawwaf Initiative
Conservation Lab	100,000	In-progress	Mr. Rami Nimr
Student Study space (Graduate and Seniors rooms, Carrels)	183,350	Completed	President's Club

In addition, the UL received funding related to collection discovery:

- The National Endowment for the Humanities (NEH): awarded $260,000 to the American University of Beirut for the Palestinian Oral History Archive (POHA) project. (described in earlier sections)
- The Arabic Collections Online (ACO): this funding generated 390,000 to create a digital library of public-domain Arabic language content of over 15,000 volumes.
- Mellon Foundation Award of $5000 to support processing the "Archives of the FAAH Department at AUB" (2012-2013)
- The Mu'taz and Rada Sawwaf: funded the UL $25,000 for Arab comic books and periodicals.

IV.RECOMMENDATIONS AND ACTION PLAN

This self-study has shown that AUB Libraries have an excellent, but small group of highly qualified librarians and staff members and provide high quality services and access to a world-class collection of electronic resources. The self-study has also provided evidence that AUB Libraries lack appropriate and enough space for learning, instruction, research, meetings, events, staff, and collection organization and preservation. The self-study additionally revealed that AUB libraries do not meet many space, accessibility, safety, and security standards required or necessary for accreditation, improving user experience, providing better environment for staff and protection for collections, and implementing various best practices. Low ceiling height, below average square meters per student seat, lack of emergency exits, use of water-based fire system instead of foam or gas-based systems, non-energy efficient buildings, non-ADA compliant infrastructure and stacks, largely inaccessible facilities for people with special needs, lack of public restrooms, and overall aging student and staff facilities are only a few examples of what the Libraries suffer from.

All of this is at a time when libraries are expected to provide the most current, accessible, flexible, and technology-rich user space on campus, including sufficient individual and group study rooms, technology equipped areas, and pleasant, open seating, and quiet environments, as well as robust research resources and services and spaces for teaching, events, and interaction to ensure that the libraries can respond to student and faculty needs. If AUB is to transform into a world-class university, one of the most important and urgent areas that it needs to pay attention to is the University Libraries. This self-study has identified several major areas that require immediate attention by the University Administration and the 2030 Master Campus Plan Committee in order to allow the Libraries carry out its mission, become a strategic asset for, and partner in, the University, and be able to provide outstanding collections, inspiring learning experiences, and essential expertise to students, faculty, and others. These areas include:

A. Facilities

Overall, the physical spaces within AUB libraries reflect mid to late 20th century models for accessing and using information, and do not meet user demands for the technology-rich, flexible study, meeting, and learning spaces that define 21st century academic libraries. AUB library buildings additionally lack both the necessary space that would facilitate innovation and productivity among staff members as well as the safety and security infrastructure and standards for proper use, housing, and preservation of the Libraries' collections. Actions necessary in this area include:

1. **Moving the Archives and Special Collections Department (ASC) out of Jafet Library to a new 1,000 or more square meter-facility on campus:** This move will not only relocate ASC and its staff and invaluable collections to a more safe, secure, and environmentally friendly location, give the researchers a silent reading room and staff a better working area, a suitable conservation lab, a collection receiving area, and an appropriate area for exhibits, but it will also help Jafet develop group study rooms, much needed meeting, seminar, and conference rooms, a lecture hall, a digital media lab, and additional student restrooms, as well as relocating and increasing the size of the public computer lab, among others[5].

2. **Submitting a proposal to the University Administration to renovate Jafet Library:** AUB students want their libraries to be robust, offering varied environments that facilitate interaction, collaboration, study, and research. More specifically, the students want and need a library lobby with food and coffee venues and informal meeting areas; an information commons room; AV room; group work spaces and more quiet reading rooms for individual work (some be constantly accessible 24/7); rooms for students with special needs; more seats, with easily accessible electric outlets; larger computer labs with more advanced services; more convenient, sturdy, and ergonomic furniture; more privacy and individual space within study rooms; high ceilings; restrooms on each floor; and ADA-compliant libraries. Staff need a library that is green, uses economic lighting, adopts standards for safety and security, has emergency exits where needed and a complete and up-to-date fire alarm system, as well as storage rooms, flexible event and exhibition spaces, a lecture hall, meeting and conference rooms, staff lounge, environmentally friendly staff offices (ergonomic furniture, sunlight, etc.), and teaching and learning spaces that support services like GIS, data visualization, and digital media, among others. The building is also in need of an upgrade of its electromechanical structure to address problems with electrical and network outlets and the heating, cooling, and ventilation systems.

3. **Submitting an urgent request to the Faculty of Medicine to give back to Saab Medical Library its space that was borrowed in 2011 to store patient medical**

[5] The 1,000 square meters of space will be needed to house 20 staff members, fellows, and student assistants; multiple research areas/rooms for users; cold room with special stacks/furniture and climate control to store 10,000 volumes of rare books and manuscripts, 100,000 print photographs; 2,000 linear meters of stacks with climate control for housing/storing archival material and other special collections; an area/room to accommodate 50 cabinets for storing large-size material (maps, posters, etc.); an area/room for organizing exhibits; wet and dry conservation labs and quarantine room; meeting room, kitchenette, restrooms, and an area for public printers, photocopiers, etc.; and storage, supplies, and receiving rooms.

files and create temporary spaces for the medical education staff and the Human Morphology Lab: Many medical students use Jafet Library instead of the Medical Library because they cannot find enough room/seats there. Space borrowed from SML (including the Mezzanine Level, the 4th floor of the stacks, and library staff offices) is needed to increase the Library's student seating capacity, ease the pressure off Jafet Library, account for future increases in medical student enrollment, store rarely used material, and develop student group study rooms.

4. **Building an extension to the Saab Medical Library:** Needed to provide a 24/7 reading area to the medical students.

5. **Accelerating the implementation of building the Mikati Library (i.e., the Science and Engineering Library):** This library should be built as soon as possible to ease the pressure on Jafet Library. According to the latest design of the Mikati Library, it should accommodate all of the Libraries' architecture, engineering, and science book and journal collections (over 100,000 volumes) and provide space for 300 students, a 75-seat student computer lab, a dozen or so group study rooms, and a lecture hall that can also be used as an electronic classroom.

6. **Building an off-site storage facility:** Needed to house up to 200,000 volumes of print books and journals that cannot be discarded, to avoid encountering a collection space problem again by 2030.

7. **Replacing static with mobile shelves:** Urgently needed to increase shelving capacity in Jafet Library and accommodate new acquisitions.

8. **Developing a cold room to store the microfilm collection:** A cold room with climate control according to international standards is urgently needed to house/store 100,000 microfilm reels (negatives)—one of the most valuable collections at the Libraries. This collection is currently housed in an area that reduces the life expectancy of the microfilms from 500 years to less than 100 years as a result of inability to provide low and stable levels of temperature and humidity.

B. Collections

As partners in creating and disseminating knowledge, the Library needs to constantly make available to its users distinct and comprehensive collections to ignite discovery, research, and scholarship at the University. Instead of annually increasing the library's material budget to support these activities, the University has frozen this budget since 2012, a practice that, if continued in the future, will prove detrimental to the library's ability to contribute to the University's mission of providing excellence in education,

participating in the advancement of knowledge through research, and serving the peoples of the Middle East and beyond. The University Libraries have been able to absorb the budget freeze over the past few years due to thousands of cancellations, reducing book budget by 50%, renegotiating and reducing subscription rates, and creating alliances with local university libraries. All cost avoidance/savings have now disappeared as a result of the budget freeze and annual increases in book and journal prices. If the library is to be able to ensure continued comprehensive access to information resources that are central for student and faculty success in learning and research, and if the library is to appropriately support all the new academic programs that were founded recently and will be founded in the future, the University Administration will need to:

1. Increase the UL's information resources budget to a level comparable to peer institutions to support AUB's expanding research programs (PhD, new master's programs, etc.) and to fill lacunae and enhance the quality of the existing collections.

2. Re-activate and enforce the University Archives Program to ensure the transfer of university historical records to the library archives and provide funds to support the organization and print and digital preservation of these records.

The University Libraries at the same time will have to:

3. Improve the searching, discoverability, access to, and delivery of the collection, as well as stay up-to-date with advances in library integrated systems, web access, document delivery and interlibrary loan services. Improving access will include transfer from the Archives and Special Collections to the general collection print items that do not require extra levels of security

4. Develop more finding aids and make them and other special collections resources available online as well as introduce new methods and systems for cataloging and allowing discovery of special collections and archives

5. Increase awareness of the Libraries' information resources to better serve students and faculty information needs (e.g., accelerate the acquisition, cataloging, and organization of material)

6. Pursue more opportunities for inter-institutional collaboration and collection development to provide wider access to library material

7. Identify prospects and pursue funding for large-scale digitization projects focused on the library's special collections

8. Become the leader on campus in preserving and disseminating valuable research collections and knowledge. By 2020, the libraries should have in place a well-

defined preservation framework for AUB's most important research assets and scholarship (unique library collections, faculty and student publications, and so on).

C. Services

The University Libraries need to enhance the existing services and add new ones to meet the emerging and changing needs of students and faculty, and increase collaboration and partnership with other internal and external units to engage them with the UL's collections and services. The University Libraries also need to improve promoting the use of library resources and services by:

1. Providing students and faculty with the resources they want and enhance the visibility, use and impact of the research and scholarship they produce.
2. Expanding services to include GIS, data visualization, digital asset management, training, consultations, and tools for digital scholarship.
3. Promoting and supporting Open Access publishing in partnership with other units.
4. Promoting the value of self-archiving of research and creative outputs among faculty and researchers; facilitating the deposit of digital content into open-access institutional repositories such as AUB's ScholarWorks; and enhancing the visibility, use, and impact of researcher services, including VIVO, ORCID, and EZID.
5. Supporting faculty success by highlighting their research accomplishments, and supporting AUB administration in documenting evidence of research impact.
6. Escalating efforts to upgrade and improve AUB's IT infrastructure to support community's needs and UL projects.
7. Encouraging the University Library Committee to take a more proactive role in serving as an advocate for the Library.
8. Continuing and increasing collaboration with AUB departments for special projects and with the Center for Teaching and Learning and Writing Center to provide better services to students.
9. Expanding campus partnerships and projects in assessment activities and reporting to communicate the UL's value and impact (Academic Assessment Unit and Office of Institutional Research & Assessment).

10. Establishing “Friends of the Library” society to solicit funds and donations, build a permanent endowment and increase awareness about the importance of the library as an information and research center.
11. Improving UL’s marketing and outreach services to better promote library resources and services.
12. Continuing and improving UL’s collaboration with faculty members through library liaisons.
13. Establishing an endowment and allocate a fundraising officer from the Office of Development.

D. Management/Governance

Based on benchmarking with several U.S. peer institutions and data from interviewing and surveying the library staff, as well as an examination of websites of professional associations (e.g., American Library Association), the UL can benefit significantly from making a number of changes to its organizational/management structure and enhancing its culture of planning and assessment.

1. Reorganize the University Libraries’ organizational structure by introducing the positions of “Director” or its equivalent. An executive team of directors will replace the current Steering Committee, which will significantly enhance work and communication across departments and will contribute to proper division of labor and tasks. This reorganization will consolidate the senior management into a significantly smaller group, and after the top level directors are selected, a shifting and reshuffling of librarians and support staff should be done to more effectively meet the needs of the new functional structure.
2. Initiate a formal professional development plan for the UL staff that will ensure all staff can benefit from and acquire or maintain the knowledge and skills necessary for providing high quality and innovative services. Increase budget for staff professional development to help staff attend regional and international conferences in their fields of work.
3. Hire staff to fill gaps in order to provide better services and meet users’ needs. If highly qualified professionals are hard to find locally, continue supporting the UL staff to pursue MLS degrees in American Library Association accredited programs.
4. Encourage a culture of positive reinforcement by introducing a “rewarding system”, formal and informal praise, and incentives to encourage productivity, such as appreciation letter, social events, etc.

5. Introduce and adopt a flexible work schedule, in coordination with the Human Resources Department, especially for working parents.
6. Seek grants to support an Exchange Program with university libraries in the U.S. to exchange experience and expertise on various library functions.
7. Carry out systematic periodic assessments of the library services, collections, and resources using evidence-based approaches for data collection, analysis and interpretation in order to stay up-to-date with the changing needs and behaviors of AUB community and keep the UL's mission closely aligned with that of the University, as well as communicate to all stakeholders the value and impact of the University Libraries.
8. Annually assess whether the above recommendations have been met and/or implemented.

Appendix I: Departmental Heads' Questionnaire

I- Governance and Policies:

1- Does your Department have any policies?

[13] Yes [2] No

2- Please describe the efficiency and quality of the policies and procedures of your department:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	4	8	2

No answer: 1

3- Please describe the level of compliance with the policies of your department:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	4	8	1

No answer: 2

4- Please describe and rate the efficiency of the Libraries procedures and policies (do they facilitate/support or hinder/distract your work):

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	10	3	1

5- Please describe the level of compliance with the Libraries' policies at the Libraries' level:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	11	2	2

6- Based on the organizational chart, and on existing policies, procedures, and workflow, please describe the method of governance employed within your unit:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	5	9	1

Do you have any recommendations to add?

- Review/ update policies more often / regularly
- Need a liaison officer between cataloging and acquisitions to reduce the mistakes during workflow

- Add more staff
- Need better division of labor within department
- More grade 13 staff
- More staff meetings at the Department
- I recommend to have public services under one department: Many services provided by Reference and Access Services units are interchangeable and better be centralized. Centralization would result in better use of labor and time. For example, reference assistants, who are all university graduates, can help in improving front desk services, ILL and DDS services; while Circulation staff can provide long hours monitoring the reference reading room.
- Empower staff
- Install a method of reward and positive reinforcement
- Create more shared governance and active participation in creation of policies and methods for self-monitoring and self-motivation
- Some policies need updates

7- Based on the organizational chart, and on existing policies, procedures, and workflows, please describe method of governance employed within the Libraries:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	7	6	1

Do you have any recommendations to add?

- Not all policies are documented and known
- Need to revise and share policies
- More staffing across departments, especially serials
- Continual update and review of eth Library policies
- If none exists, create a committee in charge of policies and procedures
- Need to develop a smooth workflow and governance between different library units
- Need more communication across the Library on project level
- Need more information sharing on projects within the library
- Need inclusion in decision making for projects we're implementing,
- Need autonomy in decision making at department t/ project level
- Need general decentralization of decision making
- Need enhanced transparency in promotion and HR policies
- Empower staff
- Install a method of reward and positive reinforcement
- Create more shared governance and active participation in creation of policies and methods for self-monitoring and self-motivation
- Create checks and balances

- Create less of a pyramid structure
- Give weight to the stirring committee, and actual executive power
- Involve external and internal units or individuals in a shared governance structure
- Transparency is needed with regards to budget, promotions, division of labor, communication across departments and systems of recognition and reward.
- More transparency and shared governance regarding decisions for promotion, staff development.
- A better planned, more thoughtful and fair distribution of resources in accordance with need across units / departments
- Better planning and consistency in executing plans
- When given responsibility authority should be given to execute assigned duties across levels
- Regular meetings and shared decision making to install smooth shared governance
- Giving credit where credit is use
- Using opportunities of achievement as positive reinforcement to create a collegial and non-competitive atmosphere, team building
- Need updating and improvement of policies

II- Collaboration and Communication

1-Collaboration inside the Department:

a- Please rate the frequency of collaborative work within your own unit

Very Infrequent	Infrequent	Average	Frequent	Very Frequent
0	0	0	5	10

b- Please rate the quality of collaboration within your unit (5 being the strongest)

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	1	9	5

2-Collaboration across the various Library units:

a- Please rate the frequency of collaborative work within unit with other Library units

Very Infrequent	Infrequent	Average	Frequent	Very Frequent
0	0	4	9	2

b- Please rate the quality of collaboration of your unit with other Library units

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	5	9	0

No answer: 1

3- Please rate the quantity and quality of the collaboration of your department with other units within the University:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	4	10	0

4- Please rate the quantity and quality of the collaboration of your Department with other entities outside of the University:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	4	3	7	1

5- Please rate the quality, efficiency and clarity of communication within your department

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	0	1	10	4

6- Please rate the quality, efficiency and clarity of communication across Library departments

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	4	4	6	1

7- Please rate the quality, efficiency and clarity of communication with your supervisor/director:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	2	10	2

8- Do you have any recommendations to add?

- Cerate alias emails
- Need more communication and clarity within the libraries
- Need to improve communication between director and heads of departments

- Improve communication between departments for better visibility
- Being in the same office helped communication in the department
- Quality of communication is affected by lack of transparency across department
- Lack of team spirit and collegiality
- Need to address bottle necks in the cataloging department and follow-up issues in the acquisitions department
- We're doing very well
- Clearer communication hierarchically and across departments
- Vague managers / involve when appropriate
- Need to communicate more effectively
- Need more communication across departments
- More communication with reference / Instructions program across the library
- Learn more about initiatives / committees and be more involved across the libraries
- Need more collegial communication between departments, and between UL Director and staff
- Recommend more frequent communication with UL director
- Recommend more communication and collaboration between SML and Jafet
- Establish clear channels of shared governance and communication across library departments
- More frequent and regular meetings for the stirring committee
- More frequent and regular meetings for each unit
- More consistency and transparency in communicating decisions regarding key developments in projects, promotions, professional development, assigning of resources, changes in policies or space od workflows, progress reports about internal and external projects
- Better communication and sharing regarding budget decisions
- Need people in higher administrative levels to be more involved, present, give feedback and positive reinforcement across projects, departments, and the hierarchy
- Better presence of colleagues and director at outreach events: exhibits, shared projects across the libraries
- More communication and collaboration between departments in the library

III- <u>Needs assessment:</u>

1- Do you feel that the resources at your disposal are adequate for the success of your unit?
   Yes [6] No [9]
2- Please rate the resources at your disposal divided along the following lines:

a. Human resources needs:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
1	3	7	3	1

b. Space resources and needs:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
3	2	5	5	0

c. Hardware needs:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	6	8	0

d. Professional development needs:

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
3	1	6	5	0

e. Other needs: please list any needs we did not mention above

- New PCs rather than used ones
- Need better system of evaluation and promotion
- Need more and better qualified staff
- Software needs (especially for surveys)
- Need preservation (rebinding) staff dedicated for cataloging department needs
- Need a more targeted professional development
- Need reward system
- Need human resources, training and professional development
- Need better PCs and ensure backup services
- Need bigger email quota
- Needs for a secure and well established structure for recognition of efforts and achievements- reward based system for recognition (employee of the year, a trip)
- Need a more congenial and better equipped communal space (kitchen, etc. to rest), meeting space for the library
- Need support with ergonomics and health
- Need more personal development needs
- Need a lot more space
- Need better control of public spaces – not enough staff to control it

IV- <u>Morale</u>

1. Please rate the morale of the staff in your department

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
1	1	10	2	1

2. Please rate your own morale at work

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
0	1	5	8	1

3. Please rate the morale of the staff at the Libraries

Very Dissatisfactory	Dissatisfactory	Average	Satisfactory	Very Satisfactory
1	4	6	3	0

No answer: 1

4. Please feel free to make a comment or recommendation:

- Motivate staff in return for good work, especially at grade 10 where possibilities of promotion are almost impossible
- Positive reinforcement of staff is needed
- Salary increases
- Performance appraisal
- Need to encourage and motivate staff
- HR stress management workshop should be held to address current issues
- Need to implement motivational strategies, especially monetary
- Need exposure to new technology and training
- Salary increase
- Staff counseling
- Ergonomics / exercise
- Salary increase for department staff
- Need motivation for staff (grade, salaries, incentives)
- Need rewarding system to move up and counter stagnation
- Salary increases
- Other rewards: travel, conferences, etc.
- There's a problem of belonging to AUB and the library
- More human resources to alleviate load of work
- Better grading system
- Distribution of higher grade staff across department needed
- Need to address discrepancy in salaries and need fairness
- More motivation is needed to acknowledge success
- Need to be flexible with staff who work hard

- Adopt flexible time depending on work load (working after hours and possibility of losing transportation money if 5 minutes late)
- Need more training
- Need more communication with Library administration
- Financial reward
- Need to nurture and support a sense of belonging to AUB
- More activities for building team work
- Flexible time
- Need AUB incentive and reward system
- Need an updated library organizational chart to allow dynamism and be up to date with modern libraries
- Need positive reinforcement at all levels: across departments and by the Director
- Need Flexible timing that does not prioritize physical presence over productivity and quality of work
- Need to separate arriving / leaving on set time from being granted transportation money for the day
- Staff are happy and are doing great
- Positive reinforcement, transparency and collegiality is needed
- Shared governance across levels to improve morale
- Space to rest, eat and relax
- More natural light for working premises
- Finding way to promote a collegial atmosphere and team building exercises
- More library-wide events
- Establishing a non-competitive system of positive reinforcement
- Credit where it is due
- Need an award system, give “bravo”, need not be financial – certificate of recognition of service at the library level
- Recognize achievements
- Need positive reinforcement

Appendix II: Employee Satisfaction Survey

Summary Report Prepared by the Office of Institutional Research and Assessment (OIRA)

The University Libraries Employee Satisfaction Survey (ULESS) was administered online to library staff. It covered domains included in AUB Employee Satisfaction Survey and they are the following:

1. Demographics
2. General Conditions and Climate
3. Management
4. Training and Development
5. Communication and Planning
6. Rewards and Teamwork
7. Comments Section

The following sections summarize results and compare with AUB results.

I. Demographics

The ULESS was answered by 101 staff members but most of the time responses were around 64-68. 52% of the respondents were female, 36% male and 12% opted not to provide information probably for fear of being identified (Figure 1).

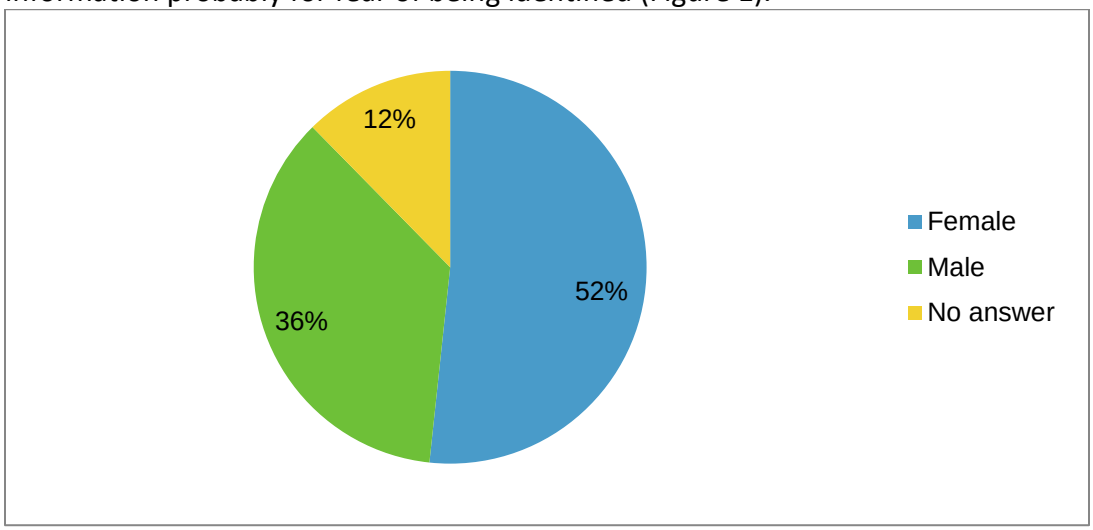


Figure 1. Distribution of Sample by Gender

With respect to age, sample was nearly equally distributed between the 25-54 age brackets, with another 12% not identifying their age bracket (Figure 2).

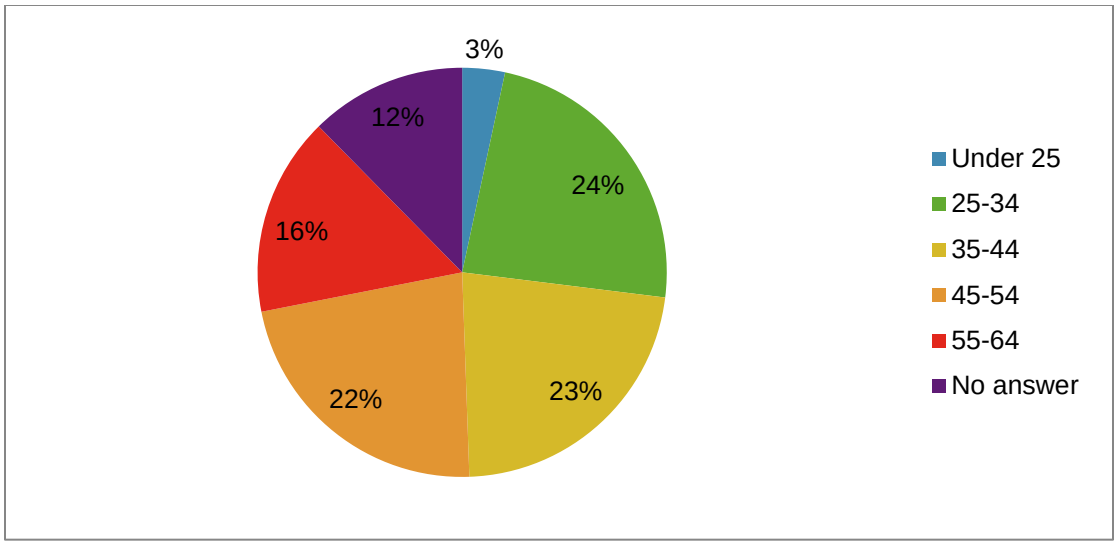


Figure 2. Sample Distribution by Age.

With respect to education, 71% are college graduates (BA, MA). As to number of years at AUB, 27% have been hired in last five years, while 25% have been with AUB for the last 20 years or more. A good percentage, 20% is in 10-20-year bracket (Figure 3).

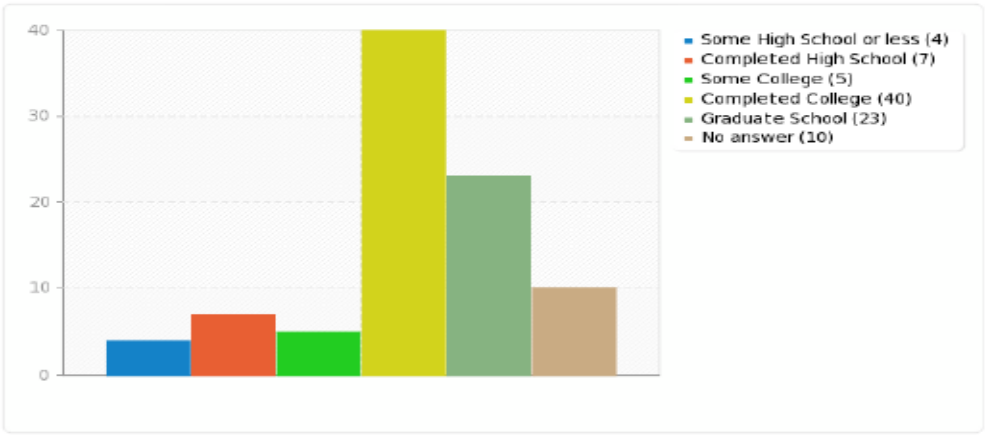


Figure 3. Sample Distribution by Education

With respect to grade, around a third is management but greatest percentage is between Grades 10-12. Another 12% refused to give grade for fear of identification (Figure 4).

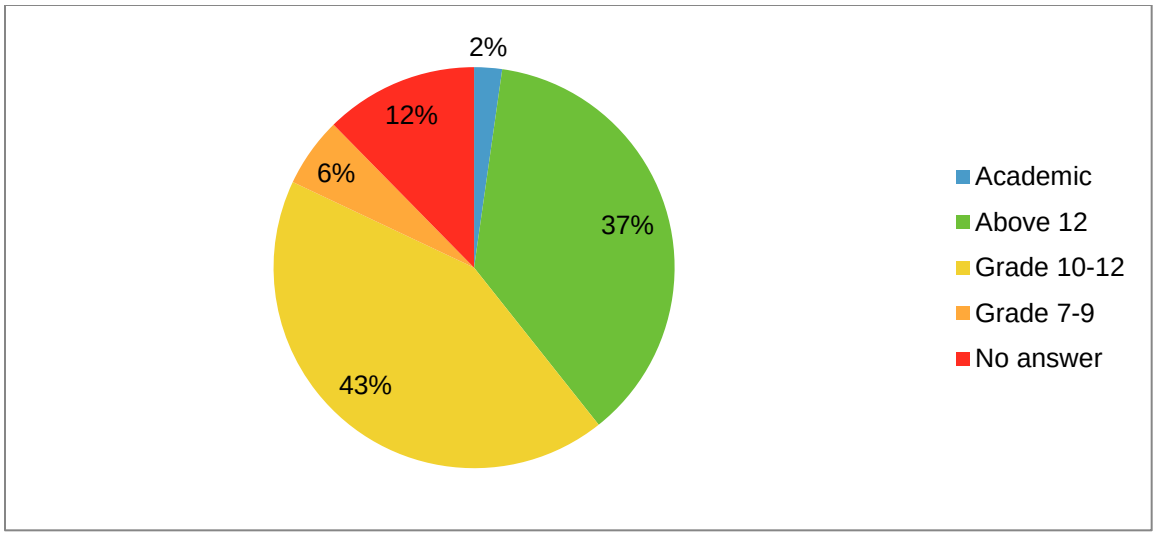


Figure 4. Breakdown of Sample by Grade Level

I. General Conditions and Climate (GCC)

When evaluating GCC at libraries, highest agreement was with 'feeling loyalty towards libraries' and that staff 'do things above job requirement', while lowest agreement was with 'they feel highly motivated to do work well' and 'feeling too much stress in their job' as around a third expressed their disagreement with these statements.

When library means are compared to AUB means on the 2015 Employee Satisfaction Survey, we find that AUB means are much higher.

	Disagree /SD	Agree /SA	Mean	AUB Mean
At the University Libraries I feel highly motivated to do my work well.	**35**	46	**3.2**	3.6
I often feel too much stress and pressure in my job.	**30**	46	3.3	3.8
I am given challenging assignments.	18	55	3.5	3.7
In my area, quality is more important than productivity.	20	53	3.4	3.6
At work I often do things above and beyond job requirements.	17	**59**	3.5	4.0
I am thinking about leaving the University Libraries in the next two years.	43	19	2.5	2.8
I feel a great deal of loyalty towards the University Libraries.	14	**79**	**3.9**	**4.1**
The University Libraries deserves my loyalty.	17	**61**	**3.6**	**4.0**
I have the authority to use my judgment to solve problems related to my job.	28	51	3.3	3.8
I am happy to recommend the University Libraries as a good place at work.	21	51	3.3	3.8

II. Management

Agreement on Management scale is quite high (61-83%), especially regarding supervisor friendliness, helpfulness, fairness, and his/her care for employee. Nearly a quarter of staff felt they are not informed about what's going on nor that they are involved in decisions.

When compared to AUB means, also on Management, AUB means are higher on most of the items, except for 'my supervisor cares for me/ where library mean was higher.

	Disagree/ SD	Agree/SA	Mean	AUB Mean
My supervisor treats me fairly.	18	**75**	3.7	3.8
My supervisor keeps me informed about what's going on.	25	68	**3.5**	**3.7**
My supervisor values my views and participation.	18	**72**	3.7	3.7
My supervisor involves me in decisions affecting my work.	**24**	65	**3.5**	**3.7**
My supervisor is competent managing people.	**24**	61	**3.5**	**3.7**
My supervisor or someone at work encourages my development.	21	66	3.6	3.6
My supervisor is friendly and helpful.	13	**83**	**4.1**	**3.9**
My supervisor or someone at work seems to care for me as a person.	14	**78**	**3.9**	**3.7**

III. Policies and Procedures (P&P)

	Disagree/SD	Agree/SA	Mean	AUB Mean
Work procedures encourage co-operation and effectiveness across work groups.	**36**	42	3.0	3.7
In my department, policies interfere with my ability to do my job well.	**40**	41	2.9	2.8
I am well-informed of policies and procedures related to my work.	17	**67**	3.5	4.0
The communication of the University Libraries policies is clear.	22	55	3.4	3.9
I am satisfied with AUB's Human Resources policies.	15	**68**	3.3	3.4

With respect to P&P, agreement was moderate especially on satisfaction with HR policies and staff being well-informed of them. There was substantial disagreement on the practicality of P&P and their ability to encourage cooperation and effectiveness. They were found to be clear

and easy to implement, however around a third expressed disagreement with respect to their flexibility.

When compared to AUB means, all were lower than AUB means. Similarly, with respect to overall ratings of P&P.

Overall, the University Libraries policies and procedures are

	Disagree/SD	Agree/SA	Mean	AUB Mean
Clear.	19	**64**	3.5	3.9
Easy to use.	19	**52**	3.3	3.7
Flexible.	**33**	32	2.9	3.5
Up-to-date.	29	42	3.1	3.8
Helpful to me.	25	42	3.2	3.7

IV. **Training and Development** (T&D)

With respect to T&D, library staff agree that they had opportunities to learn and grow and that they are given the time for that. However, they disagree on the timeliness of these training courses and a good percentage (45%) disagree with having talked to someone regarding their progress and professional development in last twelve months.

	Disagree /SD	Agree /SA	Mean	AUB Mean
The University Libraries provides me with training and development to help me do my job effectively.	36	42	3.0	3.6
I had opportunities at work to learn and grow.	20	**64**	3.4	3.6
My supervisor helps me decide what training I need.	33	**50**	3.1	3.4
My supervisor helps me secure support and funding for areas of professional development.	40	40	2.8	
In last twelve months I have talked to someone about my progress and professional development plans.	**45**	34	2.7	3.4
Training courses that meet my needs are available on a timely basis.	**51**	23	2.5	3.1
I am given the time to take training courses or attend professional development workshops	25	**55**	3.3	3.3

When compared to AUB means, library means were much lower.

When asked if they had opportunity in last two years to attend training workshops and conferences, 55% and 60% answered yes, respectively, indicating a good percentage of participation. Apparently a higher percentage attended courses and conferences than workshops Figures 5 and 6).

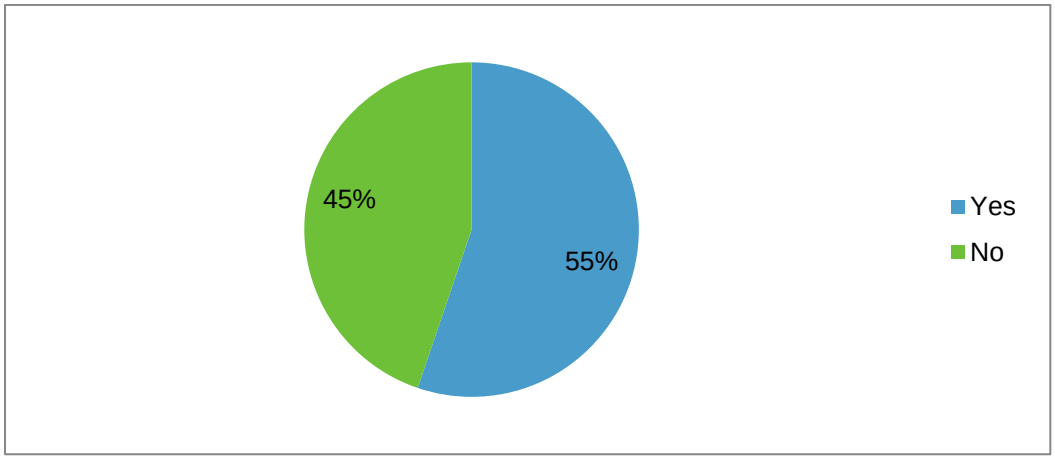


Figure 5. Percentage Attended Workshops

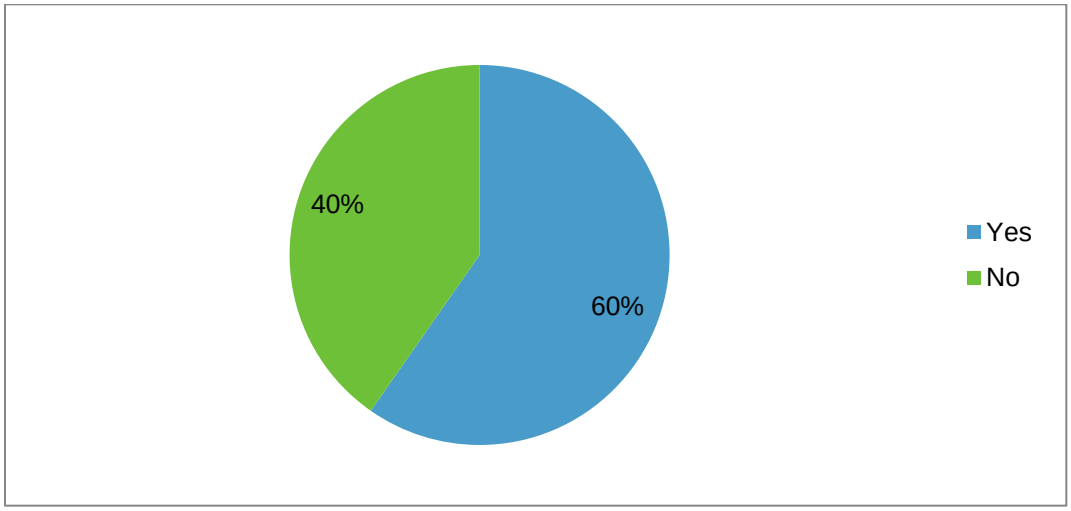


Figure 6. Percentage Attended Courses and Conferences

V. **Communication and Planning** (C&P)

Highest agreement under C&P was with the fact that library staffs know what is expected of them, understand their department's goals, priorities, and mission. However, around a third

feels that their leadership does not help them adjust to change, or that managers cooperate well together, or that their opinion counts. Similarly, AUB means are higher on all items.

	Disagree /SD	Agree /SA	Mean	AUB Mean
The University Libraries leadership has a clear vision of the future.	16	58	3.4	3.8
The University Libraries has gone through significant beneficial changes over the last few years.	17	66	3.5	3.7
The University Libraries leadership helps employees adjust to change.	38	41	3.0	3.6
The University Libraries leadership is responding to important internal issues.	30	39	3.1	3.4
The University Libraries sets clear targets of growth.	25	41	3.1	
I understand The University Libraries mission.	11	68	3.7	4.1
At work my opinion seems to count.	34	45	3.2	3.5
Managers place a high level of trust in their subordinates.	23	48	3.2	3.5
Managers at all levels work together to achieve organizational goals.	38	34	**2.9**	
I believe I am not at risk by challenging rules.	28	38	3.1	3.3
Our organization structure helps us to operate efficiently.	26	35	3.1	3.5
I am aware of The University Libraries' wide plans and strategies.	39	33	**2.9**	4.0
I know what is expected of me at work.	7	88	**4.0**	4.1
Management seeks input from all levels of the organization.	23	39	3.1	
I have a clear understanding of my department's goals and priorities.	14	81	3.7	
University Libraries management treats employees with respect.	19	69	3.7	
University Libraries management respects individual differences.	14	63	3.7	

	Disagree /SD	Agree /SA	Mean	AUB Mean
I have the resources and equipment needed to succeed at my work.	15	66	3.6	
Management allocates resources I need in a timely manner.	20	45	3.3	
Special Projects at the University Libraries are managed with clarity, and secure planning.	34	32	3.0	

VI. Rewards and Teamwork

a. Benefits & Rewards

	Dissatisfied/VD	Satisfied/VS	Mean	AUB Mean
Fairness of the pay you get for the work you do.	**64**	18	2.4	2.3
AUB's total benefits package.	16	**57**	3.5	3.1
Degree to which your pay is linked to your performance.	**62**	13	2.3	2.4
Recognition and informal praise received for good work.	35	37	2.9	2.9
Degree to which your pay matches your responsibilities.	**65**	11	2.3	2.4
The effectiveness of AUB's performance appraisal process.	54	13	2.4	2.6
Fairness and objectivity of job promotions.	**64**	16	2.3	2.5
Degree of overall job security at AUB.	11	**68**	3.6	3.5
Availability of opportunities for advancement at AUB	51	19	2.5	2.8
Adequacy of retirement benefits.	30	30	2.9	2.9

There was more dissatisfaction with Benefits & Rewards than satisfaction especially with respect to fairness of the pay, degree to which pay matches responsibilities and is linked to performance. Only satisfaction was with benefits package and with overall job security at AUB.

When compared to AUB means, AUB means, in general, were higher or same except on total benefit package which was lower.

b. Teamwork and Coordination (T&C)

Satisfaction with most of items under T&C was not high and around a third was dissatisfied with the morale of the people they work with and with the support they get from other AUB departments.

Similarly, AUB means were higher on all items.

	Dissatisfied/VD	Satisfied/VS	Mean		AUB Mean
The team cooperation in your work environment.	27	45	3.2		3.5
The commitment of coworkers to do quality work.	27	40	3.1		3.5
The morale of the people with whom you work.	30	41	3.1		3.4
The support from other AUB departments that you need to do a good job.	32	35	3.0		3.3

VII. Subscale Averages

	Mean	AUB Mean
General Conditions and Climate (GCC)	3.4	3.8
Management	3.7	3.8
Policies and Procedures (P&P)	3.2	3.5
Overall, the University Libraries policies and procedures are	3.2	

Training and Development (T&D)	3.0	3.3
Communication and Planning	3.3	3.5
Rewards and Teamwork	2.7	2.7
Teamwork and Coordination (T&C)	3.1	3.4

Computing subscale means reveals that Management has highest score followed by GCC, while Rewards have lowest score. When compared to AUB, all subscale averages are lower than AUB except for Rewards which is similar.

VIII. Summary Comments

1. **If you are dissatisfied, please indicate which policies or aspects of HR's policies (training, development, hiring, promotion, etc.) you would like to improve. Please write any suggestions you may have to do so:**
   - minimal training opportunities and minimal funds for training and development
   - No development
   - No promotions
   - nothing
   - salary deduction when late to work
   - annual salary increase id unfair
   - the Library seems arbitrary and nontransparent
   - The policies of promoting staff are unclear
   - The policy of clocking in and out is highly discouraging, it favors physical presence over productivity and quality of work.
   - The promotions process with regards to performance reviews do not translate into changes or contribute towards a promotion case.
   - Very strict work schedule/low flexibility

2. **Please write down any suggestions you may have regarding management of the Special Projects:**
   - Be fair when estimating the resources for the project (time and budget)
   - Better communication and cooperation
   - Conflicts and disagreements are never settled
   - Fair attribution to staff members who work hard rather than just credits to the manager or head
   - Give the right person the right task. Stop assuming that we know it all.

- Heads of departments have to supervise the behaviors of supervisors.
- If a person is working on a certain project, the person should attend the meetings when discussing the project, not only be informed of a small part related only to his work.
- If something is done via proper guidelines and it just doesn't suit your personal "taste" please keep your subjective look for your own self
- inter-departmental cooperation and more internal communication
- Make smaller groups including only specialized people
- more understanding of goals and targets.
- nothing
- Out-doors special projects with the community
- Rules are to organize work, more flexibility will decrease stress of work and reflects better on productivity
- Special projects should be managed by the right person who should be more involved
- the fact that the project leader often does not have the authority to move things forward and deal with disagreement makes the process a dysfunctional one.
- trainings to improve skills, productivity and quality of work

3. What do you find most satisfying working at UL?

- AUB benefits
- comfortable working atmosphere
- Educational Development
- Experience and exposure earned
- great team work/ healthy work environment
- Innovation in work comparing to other university libraries in Lebanon
- Interaction with library users
- knowing that we will get paid on the exact date ahead
- Location - Campus
- medical care
- No Comments
- respect courtesy and politeness among and towards AUB users and outsiders
- sense of belonging to one of the most prestigious and role model institution
- stability, consistency and security
- Success in achieving library projects
- The ability to access info source and staying up-to-date
- the quality and type of the challenging job we do
- working with a very professional Director/supervisor.

4. **What do you find least satisfying at AUB UL?**
   - A lot of gossip and the managerial culture (on all levels) encourages it
   - Ancient unskilled out of date employees.
   - Bureaucracy
   - Discrimination between employees due to religion and politics
   - disrespect between employees and towards AUB users and outsiders
   - Grades are not fairly given (or equally treated)
   - Lack of communication between departments
   - Lack of exposure to professional conferences
   - long duty hours
   - low budget to attend international conferences and workshops
   - Minimal to no professional development opportunities
   - Never being involved in the activities.
   - No culture of real cooperation for the sake of the work, work is often compromised
   - No motivation
   - No promotion
   - No respect
   - No salary increase
   - No training
   - Opinions are not counted.
   - Sectarianism, favourism, and promotion based on "wasta"
   - Staff related policies & procedures
   - Strict hours and rules (like no phones or social media, clocking in and out, losing transportation money, etc.) which makes coming to work very stressful
   - the decision making process is top-bottom and not always transparent
   - The location
   - There's a lot of mistrust among the employees and between employees and management
   - Too traditional and strict
   - Unfairness, the head of dep gets credited while the staff member who did most of the work remain in shadow and uncredited
   - very low salary
   - very small working space, cold and humid.
   - You don't have the opportunity to apply what you have learned

5. **What could AUB UL do to enhance your satisfaction as an employee?**
   - Apply staff rotation among departments
   - Be careful whom to choose for managerial positions

- better and healthier work place conditions /move to an above ground floor/fresh air
- better career progress path
- Better communication between departments and administration.
- Better motivation, encouragement, attribution and appreciation to staff members.
- Clarify processes of allocating resources (for projects and human resources)
- Cover our expenses at conferences outside Lebanon and
- Create succession plans
- Delegate authority
- do not break the Lebanese law by deducting our daily transportation
- Evaluate and measure job satisfaction
- Exposure
- fair treatments and salaries
- Have a person who can carry heavy weights and who is paid by the library.
- Heads must be firm in handling serious problems at work
- higher annual salary increase
- Involve and increase employee engagement. listen to staff and take their opinion into consideration.
- More flexible policies & procedures taking into consideration human conditions
- more orientation and training on software programs and latest techniques on visual libraries
- More teamwork and staff friendliness
- no comment
- Offer developments plans, training sessions, workshops etc.
- Promotion and salary increase
- Provide a positive working environment
- Provide minimal necessities for staff and life essential needs like water, tissues, antiseptic
- remove all the unskilled old staff and give power to the new blood
- Reward and recognition
- some flexibility in office hours
- Thank you for this survey! It is a first step to be heard
- trust employees more

Appendix III: Strategic Plan, 2015-2020

University Libraries
American University of Beirut
2015-2020 Strategic Plan

I. AUB MISSION

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the University bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The university believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership.

II. UNIT MISSION

The University Libraries are the intellectual hub of AUB. They develop, manage, and provide access to distinctive collections, services, and facilities in order to advance the research, teaching, and learning of the scholarly and clinical communities at the University and beyond.

III. UNIT VISION

The University Libraries seeks to be the information and research destination of choice committed to supporting lifelong learning and scholarship; providing a welcoming, resource-rich, innovative, and stimulating environment; embracing collaborative opportunities; and to cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge.

IV. HIGHLIGHTS OF ACHIEVEMENTS

*List **briefly** (in bullets) the major achievements of your Unit for the past three years:*

RESEARCH AND COLLECTIONS (while enduring annual budget freeze or decreases since 2011)

- Increased access to full-text journals from 47,000 to 83,000 titles; eBook holdings from 15,000 to 800,000 titles; subscription-based databases from 90 to 250; primary source databases from none to dozens; international historical newspapers from one to over 10 titles; and major reference works from a few dozens to a few hundreds
- Converted subscription of international newspapers from print/microfilm to online

- Set standing orders and approval plans with over 100 publishers and distributors to ensure the continuous development and maintenance of core collections
- Acquired many significant and large special collections from Lebanon (e.g., Library of Dr. Muhammad Y. Najm, an authority on Arab poetry and theater; Dr. Aggoula's collection of Syriac, Coptic and Aramaic rare books; Library of the prominent historian Mr. 'Isa Iskandar al-Ma'luf which included over 400 Arab and Islamic manuscripts and 1,800 rare books; and Arab cinema collection of books and posters), Egypt (Arab comics books and periodicals), Syria (Library of Saadallah Wannous, an authority on Arab theater), Canada (Manoug's photograph collection of 21,000 negatives on Lebanon and the region), the U.S. (archival papers of Islamic science historian Edward S. Kennedy; and the collection of Anthony Shadid—correspondent for *The New York Times* and two-time winner of the Pulitzer Prize for International Reporting), as well as Australia, China, Italy, Romania, and the UK, among others.
- Received, in gifts, over 30,000 volumes of books (more than what was received in the previous 30 years combined)
- Adopted the Resource Description and Access new cataloging standard (*RDA)* to enhance the discoverability of resources
- Secured all library collections via tattle taping each item to avoid their loss and avoid using full-time staff members to monitor the exits of the Libraries
- Installed mobile shelves in the Archives and Special Collections Department which helped increase the shelving capacity from 5,000 to 10,000 linear feet

TEACHING AND LEARNING

- Partnered with the Communication Skills Program and provided over 800 instruction sessions to over 5,000 students and faculty annually
- Partnered with the Center for Teaching and Learning, IT Academic Services Department, Human Resources, and the New Student Orientation Program to give specialized library instruction sessions and to promote library resources and services to the AUB community
- Expanded and enhanced library instruction program to graduate students in partnership with the Graduate Council and the Writing Center

SERVICE

- Converted the Libraries' integrated system from OLIB to the more advanced Millennium system which will be upgraded to Sierra in 2016
- Developed a new website for the Department of Archives and Special Collections and redesigned the University Libraries and Saab Medical Library websites
- Extended document delivery services from faculty-only to all AUB communities with no restrictions on the number of requests
- Developed research guides in many subject areas and integrated them into course syllabi to help faculty and students in their teaching, learning and research
- Set up an advanced platform for online exhibits of the Libraries' special collections
- Replaced old, standalone printers and copiers with heavy-duty networked ones, and introduced an online printing payment system
- Relocated, expanded, and upgraded the Libraries' electronic classroom and student computer labs

- Developed three new quiet study rooms, considerably increasing student seating capacity in Jafet Library
- Organized and hosted a number of training sessions for professional librarians, faculty and the regional scholarly community around best practices in the organization and preservation of special materials/collections such as Arabic manuscripts, codicology, photos, and other heritage-related documents
- Provided and continue to provide significant services to AUB constituencies (many on a regular basis) and to local, national, and international institutions

MAJOR PROJECTS

- *OACIS* for the Middle East (Online Access to Consolidated Information on Serials)—an online, open access union list of serials from and about the Middle East: Assumed from Yale University Libraries the responsibility of managing it
- *Al-Nahda*: Signed an agreement with Brill to index over 100 Arabic periodicals from al-Nahda period to be included in the world renowned database *Index Islamicus*
- *Al-Adāb*: Signed an agreement with al-Adāb publisher to digitize and OCR the scholarly magazine and develop a searchable interface for it
- *Palestinian Oral History Archive*: Signed, in cooperation with the Issam Fares Institute, an agreement with Arab Resource Center for Popular Arts (Al-Jana) and Nakba Archives, to digitize, preserve and provide open access to the archival collection of Palestinian oral history interviews
- *Arabic Collections Online* (http://dlib.nyu.edu/aco/): Signed an agreement with New York University Libraries to digitize and provide open access to over 7,000 pre-1956 Arabic books from AUB's collections to become part of the database

FUNDING AND REVENUES

- Received over $1,500,000 in external funding from Mr. Rami El Nimr (for developing a conservation lab), the President's Club (for developing student study rooms and renovating, expanding, and upgrading Jafet's student computer lab), Saab Foundation (for renovating the main student study room), Dr. Shadi Karam (for renovating, expanding, and upgrading the electronic classroom), Rada and Mu'taz Sawwaf (for supporting collection development and digitization of Arabic comics literature), and others
- Generated over $400,000 from/through the digitization project with NYU Libraries
- Generated over $150,000 annually in return for services provided to users (digitization, document delivery, etc.)

MANAGEMENT, ADMINISTRATION AND PERSONNEL

- Introduced the position of Head for each library department and empowered them Provided the staff with many professional development opportunities (intensive training in cataloging, conservation and preservation, digitization, information technology, and library systems, among others, as well as conference and workshop attendance locally, regionally, and internationally covering a variety of topics)
- Funded three library staff members to pursue advanced degrees and specializations in library and information science in the U.S. (Illinois, Pittsburgh, and Rutgers)

- Two library staff members received the President's Excellence Service Award

STRATEGIC DECISIONS/INITIATIVES

- Merged the Saab Memorial Medical Library with the University Libraries and placed them under one management/administration
- Extended library opening hours from 90 to 109 hours per week during class days and from 120 hours per week to 24/7 during reading and exam periods
- Developed the new department of Digital Initiatives and Imaging
- Expanded the Libraries' digitization and technology team from 8 staff members to 18, divided among three different departments
- Expanded the Archives and Special Collections team from 6 to 12 staff members and established a conservation and preservation unit within the Department
- Introduced the use of credit card for purchasing material (new and used) from online bookstores (e.g., amazon) to maximize the purchasing power of the Libraries
- Introduced and implemented advanced bibliometric techniques in acquisitions and collection development and management decisions (citation analysis, h-index, etc.)
- Reactivated and led the Lebanese Academic Libraries Consortium, which so far resulted in saving over $750,000 in annual subscriptions and significantly expanding our access to and ownership of world's knowledge
- Converted subscription of thousands of journals from print to online and bought the complete journal and book digital backfiles of over 20 of the world's largest publishers (e.g., Elsevier, Springer, Wiley, Sage, Oxford, Cambridge, LWW, Nature, and American Chemical Society) which helped provide more convenient and more comprehensive access to research material and create more student study spaces
- Started a process for establishing AUB Libraries as a destination of choice worldwide for research material on a number of specific topics (e.g., Arabic comics, the history of Arab and Islamic science and medicine)
- Expanded the scope of collecting historical and rare materials to include foreign countries and moved significant resources towards acquiring such resources
- Developed an institutional repository for AUB and enriched it with full-text of students' theses and a significant number of faculty publications and AUB research centers' publications
- Reached advanced stages of establishing a digital preservation program to maintain, preserve, and provide enhanced access to digital collections developed and curated by the Libraries
- Joined Center for Research Libraries, HathiTrust, and WorldCat, and subscribed to OCLC services to increase visibility of the Libraries' collections, share resources with peer institutions, and expand our access to information sources

V. WAY FORWARD

Briefly *describe* ***major*** *future strategic plans/initiatives and priorities that you believe will have a significant impact on improving the operations of the University and/or furthering it towards achieving its mission. Please link your strategic plans to assessment exercises that may have been carried out in your Unit. We encourage you to present plans that are realistic and achievable. You should also be able to clearly demonstrate any benefits derived from*

investing in these plans. Please refrain from including plans that are part of your normal operations and instead focus on initiatives that are truly strategic in nature.

We strive to provide comprehensive and high quality library resources and services to help the University fulfill its mission of providing excellence in education, participating in the advancement of knowledge through research, and serving the peoples of the Middle East and beyond. To become a strategic asset for the University and to be able to provide outstanding collections, inspiring learning experiences, and essential expertise, we will need to address or focus on four priorities: research and collections, teaching and learning, outreach, and organizational culture and effectiveness. Note that space problem is emphasized in several areas within these priorities.

PRIORITY 1: RESEARCH AND COLLECTIONS

The University Libraries collect, organize, and ensure long-term preservation and access to information resources in all formats. As partners in creating and disseminating knowledge, the Libraries make available distinct collections to ignite discovery, research, and scholarship at the University.

Objective A: Core Collections. Strengthen research capacity at AUB by ensuring comprehensive access to information resources that are central for the students, faculty, and researchers

Activity 1: Conduct thorough assessment of current holdings and work proactively to build, maintain, preserve, and make widely accessible a comprehensive print and digital collection to support the University's research and academic programs

Activity 2: Advocate for and secure funding for investment in acquiring needed library material[6]

Objective B: Special Collections. Enrich research and learning by undertaking a comprehensive strategy to build collections and services that expand access to, and foster the use of, distinctive and unique material

Activity 1: Proactively engage in efforts aiming at acquiring special collections locally and internationally

Activity 2: Seek grants and gifts to support and expand these activities

[6]Instead of increasing funding for purchasing library material to (1) further strengthen the Libraries' collections, (2) accommodate the development of new academic programs, and (3) absorb the 5% average annual increase in book, journal, and database prices, the budget for Library material at AUB has decreased in the past four years.

Objective C: Archives. Assure the collection conservation and preservation of and providing access to the records that document the history of AUB

Activity 1: Explore new technologies and new techniques for acquiring and maintaining the University archival record

Activity 2: Communicate with offices and departments about the changing needs and expectations regarding their records keeping practices

Activity 3: Articulate among offices, departments, and the Administration the importance of a centralized, institution-wide approach to records management. Revive the University Archives Program

Activity 4: Secure funds to support the organization and print and digital preservation of the University's archival records and, by extension, its history

Objective D: Collection Spaces, Storage, and Processing. Address serious deficiencies in library space to store new acquisitions, archival material, and special collections; receive and evaluate gifts; conduct preservation projects; and meet the shelving needs of our libraries, which are already almost filled to capacity[7]

Activity 1: Procure new spaces for the rapidly growing library collections. Build facilities to strengthen and maintain the core and archival and special collections. Ensure the completion of building a sufficiently spacious conservation lab, cold storage rooms, and collection receiving areas

Activity 2: Add storage drawers, cabinets, and so on for the growing collections of maps, posters, architectural plans, photos, etc.

Activity 3: Ensure that collection spaces, both old and new, meet current international standards (safety, security, accessibility, long-term preservation, etc.) for book, archival, manuscript, and recorded media[8]

Activity 4: Acquire tools, equipment, and materials for use in cleaning library material infested with mold, insects, bugs, and so on, and/or those that may got damaged by water, fire, etc.

[7]At the current collection growth rate, AUB Libraries will no longer have sufficient shelf space in 2025 to accommodate any new print acquisitions.

[8]Safety and security measures in Jafet Library are severely deficient and extremely unsafe for the many treasures that it houses. For example, Jafet lacks the capacity to provide proper temperature, humidity, and protection levels to most of its collections and it twice caught fire in the past five years. We need a fire system for the stacks that is not water based. And we will work on an emergency rescue plan and collaborate with the Safety and Risk Management Department at AUB to develop a comprehensive emergency and rescue plan

Objective E: Collection Discovery. Create and maintain interfaces and system architectures that include all resources and facilitate discovery and access from preferred user starting points

Activity 1: Identify and adopt the best available library discovery tool and integrate it with the library systems

Activity 2: Re-configure the Libraries' virtual spaces (websites, digital portals, etc.), to facilitate discovery and use of library resources and services by all users

Activity 3: Develop finding aids and make them and other special collections resources available online; introduce new methods and systems for cataloging and allowing discovery of special collections and archives: Archival Toolkit and DACS

Objective F: Access. Enhance access to and awareness of the Libraries' information resources to better serve students and faculty

Activity 1: Accelerate initiatives to catalog, organize, and make more visible and accessible (via portals and other methods) core and special collections in order to broaden knowledge about and use of library collections, and encourage faculty to publish and build on some of our archival and special collections

Activity 2: Pursue new opportunities for inter-institutional collaboration and collection development to provide wider access to library material

Activity 3: Identify prospects and pursue funding for large-scale digitization projects focused on the library's special collections

Activity 4: Transfer print items that do not require the extra level of security provided by Special Collections to the general collection to make better use of the Special Collections space and enhance access to the material

Objective G: Support AUB Research and Scholarship. Provide students and faculty with the resources they want and enhance the visibility, use and impact of the research and scholarship they produce.

Activity 1: Promote the value of self-archiving of research and creative outputs among faculty and researchers, and facilitate the deposit of digital content into open-access institutional repositories such as AUB's ScholarWorks. Enhance the visibility, use, and impact of researcher services, including VIVO, ORCID, and EZID.

Activity 2: Build broad-based support at AUB for open access, including encouraging publication in appropriate peer-reviewed journals and launching a fund to partially cover author fees

Activity 3: Develop and implement an Open Access policy at AUB to make faculty and student research widely accessible

Activity 4: Support faculty success by highlighting research accomplishments

Activity 5: Support AUB administration in documenting evidence of research impact

Objective H: Preserving Intellectual Assets. Become the leader on campus in preserving and disseminating valuable research collections and knowledge. By 2020, the libraries will have implemented a well-defined preservation framework for AUB's most important research assets and scholarship (unique library collections, faculty and student publications, and so on).

Activity 1: Establish preservation policies and guidelines in accordance with the institutional needs and embed preservation activities within policies and practices across the institution

Activity 2: Create an institutional climate and an awareness responsive to the need for digital preservation

Activity 3: Establish a robust, reliable and scalable digital infrastructure that easily and efficiently adapts to changing technologies, while ensuring long term preservation

Activity 4: Secure required resources and develop needed expertise to establish a sustainable preservation framework according to international standards and as per institution requirements

Activity 5: Identify and deploy a Digital Preservation Repository Solution that supports the life cycle of digital content including collection, digitization, storage, management, copyright, privileged access and long term preservation

Activity 6: Define clear guidelines and policies to allow intellectual content creators to produce, share, disseminate, and preserve their digital materials

Activity 7: Capitalize on acquired expertise and foster collaboration with different entities in the institution to achieve successful digital preservation, including that of the University Archives Program

Activity 8: Identify and seek external opportunities for digital preservation projects to share knowledge and seek/promote excellence

PRIORITY 2: TEACHING AND LEARNING

The University Libraries teach students and faculty how to discover, evaluate, engage, organize, and create information. They support student success with instruction

services, collections, and spaces that meet students' educational, research, and information needs. At the same time, students want and seek spaces, tools, resources, and services that efficiently and effectively meet their learning needs. They expect our learning spaces to be sufficient, inspiring, and aesthetically pleasing to spark their creativity and inquiry.[9]

Objective A: Library Instruction. Develop, promote, and deliver instructional services and resources to meet changing user needs. Map information literacy competencies into the student learning outcomes for every major at AUB and identify the appropriate courses for developing the competencies.

Activity 1: Continue to offer library instruction sessions that meet the needs of library users and enhance the information fluency of students and faculty

Activity 2: Develop and deliver instruction that helps teaching faculty to maximize the integration of library resources into their courses

Activity 3: Provide faculty with convenient access to specialized online content and high quality learning objects for inclusion in course sites

Activity 4: Strengthen partnerships with faculty and instructional designers to integrate library instruction into the curriculum.

Activity 5: Systematically assess the effectiveness of the Libraries' instructional materials and services to improve their quality

Activity 6: Develop new means for Library staff to learn, model, and employ the best face-to-face and online pedagogical practices

Activity 7: Create an internship program and one for research fellows at the Libraries to teach and prepare future generations of library professionals

Objective B: Learning Spaces. Strengthen the role of the Libraries as the intellectual hub of the University by creating sufficient, dynamic, technology-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive physical learning and research places to meet students' diverse needs that help them succeed. Increase funding for building maintenance and renovation, programming, and staff development through internal and external funding resources.

Activity 1: Prioritize physical maintenance and conditions of Jafet Library and invest continuously in renewing student learning and study spaces that facilitate knowledge

[9]Our libraries are always over-crowded and many students refrain from visiting because they cannot find in them a place to study or the kind of amenities they expect to support their learning (Jafet was built when there were less than 2,000 students at AUB; today, there are 8,000). Our stacks violate many safety and security codes and standards that place users under serious threat and the University under liability. Our stacks are not designed to allow people on wheel chairs to browse the collections. The stacks in the upper floors of Jafet Library do not have emergency exits.

creation and offer quiet space for individual study and collaborative spaces for scholarly inquiry in different departments (e.g., Archives and Special Collections, Reference, and Serials in Jafet, as well as in all libraries on campus)

Activity 2: Develop a long-term needs assessment and comprehensive renovation plan of Jafet Library to become a pavilion for knowledge and creativity, transforming it into an inspiring and stimulating environment that propels learning, enhances research and collaboration, supports knowledge production, and offers a mixture of spaces, services, tools, and technologies for diverse academic, library, and user needs[10]

Activity 3: Develop a 24/7 information commons room in a building on campus to allow more space in Jafet to be used for/by the increasing number of graduate students, researchers, staff, and library projects

Activity 4: Develop and furnish with necessary tools, equipment, and collections a sizeable study and research room for students with disabilities

Objective C: Safe, Secure, and Clean Environment. Address safety, security, and sanitary issues in the Libraries and have them conform to international standards

Activity 1: Conduct periodic security audits and install or update security equipment including cameras and new 3M security systems where needed

Activity 2: Implement new safety measures to become compliant with international standards (e.g., fire system in the stacks and in the Archives and Special Collections Department, new and additional emergency exits where needed)

Activity 3: Upgrade sanitary services in the Libraries by allocating more staff for this purpose and/or rescheduling the services provided

Activity 4: Prepare an emergency preparedness plan for the Libraries

PRIORITY 3: OUTREACH

The University Libraries improve the student and faculty learning and research experience by enhancing the Libraries' outreach efforts, building and actively engaging in strategic collaborations on campus and beyond, and advancing the Libraries' reputation as a center of research and scholarship.

Objective A: Expand Outreach Efforts to increase awareness and use of the Libraries' resources and services and foster learning and knowledge creation.

Activity 1: Create, implement, and evaluate a vigorous communication and outreach plan. Work with faculty and students to understand their Library-related needs and

[10]Campus libraries must be able to offer places for teaching and learning; individual research and study; collaborative work; and cultural, social, and intellectual exchange through events.

subsequently develop, implement, and expand services and tools that support their publishing and research needs

Activity 2: Create systematized methods for promoting new acquisitions, programs, and newly cataloged and processed holdings. Increase awareness of library research services among students, faculty, and researchers

Activity 3: Expand the use of social media to promote our holdings and services to campus, community, scholarly, and professional audiences

Activity 4: Develop high-quality, interactive online exhibits for the University community and the general public

Activity 5: Improve the Library Liaison program to better communicate with the different faculties and departments

Activity 6: Seek, assess, and analyze feedback from users and staff to make outreach efforts more effective and the services provided more robust

PRIORITY 4: ORGANIZATIONAL CULTURE AND EFFECTIVENESS

Libraries are learning organizations that are changing, adapting, and transforming to meet the challenges of the 21st century information centers. These challenges include the continual need for new expertise, competition from other universities for skilled staff, and the ability to support staff in their professional development. Accordingly, we need to provide opportunities for growth to foster staff satisfaction, while continuing to attract top talent with specialized technical and academic skills. We also need to build a collaborative and flexible organization to provide the highest levels of service to the AUB community.

Objective A: Skilled and Knowledgeable Workforce. Provide library employees with the knowledge and skills they need to achieve strategic goals

Activity 1: Revise, update and create, when needed, job descriptions for library staff

Activity 2: Identify needed skills, knowledge, and learning opportunities

Activity 3: Develop, conduct, sponsor, or coordinate training and staff development opportunities for University Libraries' personnel to be successful in their positions

Activity 4: Create and implement a library-wide plan for career development

Objective B: Strong Working Relationships. Create a vibrant and effective organization by fostering collaboration, teamwork, and better communication among library staff and departments

Activity 1: Revise, update and create, when needed, the policies and procedures for all library departments

Activity 2: Provide a supportive environment that nurtures a sense of shared community, encourages innovative thinking, identifies successes and recognizes achievements

Activity 3: Introduce to the organizational structure the positions of associate university librarian for digitization, associate university librarian for technical services, and associate university librarian for user services

Objective C: Work Space. Create adequate, inspiring, technology-rich workspace and facilities to enhance productivity and provide new and better services.

Activity 1: Expand office space to accommodate the increasing number of staff and the increasing number of library projects and equipment, including a meeting room for staff

Activity 2: Develop a quarantine room for cleaning infested library material and a room to receive new collections

VI. PLANS FOR PERFORMANCE MONITORING

Briefly describe how the Unit plans to monitor progress towards achievement of strategic goals. If you have developed metrics for performance monitoring, they can be included as an attachment. These metrics and mechanisms for capturing relevant data can be further developed in the future with the support of the Academic Assessment Unit as needed.

The following are general metrics that will be used to assess our achievement of this strategic plan. The University Libraries will ensure that there is a good match between the strategic goals/priorities and the metrics and mechanisms used to assess progress toward achieving our goals, including comparisons with peer institutions and established baselines. The following is by no means an exhaustive list of the metrics we use or will use to measure our performance, but it gives a sense of the breadth and depth of the data we collect and our Strategic Plan will be the guide for developing additional metrics. Although the indicators have been grouped to correspond to the focus areas of our 2015-2020 Strategic Plan, they clearly can serve multiple purposes.

RESEARCH AND COLLECTIONS

- Statistics related to library collections (number of titles, volumes held, e-books owned, numbers of databases, journal subscriptions, etc.)
- Measures related to acquisitions of library materials (numbers of titles purchased, received as gifts, ongoing purchases of resources such as print or online journals, one-time purchases of special collections, etc.)
- Use of collections (circulation statistics, article downloads, etc.)
- Number of reference transactions (in person or via email, phone, chat, etc.)

- Number of searches of the catalog, different databases, etc.
- Number of filled DDS and ILL requests provided to other libraries
- Number of filled DDS and ILL requests received from other libraries
- Use of library buildings (gate counts, use of group study rooms, etc.)
- Amount and variety of archived University records
- Expenditures related to IT (workstations for users, software, etc.)
- User satisfaction with collections
- Number of faculty papers published in open access format
- Measures related to space (shelving capacity)
- Number of weekly public service hours in total and by location
- Measures related to cataloging of library resources (numbers of items cataloged, enhanced, etc.)
- Measures related to digitization of library collections (count, size, etc.)
- Data on preservation/conservation efforts (types of materials, methods employed, cost effectiveness of approaches, etc.)
- Numbers of research guides created, usage of online research guides, etc.
- Identification of funding gaps for collections
- Use of AUB ScholarWorks (data on content deposited, downloads, etc.)

TEACHING AND LEARNING

- Expenditures on renovation, expansion, and re-imagining learning spaces
- Measures related to learning spaces within libraries (numbers of seats, tables, group study rooms, classrooms, etc.)
- Number and size of cultural spaces
- User satisfaction with the libraries' physical facilities
- Use of library buildings (gate counts, use of group study rooms, etc.)
- Number of course-related library presentations to classes
- Number of total participants in course-related library presentations
- Numbers of digital learning objects created (e.g., research guides) and usage and course-adoption data
- Assessment of effectiveness of library instruction from student, librarian, and teaching faculty perspectives

OUTREACH

- Development of an outreach plan
- Increase in use of social media
- Number of physical and online exhibits
- Number of library visits
- Library events and activities advertised at the campus level
- Library partnerships with others on and off campus
- Number of university committees served on

ORGANIZATIONAL CULTURE AND EFFECTIVENESS

- Measures related to professional development activities of staff (types and number of programs offered and number of staff attendees, etc.)
- Measures related to library expenditures on professional development of personnel
- Amount of office/work space added

This document was prepared by:
Mona Assi, Head of Library Systems and Applications Department
Mariette Atallah, Head of Collection Development Department
Fatmeh Charafeddine, Head of Research and Instruction Services Department
Kaoukab Chebaro, Associate University Librarian for Archives and Special Collections
Elie Kahale, Head of Digital Initiatives and Imaging Department
Lokman Meho, University Librarian

Appendix IV: Outcomes Assessment Report, 2015-2016

Unit Outcomes Assessment Report

General Information	
Unit Name	University Libraries
Unit Reports to	Provost
Contact Person	Lokman I. Meho
Contact Email Address	lmeho@aub.edu.lb
Contact AUB Extension	2600
Submission Date of Report	September 30, 2016

Unit Overview	The University Libraries include Jafet Library, Saab Medical Library, Engineering & Architecture Library, and the Science & Agriculture Library with its annex library at AUB Farm. They employ 35 full-time professional staff, 57 support staff, and 24 part-time student assistants. The Libraries open their doors 109 hours per week during class days and 24/7 during reading and exam periods, and have 10 reading rooms that can seat up to 1,000 students at a time. Saab Medical Library opens 109 hours per week throughout the year. Holdings of the Libraries include 400,000 print books, 1,250,000 electronic books, 6,000 journal titles in 180,000 bound volumes, 10,000 rare books, 1,800 manuscripts, 75,000 photos, 2,000 maps, 5,000 posters, over 100,000 microfilm reels, hundreds of international newspapers and major reference works, dozens of primary source databases, and 750 linear feet of archival material. The University Libraries also subscribe to 350 databases and provide access to 190,000 electronic journals. Almost all of the Libraries' e-resources are remotely accessible. More than 1.6 million people visit the University Libraries per year and over 500,000 visit its main website. The University Libraries circulate or renew over 50,000 print books annually and provide 800 group and individual instruction sessions to over 8,000 students and faculty (many attending more than one session).

AUB Mission

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the peoples of the Middle East and beyond. Chartered in New York State in 1863, the university bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The university believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue. Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership.

Unit Mission

The University Libraries are the intellectual hub of the University. They develop, manage, and provide access to distinctive collections, services, and facilities in order to advance the research, teaching, and learning of the scholarly and clinical communities at the University and beyond.

Summary of Assessment Results/Improvement Plan

Unit Outcomes *These are specific statements about **what should occur as a result of the core services or functions your unit performs**. An outcome must be **measurable**. List the major expected outcomes of your unit, between three and five. Your expected outcomes should be aspirational, but attainable given existing resources.*	**Assessment Methods** *For each outcome, briefly describe methods you have used in recent years to collect data to measure your unit's performance. Ideally, multiple measures and sources would be used for each outcome. Examples: Surveys, funds raised, website hits, % of requests fulfilled, error rates, processing time, etc. For each method, specify a target that indicates a reasonable and desirable level of achievement or progress based on data trends or benchmarks.*	**Year and semester for Assessing Each Outcome**	**Assessment Results** *Provide feedback about the extent to which the outcomes are being realized in comparison to the set target. Report only the results that are directly relevant to each outcome and describe how the assessments will be modified to capture more accurate data in the future.* *Indicate the status of each method as **Met**, **In Progress**, or **Not Met.** When the results meet your desired level of achievement or target, the status is Met.*	**Improvements/Action Plan** *Describe improvements and changes you will do in your unit in response to your assessment results.* *You should also report findings that are currently informing your planning efforts or improvement initiatives that are now underway.*	**Requested Resources** *Summarize the resources needed to achieve your improvement plan.*
RESEARCH & COLLECTIONS **Outcome 1. Users report that the Libraries offer the collections and research services they need, and that the collections and services are easily discoverable and efficiently accessible**	Assessment Method: - User satisfaction surveys (2016) Target: Over 75% of respondents indicate satisfaction	Annual surveys; Annual (LibQUAL+)	Results: 63% of respondents indicate satisfaction; need more user friendly search and discovery tools **Status: Not met**	Past/Current Actions: Revise existing data collection tool and method and purchase LibQUAL+ assessment program, to be implemented in January 2017 Planned Actions: Continue to carry out user satisfaction & awareness surveys & LibQUAL+. Establish baselines for future assessments; Improve Library website and discovery tool including access to and retrieval of the digitized collections;	- $5,000 in annual subscription of LibQUAL+ assessment program

	Assessment Method: - Size of collection; - Benchmarking; - Amount of archived material; - Collection use statistics; - Days needed to fill Document Delivery request; - Days needed to fulfill new book request; - Collection budget; Target: Growth of collection; availability of over 75% of core e-resources in comparison to peer institutions; increase in amount of archived material; increase usage of collection; 95% of document delivery requests are filled within two business days; 95% of book requests are filled within two months; at least 5% annual increase in material expenditure	Annual Bench-marking	Results: Collection increased significantly in size as a result of major gifts, acquisitions of eBooks, and subscriptions to important databases, yet the libraries still have major gaps in certain areas. Increase in number of linear meters of archived material Use of print books decrease by 7%; whereas use of ebooks and full-text articles increase significantly (from 1.225M to 20M); full-text articles download increased from 1.225 to 20 million; catalog search increased by 4%; DDS/ILL requests increased by 6% Fill rates for DDs and book orders were achieved. Had a budget cut by 5% instead of an increase by 5%. **Status: Partially met**	Past/Current Actions: Seek funding to support collection growth & collection quality improvement; Planned Actions: Fill gaps in collection by conducting thorough assessment of book holdings & benchmarking with peers in the area of Middle East and Islamic studies; increase expenditure, particularly on core and special collections.	- $350,000 to fill gaps & enhance quality of collection and make it widely accessible in support of AUB research (Book, journal, and database prices go up 5% annually - Hire a subject specialist for Arab, Islamic, and Middle East studies

	Assessment Method: - Number of digitized books and manuscripts; - Storage size of digitized content; - Number of digitization staff; - Number of finding aids; - Preservation policies and guidelines - Digital infrastructure Target: Digitization of 1,000 books; renovating digitization lab; securing 250TB of storage space; increasing digitization staff to 12; publishing 10 online finding aids; development of digital preservation policies and guidelines as well as a digital infrastructure and a digital preservation repository solution	Annual	Results: Digitized 880 books, 12 microfilms, 1700 items of different types (photos, posters, documents, maps, negative films), 50 videos Renovated digitization lab Did not receive the previously promised 250TB of storage space Increased digitization staff to 11 Published 1 finding aid Development of digital preservation policies and guidelines as well as a digital infrastructure are in progress **Status:** Some targets were met; while others are still in progress.	Past/Current Actions: Follow up closely with IT to secure needed storage space; continue developing new finding aids; continue working on establishing digital preservation policies & guidelines and building a digital infrastructure Planned Actions: Digitize 1,200 books and hundreds of special collection items (e.g., photos, maps, posters); acquire 1PB of storage space; publish 10 new finding aids; establish digital preservation policies & guidelines and build a digital infrastructure	- $50,000 for digitization software & equipment maintenance - $50,000 for digitization equipment

TEACHING & LEARNING **Outcome 2A. Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources**	Assessment Method: - Number of instruction sessions provided; - Number of attendees - Pre- and post-instruction tests Target: Increased number of new faculty and graduate assistants attending orientation sessions; increased number of students and faculty attending instruction sessions; increased number of faculty-requested, course-specific instructional sessions;	Annual	Results: Provided 513 sessions to 9,261 students and faculty, which is a decrease from last year by 2% and 7%, respectively Carried out pre- and post-instruction tests, which showed positive impact of library instruction on student learning Increased quality of research guides (162 guides were updated), and added 3 new guides Started a Subject Librarian Program in order to build close partnerships with academic partnerships **Status: Partially Met**	Past/Current Actions: Expand and diversify the data collection tools and methods to better assess teaching and learning outcomes Planned Actions: (1) carry out pre- and post-instruction surveys; (2) use LibQUAL+ assessment program; (3) continue monitoring number of users attending sessions; (4) increase number of EndNote and RefWorks users; (5) increase number of library research guides on the University Libraries' website	Hire Arts and Humanities subject librarian

<u>TEACHING & LEARNING SPACES:</u> **Outcome 2B.** **Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research**	<u>Assessment Method</u>: - User survey; - Environmental scan; - Number of seats provided for quiet study; <u>Target</u>: over 75% user satisfaction; 1,200 seats in all libraries	Annual	<u>Results</u>: only 31% of users are satisfied with library study space; libraries are always overcrowded as a result of limited seating capacity; only 1,000 seats are made available in all libraries for all purposes and the seats are not as convenient as they should be; furniture are not ergonomic and the overall environment is unsatisfactory Renovated the reading room of Saab Medical Library **<u>Status</u>: Partially met**	<u>Past/Current Actions</u>: Carried out user satisfaction survey Renovated the reading room of Saab Medical Library <u>Planned Actions</u>: (1) Develop a long-term needs assessment & comprehensive renovation plan of Jafet; (2) Develop a 24/7 information commons room in Jafet; (3) Develop a study and research room for students with disabilities; (4) Address safety, security, and sanitary issues in the Libraries and have them conform to international standards; (5) carry out user satisfaction surveys, focus groups, benchmarks, usability testing of Libraries' website, and LibQUAL+; (6) add public restrooms in Jafet; add 5 group study rooms at SML library; develop the Mikati Library (7) **install fire alarm system, security cameras, and emergency exits where needed**	Money to renovate Jafet. **University will be liable to any major incidents;** move Archives Dept. out of Jafet to a new facility to create space for student use Add the mezzanine level at SML to create group study rooms ($100,000) Mikati fund

<u>OUTREACH & MARKETING</u> **Outcome 3.** **Expand Outreach Efforts to increase awareness and use of the Libraries' resources and services and foster learning and knowledge creation.**	<u>Assessment Method</u>: - User survey; - Library doors count; <u>Target</u>: over 75% user satisfaction; increase number of library visits (physically and online)	Annual	<u>Results</u>: Satisfaction rate ranges from 28% to 86% depending on the type of service Number of library on-site visitors increased by 23%, and website visitors remained the same. **<u>Status</u>: Partially met**	<u>Past/Current Actions</u>: Carried out user satisfaction survey; Installed a new 3M security door in Jafet; Increased the use of social media <u>Planned Actions</u>: Modify the survey questions to generate more accurate data Develop a marketing plan Develop a more concrete method of data collection to use for assessing progress; collect	

ORGANIZATIONAL CULTURE & EFFECTIVENESS **Outcome 4.** **Library staff are up-to-date with developments in their respective fields**	Assessment Method: All positions should be revised and updated (job descriptions and titles) Target: All job descriptions and titles should be revised and approved by HR, the Provost, and the COO	Ongoing	Results: Reviewing and revising of all job descriptions and titles is almost complete and will soon be submitted to HR **Status: In progress**	Past/Current Actions: Reviewing and revising of all job descriptions and titles is almost complete Planned Actions: (1) Submit revised and updated job descriptions and titles to HR and secure their approval and that of the Provost and the COO	
	Assessment Method: - Number of staff attending workshops, conferences, and training courses Target: All library departments attending at least one conference or one training workshop per year		Results: Only (13) staff members from seven departments (out of 13 depts.) attended a regional or international conference or training workshop; out of which (1) was fully funded, (5) were partially funded, and the rest by external or personal funding. 28 staff members were fully funded to attend local conferences. **Status: Partially Met**	Past/Current Actions: Due to lack of support from University, staff are asked to seek external funding, or self-funding, for attending international workshops, conferences, and training. The UL fully fund staff attending all conferences and trainings provided at AUB or locally; fully fund staff presenting papers at regional and international conferences, and partially fund staff who receive external fund.	Adding $24,000 to professional developmen t budget

				Planned Actions: Request funding to keep staff abreast of the future library trends and technologically advanced solutions	

COLLECTION/STAFF SPACE **Outcome 5. Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events**	Assessment Method: - Amount of vacant shelf space; - Environmental scan Target: 12,000 linear meters of vacant shelves; conservation and preservation lab; two cold storage rooms; 8 storage drawers and cabinets for storing maps, posters, architectural plans, and photos; collection spaces that meet international standards in safety, security, accessibility, and long-term preservation for book, archival, manuscript, and recorded media; large room for events and another for exhibits; space for materials processing (Cataloging Department)	Ongoing	Results: Lack of vacant book-shelves remains a critical threat for accommodating new acquisitions (only 2000 linear feet remain available) FPDU presented a design for developing a conservation and preservation lab Lack of proper space for new labs and cold storage rooms; Ordered 4 storage drawers for storing large item material No security and safety measures were taken Designed a space for exhibits in the Jafet Lobby area; no space available for events **Status: Not Met**	Past/Current Actions: In the past 7 years, we replaced over 100,000 volumes of print material with electronic counterparts to make room for new acquisitions, office space, and student use Planned Actions: (1) procure new spaces for the rapidly growing library collections; (2) build the conservation and preservation lab; (3) build two cold storage rooms; (4) add storage drawers and cabinets for the growing collections of maps, posters, architectural plans, photos, etc.; (5) ensure that collection spaces meet international standards in safety, security, accessibility, and long-term preservation, among others, for book, archival, manuscript, and recorded media; (6) procure a large room for events; re-design internal offices	- $100,000 to install mobile shelves in Jafet - $25,000 for storage drawers and cabinets - $25,000 for events/ exhibit area -Money to upgrade collection spaces and safety and security to international standards – **University will be liable to any major incidents**

List any other actions/improvements made in recent years in response to data or other evidence gathered.
Please see annual reports
List any existing processes used to evaluate the quality of your unit's work (e.g., annual reports, specialty accreditation).
Annual reports and annual student and staff surveys
Other Comments

Appendix I – Assessment Plan

Please indicate your outcomes, methods for measuring outcomes, performance targets for each method, and the period (Month/Semester/Year) you plan to use to assess them:

Outcome 1: Users report that the Libraries offer the collections and research services they need and that the collections and services are easily discoverable and efficiently accessible		
Method1: User Satisfaction surveys	Target: Over 75% of respondents indicate satisfaction	Period: Annual
Method2: User Satisfaction surveys (LibQUAL+)	Target: Over 75% of respondents indicate satisfaction	Period: Annual
Method3: Size of collection, benchmarking	Target: Growth of collection; availability of over 75% of core e-resources in comparison to peer institutions	Period: Annual
Method4: Amount of archived materials	Target: Increase in amount of archived material	Period: Annual
Method5: Collection use statistics	Target: Increase usage of collection (circulation statistics, articles download, catalog searches, DDS/ILL filled requests)	Period: Annual
Method6: Days needed to fill Document Delivery request	Target: 95% of document delivery requests are filled within two business days	Period: Annual
Method7: Days needed to fulfill new book request	Target: 95% of book requests are filled within two months	Period: Annual
Method8: Collection budget	Target: at least 5% annual increase in material expenditure	Period: Annual
Method9: Number of digitized books	Target: Digitization of 1,000 books	Period: Annual
Method10: Storage size of digitized content	Target: Secure 250TB of storage space	Period: Annual
Method11: Number of digitization staff	Target: 12 digitization staff	Period: Annual
Method12: Number of finding aids	Target: publish 10 online finding aids	Period: Annual
Method13: Digital infrastructure / Preservation policies and guidelines	Target: Development of preservation policies and guidelines as well as a digital infrastructure and a digital preservation repository solution	Period: Annual

Outcome 2A: Students demonstrate sufficient skills in locating, assessing, analyzing, synthesizing, and using information resources		
Method1: Number of instruction sessions provided	Target: Increase number of instruction sessions provided	Period: Annual
Method2: Number of attendees	Target: Increase number of attendees	Period: Annual
Method3: Number of course-specific instructional sessions	Target: Increase Number of faculty-requested, course-specific sessions	Period: Annual
Outcome 2B: Users report that the physical and virtual environments and spaces provided by the Libraries are sufficient, dynamic, technologically-rich, inspiring, attractive, accessible, user friendly, welcoming, and conducive to learning and research		
Method1: User survey	Target: 75% user satisfaction	Period: Annual
Method2: Environmental scan	Target: Provide the UL users with 3.5 square meters per seat	Period: Annual
Method3: Number of seats provided for quiet study (seats, tables, group study rooms)	Target: Increase student space, 1,200 seats in all libraries	Period: Annual
Outcome 3: library users are well aware of services we offer		
Method1: User survey	Target: 75% awareness of services	Period: Annual
Method2: Number of libraries' visitors	Target: Increase in number of libraries' visitors	Period: Annual

Outcome 4: Library staff are up-to-date with developments in their respective fields		
Method1: All positions should be revised and updated (job descriptions and titles).	Target: All job descriptions and titles should be revised and approved by HR, the Provost, and the COO	Period: In-progress

Method2: Number of staff attending workshops, conference and training courses	Target: All library departments attending at least one conference or one training workshop per year	Period: Ongoing

Outcome 5: Library has adequate space to accommodate new acquisitions, properly house rare material, carry out conservation and preservation projects, process in-kind gifts, and host events		
Method1: Amount of vacant shelf	Target: Increase vacant shelves to 12,000 linear meters	Period: Ongoing
Method2: Environmental scan	Target: conservation and preservation lab; two cold storage rooms; 8 storage drawers and cabinets for storing maps, posters, architectural plans, and photos; collection spaces that meet international standards in safety, security, accessibility, and long-term preservation for book, archival, manuscript, and recorded media; large room for events and another for exhibits	Period: Ongoing

Appendix V: User Satisfaction Survey, 2016

Library Users Survey Summary Report – 2016
Prepared by the Office of Institutional Research and Assessment (OIRA)

I. Introduction

Library Users Survey was administered online. It contained following sections:

1. Demographic information on respondent
2. Services and library collection. Awareness of various services and facilities, importance of each and their satisfaction with them.
3. Satisfaction with respect to holdings in various disciplines.
4. Preference with respect to digital or paper versions.
5. Other useful information.

II. Respondents

Survey was filled by 534 respondents, 58% undergraduate students (307), 28% graduate students (147), 14% faculty, and 4 (1%) research assistants as reported in Figure 1.

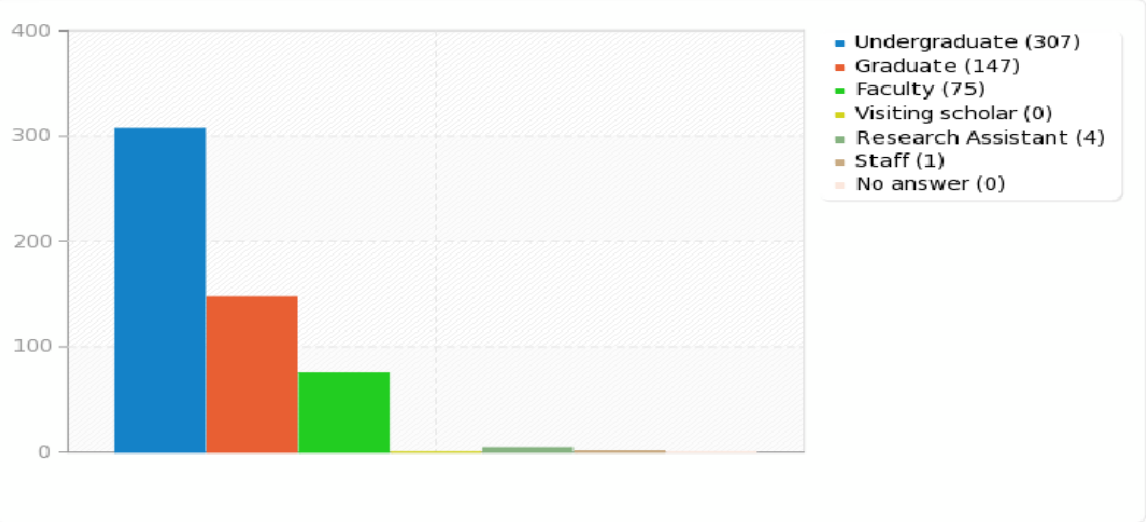


Figure 1. User Survey Respondents

Breakdown of the respondents by Faculty is as follows**:** FAFS (33) 7%; FAS (179) 39%; OSB (22) 5%; FEA (149) 33%; FHS (39) 9%; and Faculty of Medicine (31) 7%. Highest responses came from FAS and FEA (Figure 2).

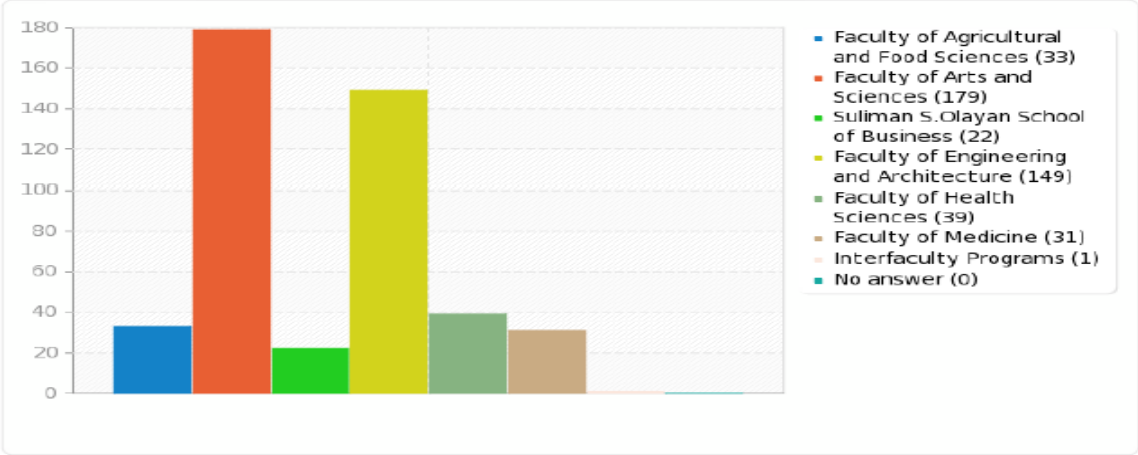


Figure 2. Breakdown of Sample by Faculty

With respect to age of respondents, 35% are in 18-20 age brackets, while 38% are in 21-24 bracket and 8% in the 25-28 years. Only 18% are older than 29 years of age (Figure 3).

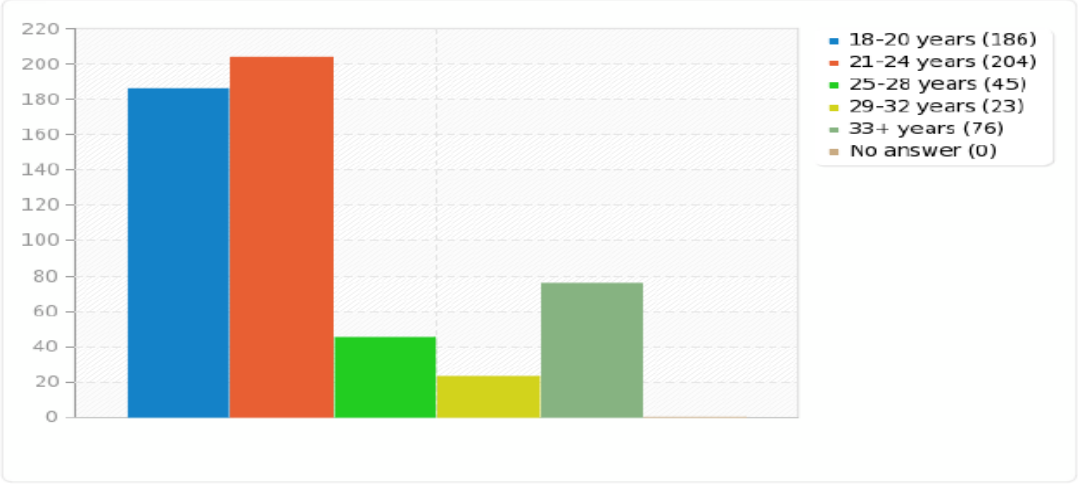


Figure 3. Breakdown of Sample by Age

As for gender, 56% of respondents were female while 44% were males.

III. General Questions on Use

With respect to which library was used, 87% reported that they used Jafet, followed by 21% for Science & Agriculture Library, 20% FEA Library, and 14% Medical Library.

With respect to access, 45% reported that they accessed it physically, 7% remotely, and 49% both physically and remotely. As to frequency of access, weekly basis was most frequent with 40% of respondents, followed by 32% on a daily basis and 28% on a monthly basis.

Reasons cited for accessing library are following:

To access the collections	**49%**
To study	**68%**
To use the computer labs	44%

To talk to a librarian and get research support	16%
To print, photocopy, or scan documents	**52%**
Other	5%

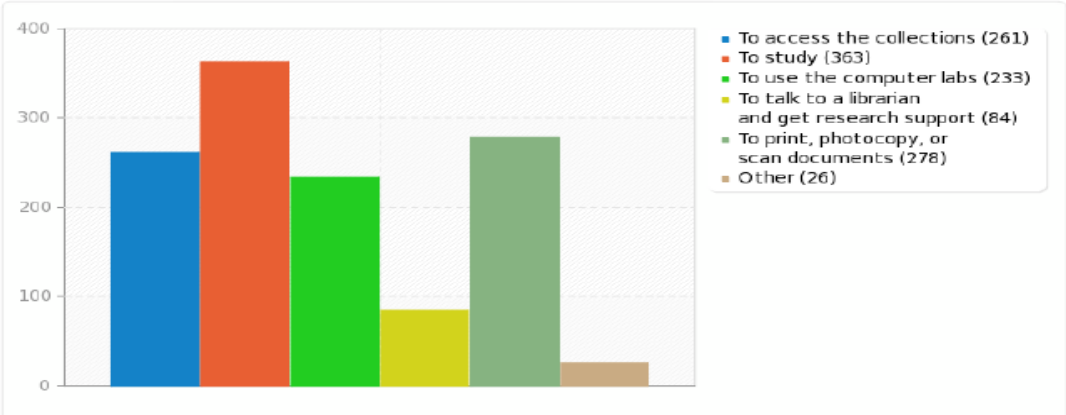


Figure 4. Reasons for accessing Library

Most cited reason for accessing library is for studying, two thirds, followed by using photocopy and scanning services then for accessing the collections.

IV. Awareness of Library Services, Importance and Satisfaction

Service	Aware	Not Aware
Book order form	**74**	26
List of newly acquired books	28	72
Document Delivery Service	33	67
Reference (Research help)	**84**	16
Primary Documents and Archival Research support	**66**	34
Digital reproduction of primary source and rare documents	46	54

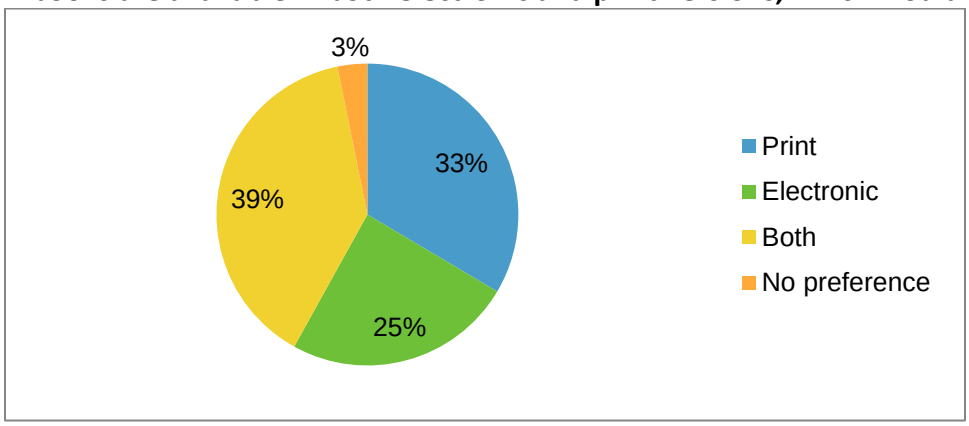
Users are mostly aware of Reference desk, book order forms, and primary documents and archival research support. They are least aware of list of newly published books and document delivery service.

With respect to the importance of various collections, they all seemed to be quite important ≥70%, with exception of archival collection and outreach activities. As to satisfaction, there was moderate to good satisfaction ranging from 31% to 76%, means 2.5-3.9. Lowest satisfaction was with 'library study space' in red and highest on 'databases and e-resources' followed by journal collection in green.

	V. imp/ Important	Somewhat/ Not import	Mean	V Sat/ Sat.	Dis/v Dis	Mean
Archival collection	53%	13%	3.4	53	4	3.2
Book collection	75%	7%	4.0	**65**	6	3.6

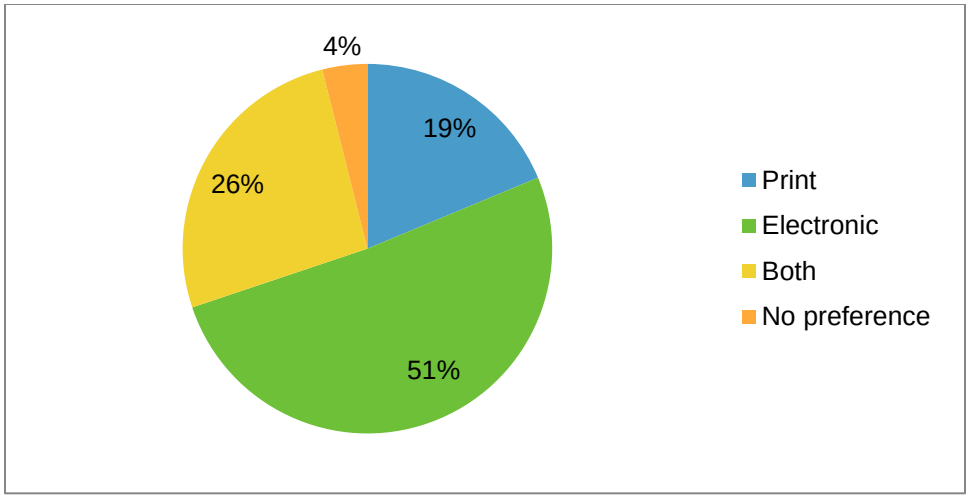
	V. imp/ Important	Somewhat/ Not import	Mean	V Sat/ Sat.	Dis/v Dis	Mean
Journal collection	73%	6%	4.0	68	3	3.7
Databases And e-resources	79	3	4.5	76	5	3.9
Online book request form/ Book order speed	71	4	3.9	49	5	3.2
Library study space	78	7	4.2	31	42	2.5
Research support services/Reference	75	5	4.0	57	4	3.5
Ease of finding books on the shelves	75	4	4.0	55	8	3.4
Ease of using the library catalog and finding resources you need	77	4	4.1	59	6	3.5
Outreach activities for our collections and services	54	8	3.5	39	4	3.0
Efficiency of using Search All to search for full-text books or articles	81	3	4.2	56	7	3.4

If books are available in both electronic and print versions, which would you use?

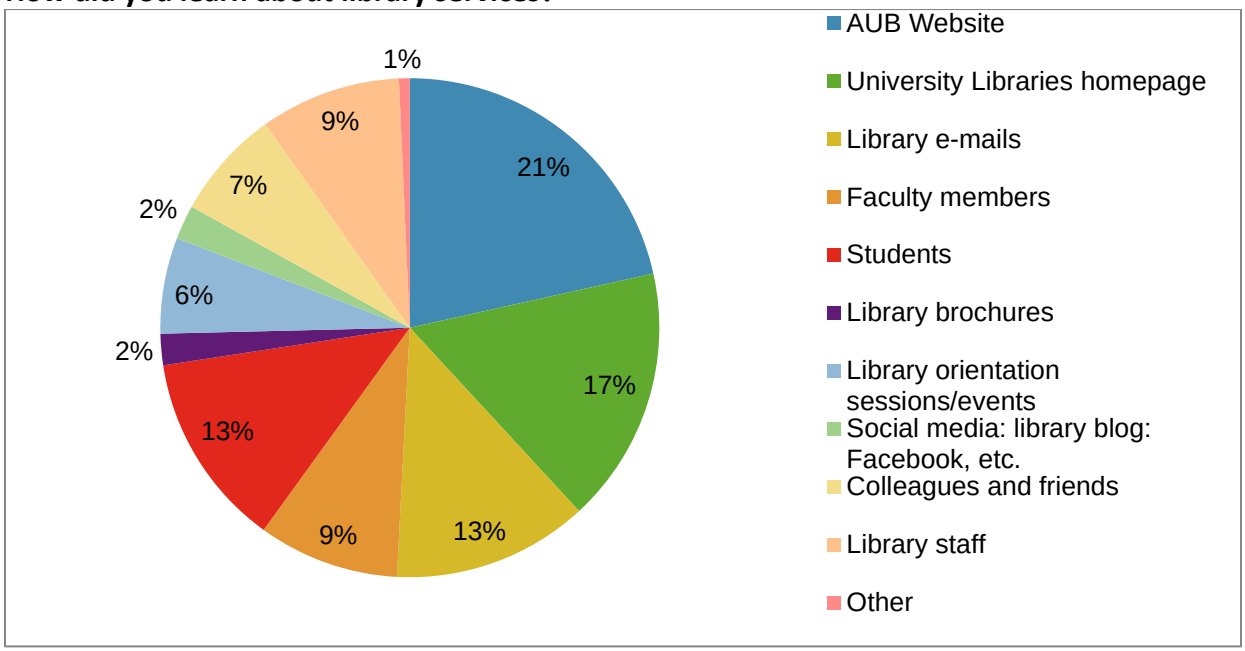


When asked about use of print or electronic version in books and journals, there was a preference for use of electronic version in journals and print version in books.

If journals are available in both electronic and print versions, which would you use?

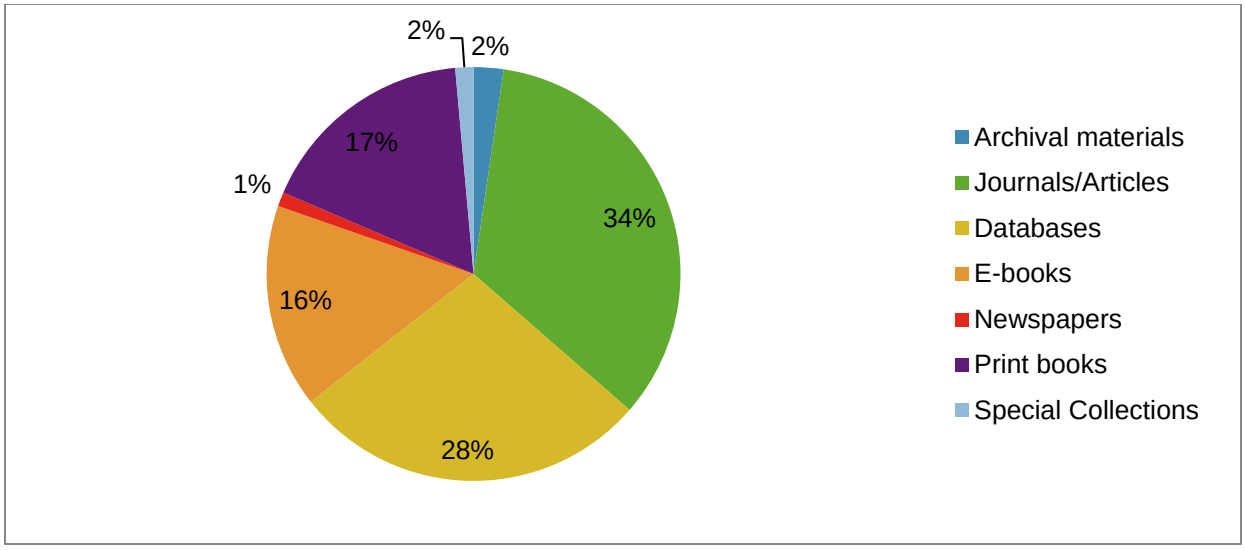


How did you learn about library services?



When asked about how they heard of library services, answers were spread out but it was mostly through AUB website, libraries' homepage and emails and from other students. Least used was social media (2%) and library brochures (2%).

Most frequently used resource



Journals/Articles are used by a third of respondents followed by databases, print then e-books.

V. Level of Satisfaction by Discipline

Level of satisfaction (depth and breadth of the collection) with Library' holdings related to the below disciplines

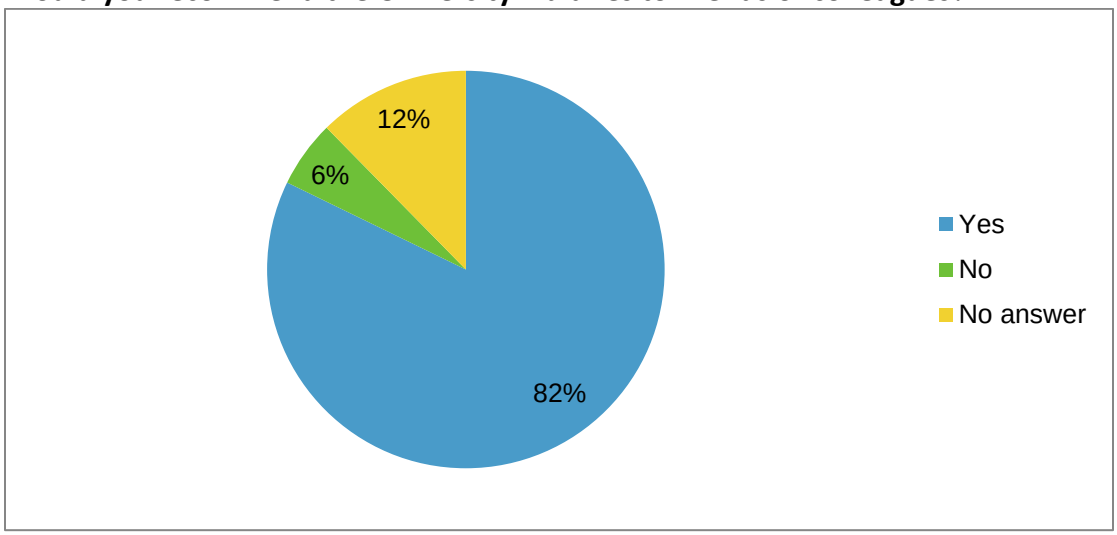
	%V. Sat/Sat	%Dis/V. Dis	Mean
Arts Architecture, Art History, Landscape architecture, Music, etc.)	39	5	3.5
Philosophy	45	3	3.5
Religion	38	6	3.4
History	45	4	3.6
Literature	45	6	3.5
Language	40	5	3.5
Education	34	3	3.4
Business	34		3.5
Economics	**30**	2	3.4
Engineering	45	5	3.5
Health and Medical sciences	**49**	3	3.7
Biological and Agricultural sciences	44		3.6

	%V. Sat/Sat	%Dis/V. Dis	Mean
Mathematics and Computer sciences	38	1	3.5
Physical and Earth Sciences	36	3	3.5
Public Administration and Services	**29**	3	3.3
Social and Behavioral Sciences	**47**	4	3.6
Archival and primary Source Documents	41	2	3.5
Audio-visual Collections	**29**	8	3.3
Other Fields	31	5	3.3

Level of satisfaction by discipline was moderate and varied from 29% to 49%, and means 3.3-3.7. Lowest satisfaction was with audio-visual collection, public administration and economics. Highest was with health and medical collection.

VI. Other

Would you recommend the University Libraries to friends or colleagues?



A large percentage recommended library to friends and colleagues, 82%.

Comments Summary

1. **Would you recommend the University Libraries to friends or colleagues? If no, please specify the reason**
   - Abnormally limited space (very small)

- no places, always overcrowded
- finding a book is like going into a maze and the shelves are very close from each other's
- it is always congested, chaotic and noisy
- electric plugs problems / should change the sockets
- A Library like Jafet should never close its doors.
- Students occupy places for hours and no one take action about that
- Focus on study space now rather than collections!!!!
- Difficult to find hard copies of resources Where are u keeping them?

2. **Please provide suggestions on how to improve the Library collection (Books, journals, databases, e-resources, primary source documents, etc.)?**
   - More databases and online journals
   - More books and journals published in Arabic
   - Subscribe to a wider range of eBook resources particularly for public health, philosophy, ethics, etymological dictionaries, urban design, architecture
   - Appoint a specialized Arabic book acquisitions librarian.
   - more digitization is needed of AUB's collection/primary sources
   - prohibit inappropriate acts from students in the library
   - Make sure there are multiple copies of certain books
   - Ability for continuing graduate students to check out more than two books
   - Help students become more knowledgeable about the library
   - A more diverse book collection and more novels
   - Make it easier to access the website, more tutorials, make it more user friendly, provide a formal manual on how to access these services and sessions
   - Have all of the related books in one place, it would make research much easier
   - No suggestions
   - add more recent books to your collection (i.e., Books published after 2000)
   - give access to use the database when off campus
   - make more space for students to study and ask people to be quiet.
   - more computers for searching resources
   - Create a mechanism to avail (some of the paid books) to us free of charge
   - More involvement faculty in deciding on the books to be acquired
   - I think that the library is very effective
   - More recent books should be printed version not just eBooks
   - Check the rating of the books before buying.
   - It is important that subscriptions in biology journals be broadened

- the library needs to build its collection in the arts and humanities, especially as regards non-western countries
- Add south Asian and Latin American scholarly journals
- More money is needed to buy more books and journals
- Please get Agatha Christie's series and other novels as well. It just seems that Jafet just
- So far I have not suffered from a lack of resources
- Electrical Shocks in the Graduate Reading Room happen a lot and with many students, solve this issue ASAP
- Audio-visual collection in particular (film, music)
- Don't bind your books! They are often bound so tightly the gutter of the volume is hardly visible and it is hard to read the book without constantly tilting it to read over the curve.
- Not all Lebanese decrees are not found in your database.
- Just transfer as much books as possible to pdf format so easy on line access can be achieved
- Book Loan Policy. The limited time allotted for book loans is ridiculous! Sometimes I check out a book (several years old) and am only allowed 3 days! Why?! This makes no sense whatsoever.
- I have had other difficulties trying to renew books online.
- Dirty Work Spaces

3. **Please provide suggestions on how to improve the Library services (research support/Reference; Document Delivery; Archive and Primary source research support, book order form; reserve, etc.)?**
   - Outreach, events, workshops etc.
   - make the online system more user-friendly
   - send periodic messages to faculty (and other users) summarizing (in list format) available services
   - Increase budget to enable access to additional online resources, in particular journals.
   - more flexibility with access to materials
   - more emails/advertisements and promotions about the services the libraries provide
   - DDs should be faster and more accurate
   - There needs to be more clarity, practicality and transparency on the part of the special collections and what is allowed and not allowed
   - Researchers often cannot find a place to work because students study there in groups
   - Enlarge the reading and studying areas

- The library services are satisfactory. No improvements are suggested.
- Allow coffee in library
- Undergraduate students should be allowed in the stacks.
- desperate need for more desks and modern electrical outlets
- we need a lot of new and old landscape books
- many copies of the same book, so they won’t be used only by professors
- Increase the number of tables and provide them with imbedded electrical "modern" plugs.
- More strict policies regarding silence in Jafet.
- More windows for ventilation
- make on-line desk reservation even for the normal desks
- Please provide an orientation session for all students
- The staff in the Archives are the least helpful and seem reluctant to help out students in their research
- online schedules for meeting with librarians. like the writing center
- Rania at the reference support is extremely helpful as well as Nabila in research dep
- The process of acquiring a suggested book seems to take a very long time.
- We need integration among various sources into a single search access.
- There needs to be a system in place to track newly ordered books and their status.
- A quicker document delivery when it comes to ordering manuscripts
- Books should not be reserved for over a week.
- Keep SML open 24/7
- More highly trained multilingual research librarians.
- Notifications of book orders are haphazard at best, and I would say rare. If I order a book I would like to be informed by email if it has arrived
- The character limits are pathetic--less than Twitter!
- Communications with regard to Acquisitions is really important.
- Order forms take a really long time. Not efficient if someone is in a hurry.
- order form is time consuming and somehow complicated to fill out.
- Change the interior design of the library (especially the lighting, because it's discouraging to work there)
- Some book requests are not replied to, and the reason not clarified.
- more organization is needed
- Provide maps
- There needs to be more than one copy of frequently checked-out books

- Please add whiteboards in the study rooms of the Engineering and Architecture library in order to make the grp studying easier
- faculty requests should be given higher priority
- integrate book collections into courses via Moodle

4. **Please provide suggestions on how to improve the discovery of our collections (Our Library Catalog, the catalog search functionality, new acquisitions list, etc.)?**
   - Better online search functions and information
   - an interface to allow users to suggest new books and collection must be in place
   - Conference/sessions to discuss contacting libraries outside Lebanon
   - Establish a pool of local library catalogues freely accessible online.
   - More French books
   - more journals
   - No suggestions
   - Provide better access to staff and faculty outside the campus.
   - social media
   - Somewhere on the AUB Libraries Web page, there should be a part on new acquisitions.
   - suggest books to be rented, especially the popular ones.
   - The online search tool can be very complicated sometimes
   - Re-categorize the collections (especially print books) and hang a sign on the bookshelf with the genre written on it
   - More collaborative events
   - awareness/ notifications about the collections
   - Better website
   - contacting departments and student clubs about their needs
   - email alerts
   - From time to time I get personalized messages from library staff who know my interests. This is appreciated
   - Maps
   - More relevant links for the searches, though they are good at the moment.
   - More study spaces
   - Periodic presentations about this subject.
   - Provide a formal manual on how to access the services
   - There needs to be a more systematic way for librarians to enter any book's information into its appropriate field
   - Update your website

- Use all the resources possible it's amazing to discover books and interesting archives.
- work more closely with faculty and students, possibly through revamping the library committee
- Workshops and tours
- you can have a book of the week/suggested read advertisement on the website.
- you can have a theme per month, to encourage students to discover the library.
- You used to put new acquisitions in the lobby. I loved being able to see what colleagues in other fields are ordering

5. **Please provide suggestions on how to improve the outreach for the Libraries Collections and Services?**
   - A monthly (opt-in) email to faculty with all new acquisitions perhaps.
   - being part of the orientation for new faculty.
   - better and more aggressive dissemination to community
   - contacting libraries of famous worldwide universities
   - develop a "friends of Jafet library" group where you can fundraise for cheaper subscriptions and provide the collection amongst the community
   - everything should be available off campus not only on aub wifi
   - Faculty representatives on Library committee can be in touch with faculty more to see what is needed
   - Have more library related activities that are not during class time
   - library outreach program that invite the student to do activities in the library
   - more emails
   - more events on new arrivals
   - More orientations
   - More study spaces
   - No suggestions
   - Plasma screen outside Jafet or inside Jafet giving information periodically about everything
   - Provide a formal manual on how to access these services and sessions
   - provide offline service to outreach the libraries collections and services
   - renovation of the library/at least paint the walls
   - social media
   - Some books are in bad condition, the books given back should be inspected before and after being taken
   - the book exchange events are fantastic.

- workshops
- You are doing an excellent service in this regard; keep it up and much appreciation**.**

6. **Please provide suggestions on how to improve the Libraries' websites?**
   - when using the catalog to search for books, if I change the option from title to author (etc.), the item I am searching for disappears and I have to retype (which is very tedious)
   - Advertisements
   - Eliminate redundancies of multiple items in order to allow access to more online resources
   - Get rid of that "search all option" (or at least make it optional)
   - Hire PR service
   - I love the website. I think it's fine.
   - Include a new program for the translation of articles
   - Include tutorials
   - Increase the number of services that could be offered online
   - Keep the e-books directly on the AUB website without navigating to other sites
   - make the homepage less crowded
   - Make the sub links in larger characters with a description of each one next to it
   - Make them modern and interactive, and definitely easier to search and navigate.
   - More study spaces
   - More user friendly, and more concise and practical ready to use information available.
   - No suggestions
   - Not every click should open a new tab
   - Organize the databases and make them more vivid and interesting
   - Orientations
   - The Summons system is a bit quirky.
   - update the website and make it more simple

7. **List the top 2 services you would like to see offered/improved at the University Libraries to meet your scholarly needs:**
   - A drop box outside the Jafet Library to return books to when the library is closed
   - A translator for those of us who do not speak Arabic
   - ACESSING GRADUATE ROOMS!
   - acquisition of documents (digital/print) when not available in library.
   - Add more spaces to study! Especially the engineering Library
   - Allow coffee in library

- Better chairs PLEASE! these old wooden or even recent plastic chairs bring nothing but pain to the backbones
- better integration with google scholar.
- Better profiling of authors to infer quality and conduct cross department evaluation
- create a segment in the library that discusses methodological methods in different disciplines
- drop-off locations on campus other than libraries
- extend the period of loan and the number of books they can take (for undergraduate)
- Faster log in computers
- fix and change the electricity plugs
- Free quota of medicine can be used anywhere in the university.
- Have an e-book option
- Have new arrivals presented (on a table, have posters...)
- improve the website
- Information about archival products and new resources
- inter library loan
- It is not easy to find the books on the shelves, and often there is no one to help.
- Keep SML open 24/7
- larger list of science journals
- Library Opening Hours.
- Maintenance and renovation of the rooms
- Make it easier for faculty to suggest books for the library to order.
- make sure the library is always clean and in good shape
- Maybe you can link Jafet to Academia website for up to date research materials
- More books relating to courses.
- More Computer labs
- more orientation to the library - perhaps a one-credit course that all UG need to take
- More tables and more study space
- no suggestions
- Offer ProQuest dissertation service
- Printing service (colored and black and white)
- Provide a formal manual on how to access the services and sessions
- Provide laptops or iPad for students inside the library (like in LAU).
- Provide mobile apps to access the library collections
- Provide more stools to facilitate retrieval of books located on upper rows of books.
- provide students with e-books because sometimes it’s hard to get a book

- Provide us with wheeled chairs
- Reduce faculty borrowing privileges to a more limited period of time.
- RESEARCH SUPPORT
- Routinely monitor the state of electric bulbs in the stacks.
- Send reminders when books are due to faculty cell phone.
- skimming strategies.
- Students frequently reserve desks for long periods without using them
- Study groups should not be allowed as they make so much noise
- the noise should be regulated properly and enforced strictly!
- The staff at circulation desk should be more helpful.
- The students need a beautiful reading room
- very satisfied, keep up the really good work
- would like to borrow the software CDs that come with statistical texts when I borrow those texts

Appendix VI: Benchmarking

a. Standards and Best Practices

During the self-study review process, the committee adopted the methodology presented in the ALA document "Standards for Libraries in Higher Education" to create peer groups for benchmarking and comparison with other institutions. In addition, the data collected from the following sources were used to create the peer groups and for benchmarking;

- NCES (https://nces.ed.gov/) based on 2012 data
- IPEDS (https://nces.ed.gov/ipeds/datacenter/)
- U.S. News Ranking (http://colleges.usnews.rankingsandreviews.com/best-colleges)
- Standards for Libraries in Higher Education (http://www.ala.org/acrl/standards/standardslibraries)

As suggested by the ALA standards, two groups were identified:

Peer group: Used to benchmark and compare performance and services with similar institutions to the UL.

Aspirant group: What the UL aspire to become in the coming years.

The following is the list of peer and aspirant institutions:

		National Ranking US News(2017)
Dartmouth College	Aspirant	11
Brown University		14
Tufts University		27
University of Rochester		32
Case Western Reserve University		37
Wake Forest University	Peer	27
Tulane University		39
Lehigh University		44
Villanova University, PA		50
University of Denver		86

The peer and aspirant institutions were selected based on the following criteria:

- Private schools (with national ranking)

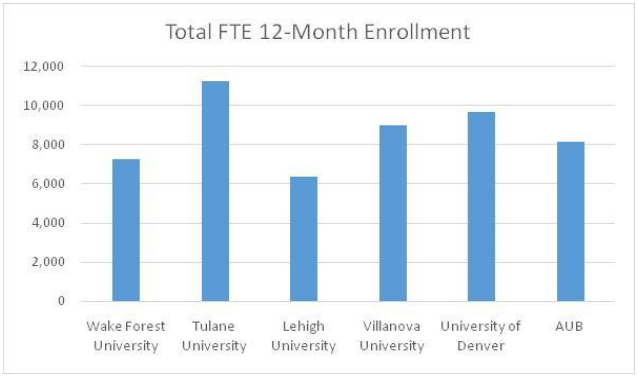
- Student body that is as close to AUB's as possible (+/- 30 % of AUB count)
- Student-Faculty ratio that is as close as possible to AUB's (for peer institutions) and a little better than AUB's (for aspirant institutions)
- Endowments that are close or slightly better than AUB's (for peer institutions) and significantly better than AUB's (for aspirant institutions)
- Institutions with highly ranked engineering, medical, or engineering and medical schools (with own medical centers like AUB) and strong liberal arts components.

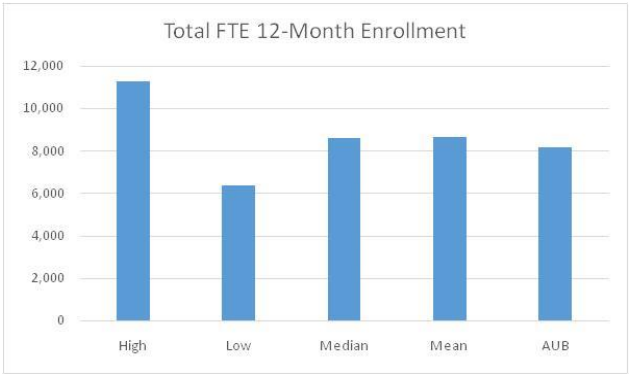
b. Peer/Aspirant Institutions Comparison

Based on the recommendations of the ALA standards, library metrics from different perspectives were chosen: Inputs, Outputs and Outcomes.

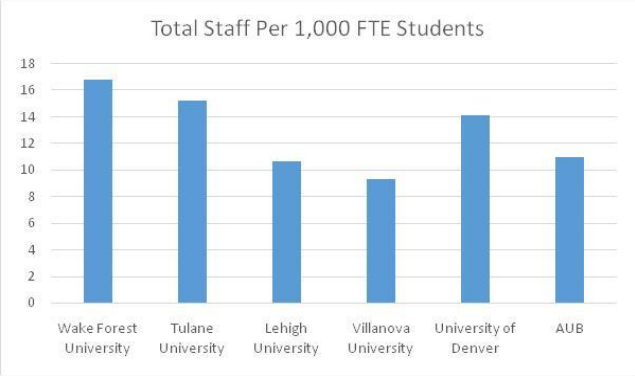
<u>Peer Group Comparison</u>

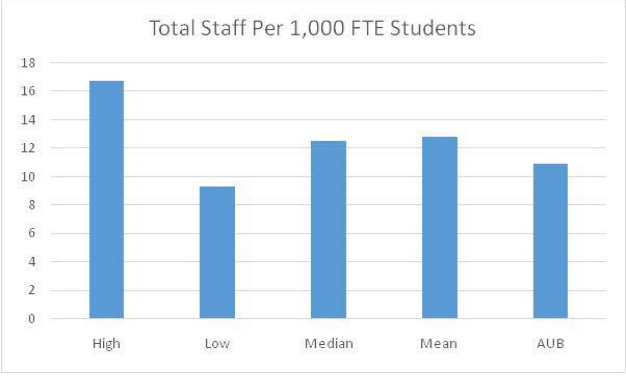
AUB's Full Time Enrollment (FTE) for students is almost equal to the average of the FTE for students in peer institutions.



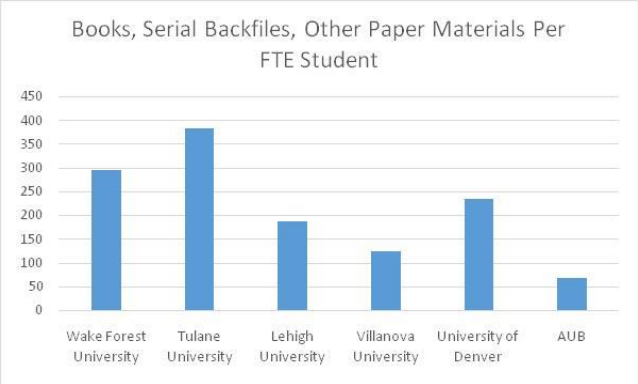


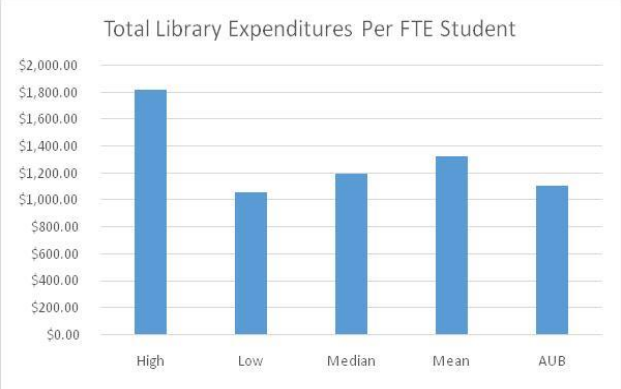
The number of staff in the UL is less than the average number of library staff in peer institutions by nearly two staff per 1,000 FTE students.



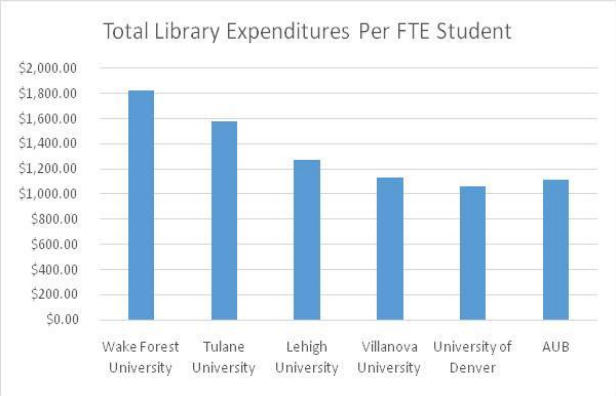


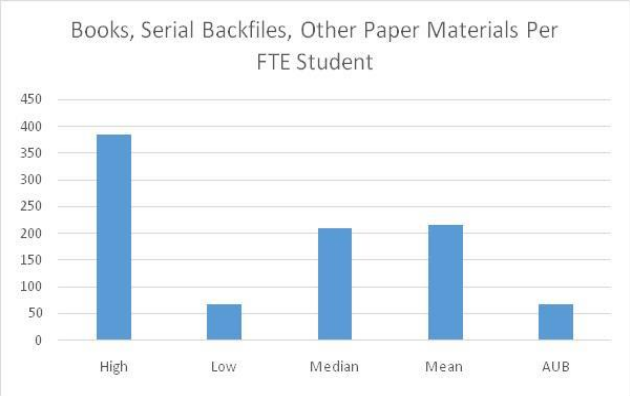
The total expenditures of the UL are less by $2,000,000 or less by $262 per FTE student compared to the average of total expenditures in peer libraries.



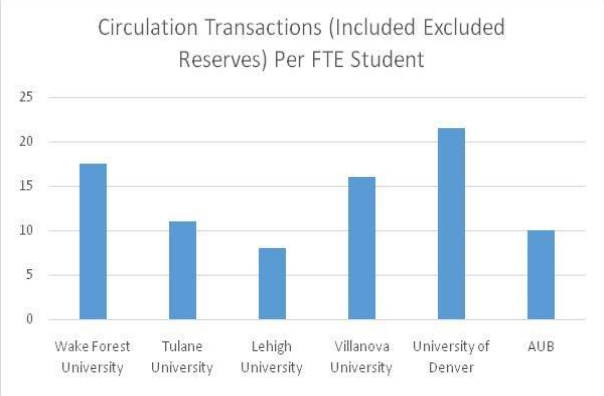


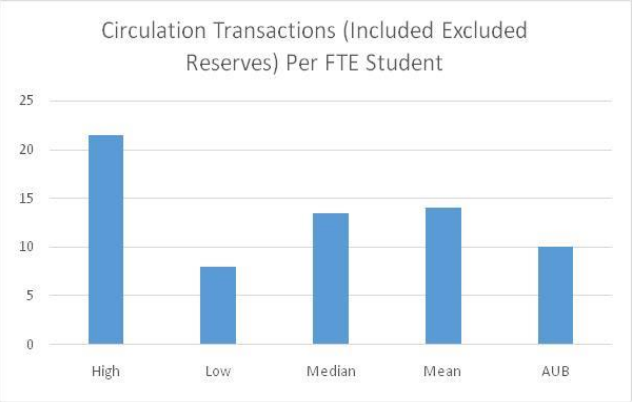
Compared to peer libraries, the number of books, serial backfiles and other paper materials are significantly below the average and is actually the lowest among peer institutions.



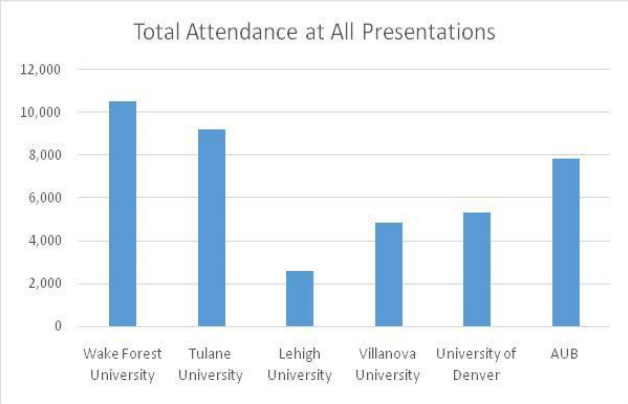


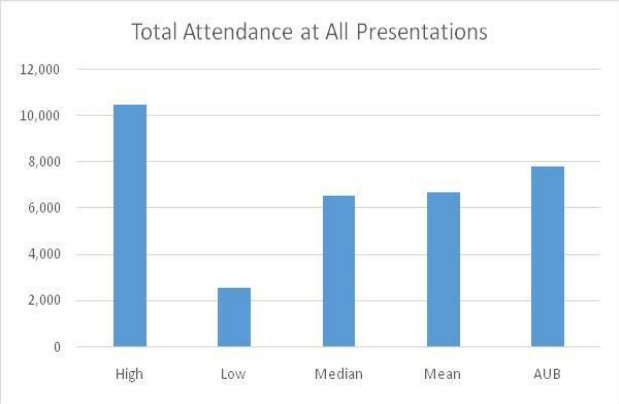
The number of circulation transactions, excluding reserves, per FTE in the UL is less than the average number of circulation in peer libraries by almost one-third.



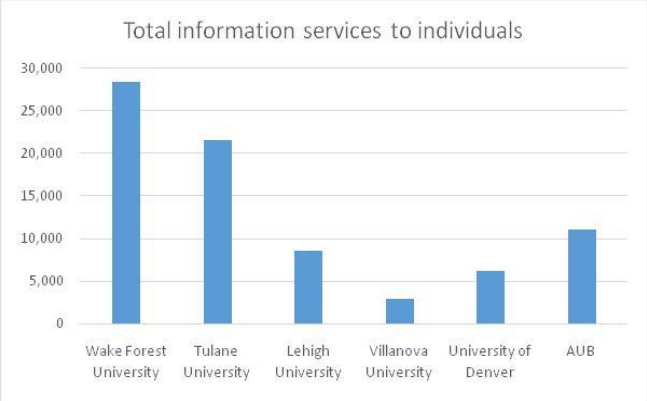


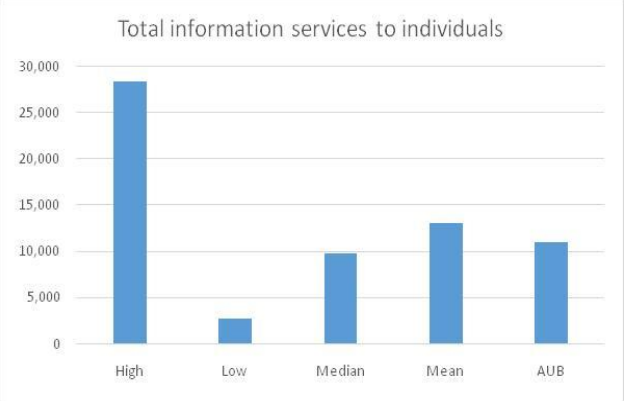
The number of attendees at all presentations conducted by the UL exceeds the average number of attendees compared to peer libraries. In other words, although UL have significantly less staff than their peers, they provide instructions to a higher number of students.





The total information services provided by the UL is almost 20% less than the average of information services provided by peer institutions.





In summary, compared to peer institutions, UL have a significant shortage of staff, their annual budget is significantly lower, and their collection size is much smaller. These are areas that must be addressed by the University Administration in order to provide better services to AUB students and faculty.

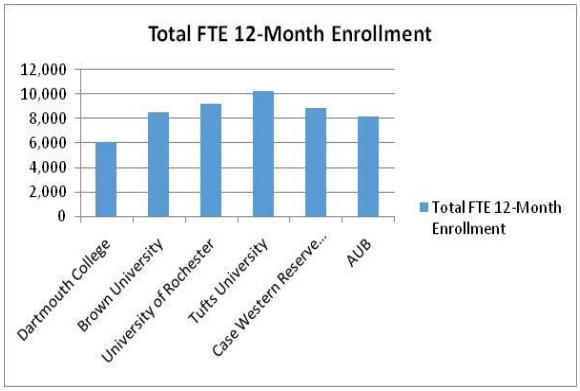
The complete list of all metrics that were used to benchmark with peer institutions and their values are shown in the following table 7.1.

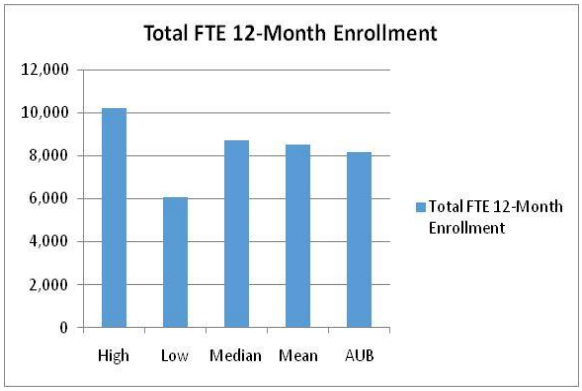
Peer Library Metrics	Wake Forest University	Tulane University	Lehigh University	Villanova University	University of Denver		Mean	AUB	AUB UL Position
Total Student FTE 12-Month Enrollment	7,269	11,268	6,356	9,012	9,710		8,723	8,153	Below average
Total FTE Library Staff									
Total Staff Per 1,000 FTE Students	16.78	15.26	10.67	9.3	14.11		13	10.96	Below average
Total Library Expenditures Per FTE Student	$1,824	$1,580	$1,273	$1,129	$1,058		$1,373	$1,111	Below average
Books, Serial Backfiles, Other Paper Materials Per FTE Student	295.78	383.37	185.63	124.57	233.61		245	67	Significantly below average
Circulation Transactions (Excluded Reserves) Per FTE Student	17.5	11	8	16	21.5		15	10	Below average
Total Attendance at All Presentations	10,508	9,223	2,593	4,827	5,319		6,494	7,836	Above average
Total Information Services to Individuals	28,430	21,633	8,604	2,840	6,195		13,540	11,029	Above average

Table 7.1: Peer Library Institution & Metric

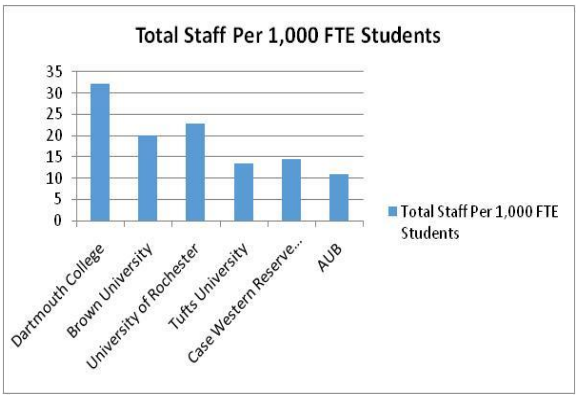
Aspirant Group Comparison

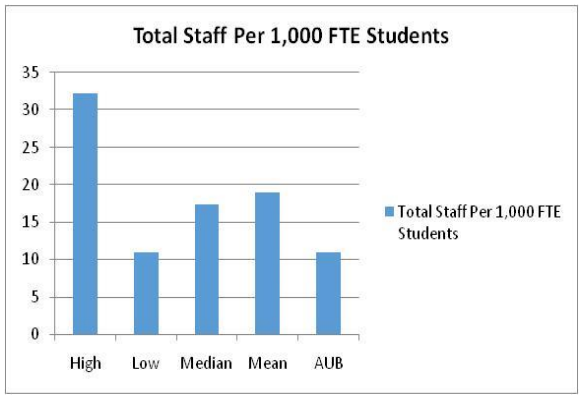
The number of AUB FTE students is almost equal to the average number of the FTE students in aspirant institutions.



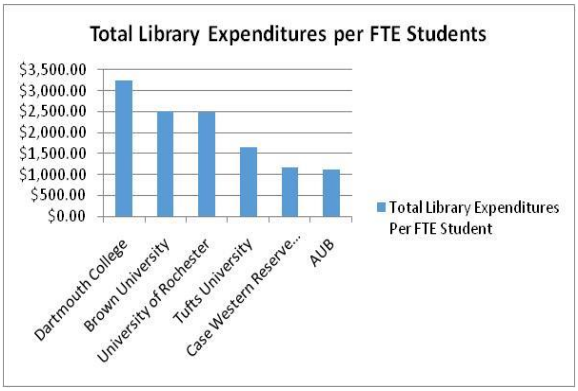


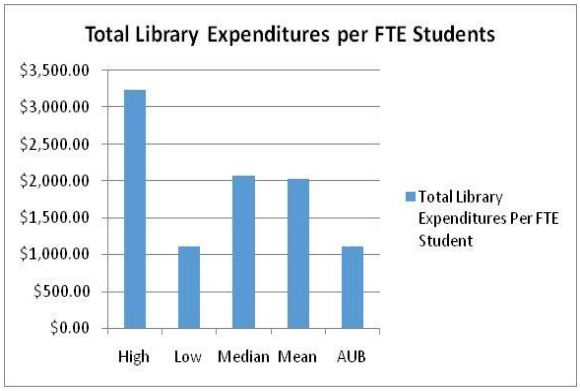
The number of staff in the UL is the lowest number of library staff among aspirant libraries. UL employ almost half the number of employees compared to aspirant libraries.



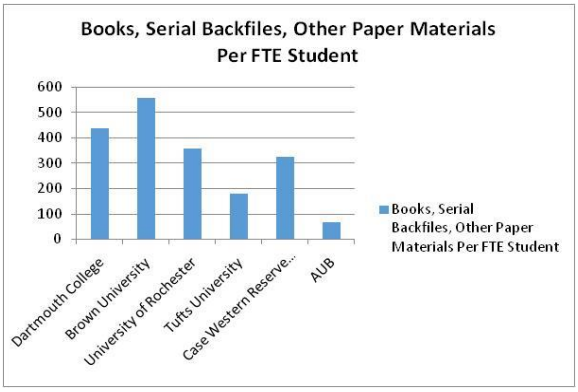


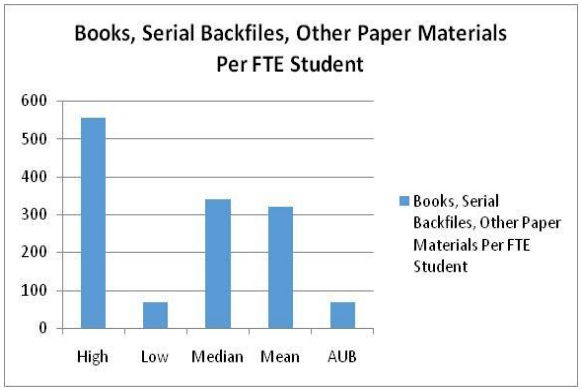
The total expenditures of the UL are the lowest expenditures among all aspirants. It is less by $1,100 per FTE student compared to the average of total expenditures in aspirant libraries.



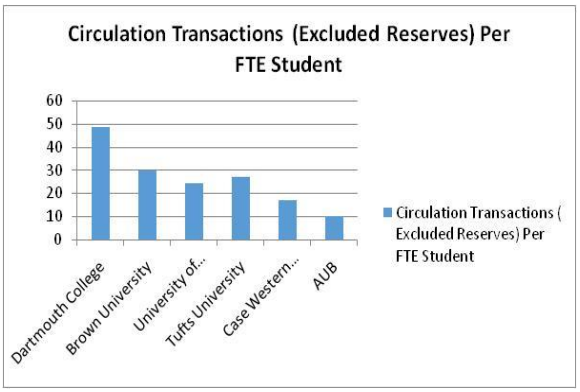


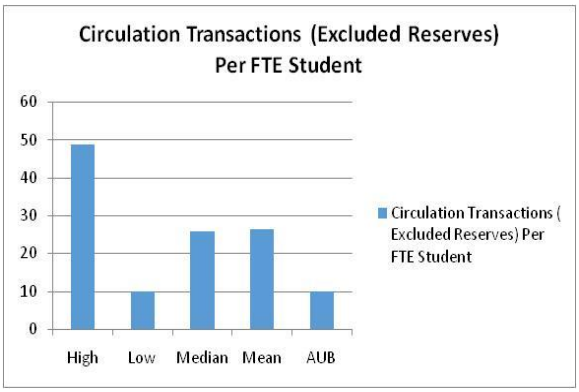
Compared to peer libraries, the number of books, serial backfiles and other paper materials are significantly below the average and is actually the lowest among aspirant libraries.



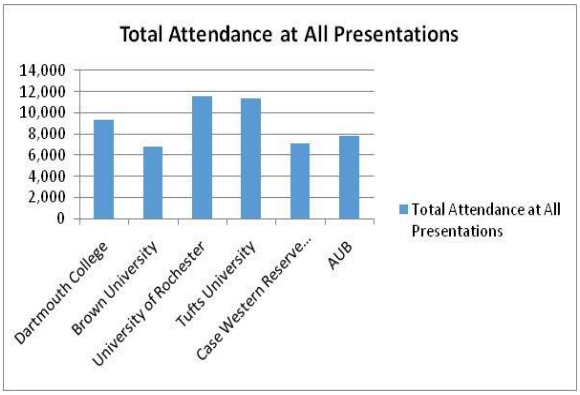


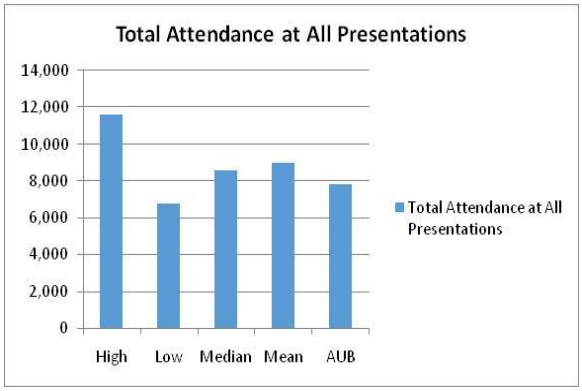
The number of circulation transactions, excluding reserves, per FTE in the UL is less than the average number of circulation in aspirant library by almost the third.



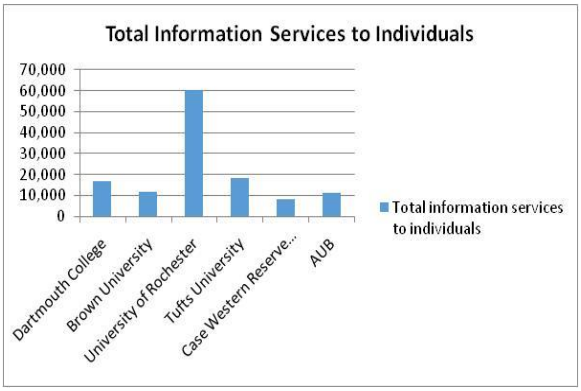


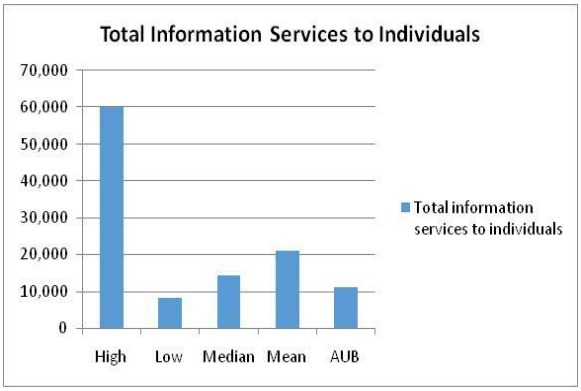
The number of attendees at all presentations conducted by the UL exceeds some aspirant institutions, but the number is still lower than the average number of attendees given by aspirant institutions.





The total information services provided to individuals by UL is almost half the average information services provided by the aspirant institutions.





In summary, compared to aspirant institutions, UL have a significant shortage of staff and their collection size is significantly smaller. These are areas that must be addressed by the University Administration in order to provide excellent services to AUB students and faculty.

The list of all metrics that were used to benchmark with aspirant institutions and their values are shown in the following table.

	Dartmouth College	Brown University	University of Rochester	Tufts University	Case Western Reserve University		Mean	AUB	AUB UL Position
Total FTE 12-Month Enrollment	6,055	8,510	9,247	10,227	8,876		8,583	8,153	Below average
Total Staff Per 1,000 FTE Students	32.25	20.15	22.82	13.48	14.42		21	10.96	Significantly below average
Total Library Expenditures Per FTE Student	$3,240	$2,510	$2,493	$1,639	$1,165		$2,209	$1,111	Significantly below average
Books, Serial Backfiles, Other Paper Materials Per FTE Student	437.14	555.06	355.17	177.23	324.21		370	67	Significantly below average
Circulation Transactions (Excluded Reserves) Per FTE Student	48.7	30	24.5	27	17		29	10	Significantly below average
Total Attendance at All Presentations	9,316	6,768	11,607	11,382	7,058		9,226	7,836	Below average
Total information services to individuals	16,875	11,568	60,153	18,256	8,293		23,029	11,029	Below average

Table 7.2: Aspirant Library institutions & Metrics

Appendix VII: Space Needs Assessment, 2016

Today, academic libraries are expected to provide the most current, accessible, flexible, and technology-rich user space on campus, including group study rooms, technology equipped areas, and pleasant, open seating, and quiet environments, as well as robust research resources and services and spaces for teaching, events, and interaction to ensure that they can respond to innovations in information access, teaching, learning and research. Libraries are also expected to provide safe, secure, and environmentally friendly homes to their staff and various collections. Below are some of the space-related challenges that the AUB Libraries have been encountering for many years and information about what is required to ensure that these challenges are transformed into opportunities to meet the changing needs of the stakeholders.

AUB LIBRARIES: SPACE-RELATED CHALLENGES	**OPPORTUNITIES/SPACE NEEDS ASSESSMENT**
▪ Currently composed of four libraries: (1) Jafet Library, a stand-alone building founded in the early 1950s; (2) Saab Memorial Medical Library, a building-within-building founded in the mid-1970s; (3) Engineering Library, a building-within-building, which was founded in the 1960s and changed locations several times since then; and (4) Science Library, a small area on a floor built in the 1960s between the Biology Department and the Faculty of Agriculture building. The Libraries were founded at a time the University had only 2,000 students. Today, AUB has over 8,500 students. Moreover, none of the Libraries received any major renovations since they were founded. **Overall, the physical spaces within these libraries reflect mid to late 20th century models for accessing and using information, and do not meet user demands for the technology-rich, flexible study, meeting, and learning spaces that define a 21st century academic library. The buildings lack both the necessary space that would facilitate innovation and productivity among staff members and the safety and**	**WHAT DO STUDENTS AND FACULTY NEED, WANT, ASK FOR** ▪ Robust and varied environments that facilitate interaction, collaboration, study, and research, including but not limited to: ○ Lobby with food & coffee venues and informal meeting areas ○ Group work spaces and more quiet reading rooms for individual work, some be accessible 24/7 ○ More seats, with easily accessible electric outlets ○ Larger computer labs with more advanced services ○ More convenient, sturdy, and ergonomic furniture ○ More privacy and individual space within study rooms ○ Student lockers for short-term use during the day ○ More electric outlets ○ All libraries and public areas within the libraries be accessible by wheelchairs (currently, it is either very difficult or impossible to do that)

security infrastructure and standards for proper housing and preservation of the Libraries' collections

- Although over 90% of the library material budget is spent on electronic resources, print and other tangible collections remain among the most valuable holdings of the Libraries, including archives and other special collections, books, videos, journals, maps, microforms, and photographs. These collections must be housed and serviced in appropriate on-site and off-site locations to support teaching and research in all disciplines, especially those that are not well served by electronic resources

- Have 25,000 linear meters (82,000 linear feet) of shelves, of which 88% are full. Lack of enough shelf space does not allow for appropriate organization and maintenance of the Libraries' collections. Although collaborative arrangements with local, regional, and international peer libraries are expanding AUB's access to print materials and reducing the need for permanent acquisition of lesser-used materials, AUB's physical collections which include 600,000 print volumes of books, journals and serials, are necessary to preserve and essential for participation in collection-sharing agreements

- From 2010 to 2015, the Libraries have discarded over 100,000 print volumes of books and journals to create new user space and increase seating capacity. The Libraries do not have any more collections to consider for discarding

WHAT SPACE DO THE LIBRARIES AND THEIR STAFF NEED TO PROVIDE BETTER SERVICES

- Teaching and learning facilities that support services like GIS, data visualization, and digital media, among others. All of these are currently lacking in AUB libraries
- New facility for the Archives & Special Collections Department as well as an off-site storage space for housing rarely used material that cannot be discarded (see more on this below)
- Meeting, seminar, and conference rooms as well as a lecture hall
- Flexible event and exhibition spaces
- Storage rooms for housing and processing in-kind gifts, recently acquired material, and items waiting for exchange or discarding

INITIATIVES THAT CAN ADDRESS SOME OF THE SPACE CHALLENGES

- Some of the space challenges of the University Libraries can be addressed, even with additional 2,000 new students in the next few years, if the following conditions are met: (1) **mobile shelves have replaced static shelves wherever possible in Jafet Library**; (2) the **Mezzanine Level, the staff offices, and the 4th floor of the Saab Library stacks are returned to the University Libraries**; (3) the **new Mikati Library is built** to accommodate at least 100,000 volumes of books and journals, 300 students, 75-seat student computer lab, a dozen or so group study rooms, and a lecture hall that can also be used as an electronic classroom; (4) the **Archives & Special Collections Department is moved out of Jafet Library into a new facility** on campus; (5) an **off-site**

▪ From 2010 to 2015, the libraries have suffered from a series of space losses, the most significant being: ○ **Engineering Library**: relocated to an area with 25-seat and 3,000-volume shelving capacities ○ **Medical Library**: Faculty of Medicine decided to borrow from it the Mezzanine floor, the 4th floor of the stacks, and several library staff offices, denying the Library approximately 1,500 linear meters of bookshelves, over 75 user seats, and capacity to develop much needed group study rooms—the borrowed areas are yet to be returned to the Library ○ **Science Library**: one-third of its user and stacks space was permanently given to the Faculty of Arts and Sciences to house the Post-Herbarium ○ **Off-site storage:** Engineering, Jafet, and Science libraries all lost off-site storage spaces on campus that used to house over 50,000 volumes of print books and periodicals ▪ Current seating areas for studying, learning, and instruction provide 925 seats for users (or 10% of the user population). Seat count per capita is not only less than that of other private research university libraries (some of which are providing seating for 20-30% of their student populations), but also at AUB Libraries only 2.5 square meters is allocated for each seat in comparison to the best practice standards for academic library seating of 3.5 square meters per seat ▪ Staff count has increased from less than 80 in 2010 to over 90 in 2016 and library special major projects have increased	**storage facility** for up to 200,000 volumes of print books and journals is built on campus; and (6) **Jafet Library is completely redesigned and renovated and staff space has increased in size and improved in basic health requirements (e.g., natural light)** ▪ **Moving the Archives and Special Collections Department (ASC) from Jafet Library** to a new facility on campus. This will require 1,000 square meters of space for: ○ 15 staff members and 5 fellows, interns or student assistants ○ Multiple research areas/rooms for users ○ Cold room with special stacks/furniture and climate control to store 10,000 volumes of rare books and manuscripts, 100,000 print photographs, 100,000 negatives, etc. ○ 2,000 linear meters of stacks with climate control for housing/storing archival material and other special collections ○ An area/room to accommodate 50 cabinets for storing large-size material (maps, posters, etc.) ○ An area/room for organizing exhibits ○ Conservation labs (wet and dry) and quarantine room with all of its equipment, tools, etc. ○ Meeting room, kitchenette, restrooms, and an area for public printers, photocopiers, etc. ○ Storage, supplies, and receiving rooms **BENEFITS:** Moving ASC and its staff and invaluable collections to a more safe, secure, and environmentally

from none to over a dozen during this period of time, yet, relevant space remained unchanged ▪ Have only one 30-seat e-classroom for library instruction, located in Jafet Library, and four computer labs that include a total of 120 workstations (or 1 PC for every 71 students)	friendly location because current location is detrimental to ACS's collections and staff, cannot be expanded to accommodate ASC's space needs and the needs of its users, and is not a place where structural changes or improvements can be implemented. It will also become accessible to users on wheelchairs The vacated space will help increase Jafet's shelving capacity and allow developing group study rooms, much needed meeting, seminar, and conference rooms, a lecture hall, a digital media lab, as well as relocating and increasing the size of the public computer lab, among others
SUMMARY: The AUB Libraries lack appropriate and enough space for learning, instruction, research, meetings, events, staff, and collection organization and preservation. They also do not meet many space, accessibility, safety, and security standards required for accreditation, improving user experience, providing better protection for collections, and implementing various best practices. Low ceiling height, below average square meters per seat, lack of emergency exits, use of water-based fire system instead of foam and gas-based systems, non-energy efficient buildings, non-ADA compliant stacks, largely inaccessible facilities for people with special needs are only a few examples of what the Libraries lack	
JAFET LIBRARY • **General:** Built in the early 1950s and partially renovated in the mid-1990s, Jafet is the largest library at AUB and is home to all of the University Libraries' internal operations (e.g., administration, acquisitions, archives, cataloging, digitization, ILL, etc.). Centrally located near the Main Gate, Medical Gate, and Bliss Street, it is visited by over 1,000,000 users annually. It opens every day until midnight except on Saturdays (8-8) and opens 24/7 during reading and exam periods. Composed of five floors and some basement space	**NEEDS** ▪ Extensive infrastructure improvements and renovations to address outdated building systems, access challenges, and user needs, including but not limited to: ○ Renovations to freshen tired and worn interior environments ○ Expansion of and enhancing the seating areas and places for collaborative work essential to effective teaching and learning

from an adjacent building, and its space on the first three floors are divided among users, staff, and collections • **Accessibility:** Stacks are not ADA compliant. Elevators are not easily accessible by people on wheelchairs. And space for users with special needs are lacking, • **Emergency Exits:** 3rd, 4th, and 5th floors of the stacks lack emergency exits, **which not only put students and staff at great risks, but also make the University liable for any possible catastrophes** • **Fire System:** Only the basement and the first floor of the stacks have water sprinklers; the remaining spaces and areas have smoke detectors only, and the Manuscripts Room in the Archives & Special Collections Department is the only facility with a gas-based fire system, **facts that put our rare and unique collections at great risk of being destroyed forever** • **Student Areas:** Overcrowded, tired and worn, and do not meet international library space/room standards. Ceilings are depressingly low, less than 8 feet high in comparison to the best practice standards for academic libraries of 15 feet high for lobbies, study rooms, computer labs, electronic classrooms, etc. Student areas set up and furniture are not helpful in providing facilities to accommodate new trends in teaching and learning. Lacks group study rooms and has only 1 small public restroom for women and 1 for men (with five units each), both located in an isolated area quite far from the library's large study rooms • **Staff and Library Activities Areas:** Lacks meeting, lecture, and conference rooms. Staff Lounge is very small (18 square	○ Adding an area with food & coffee venues, experimental teaching spaces, labs, and event spaces, as well as meeting, seminar, and conference rooms ○ Public restrooms on each of the first three floors ○ Emergency exits on all stacks floors and easily and conveniently be accessible via wheelchairs ○ Non-water-based fire system in all areas with collections ○ Increase ceiling height in the Lobby and all student areas ○ Increase space per seat from 2.5 to 3.5 square meters ○ Increase size of staff lounge to allow accommodating at least 40 staff members at a time ○ Increase size of staff areas to address increases in projects and staff numbers ○ Upgrade the electromechanical structure of the building to address problems with electrical and network outlets and the heating and cooling system of the building. Jafet must have DER (Data Equipment Room) on each of the first three floors, as well as its own, **independent heating, cooling, and ventilation system, and use energy efficient systems** ○ Develop a study room for people with special needs ○ Increase shelving capacity by replacing where possible static shelves with mobile ones ○ Increase the size of the student computer lab ▪ Develop a cold room with climate control according to international standards for housing/storing 100,000 microfilm reels (negatives), one of the most valuable collections at the Libraries. This collection is currently housed in an area that reduces the life expectancy of the microfilms from 500 years to less than 100 years as a result

meters or less than 200 square foot for a unit with 90 staff members) • **Electromechanical Problems:** Severely deficient in user electric and network outlets. Does not use energy-efficient systems. Lacks an independent cooling and heating system; such a system is connected to and controlled by an adjacent building. Temperature and humidity in the Library fluctuate significantly during the day, making the environment detrimental to the collections and frustrating to students & staff	of inability to provide low and stable levels of temperature and humidity ▪ Move the Archives & Special Collections Department out of Jafet in order to use its space to address abovementioned needs ▪ Develop an off-site storage facility on campus to accommodate 200,000 volumes of Jafet's rarely used print books and periodicals
SAAB MEDICAL LIBRARY ▪ **General:** Opens until midnight every day except Saturdays (8-8) and except first day of every official holiday. Has 150 seats, a computer lab, three staff offices, and one storage/receiving room ▪ **Space:** The Faculty of Medicine currently occupies a significant number of its space, including the Mezzanine level, which can accommodate over 75 seats, the 4th floor of the stacks, which can accommodate over 1,500 linear meters of shelves, and several staff offices that can be used to develop 8 group study rooms or some other recommended facilities, such as history of medicine special collections room ▪ Many medical students use Jafet Library instead of the Medical Library because they can't find enough room/seats there	**NEEDS** ▪ Getting borrowed space back from the Faculty of Medicine as soon as possible **BENEFITS:** (1) Increase the seating and shelving capacity at the Library; (2) develop group study rooms; (3) develop a research room for rare/unique history of Arab, Islamic, and Middle Eastern medicine; (4) ease the pressure on Jafet Library; and (5) account for future increases in student enrollment

SCIENCE AND ENGINEERING LIBRARIES	NEEDS
• Have shrunk in size in a span of six years (2010 to present) from areas/spaces that were able to accommodate over 250 students and 100,000 volumes of books and journals to areas that can barely accommodate 100 students and 40,000 volumes of books and journals	• 2003 Campus Master Plan called for the merger of the two libraries to form what will be known as the Mikati Library to be located on the right side of the Bechtel Building • Latest plan/design of this new library calls for a building with 300 seats, 75-seat computer lab, 11 group study rooms, and an electronic classroom that can also be used as a lecture hall • When completed, it should significantly help meet the needs of the lower campus users, help relieve some pressure off Jafet Library, and account for future increases in student enrollment

New Student Center Building?

- A student union building would help relieve some of the students' study needs. West Hall, which is strategically located on campus, closes in early evening hours and is largely inaccessible during weekends and holidays. Hostler Student Center is far for most students, located on the sea side with very limited parking options, and is exclusively sports-centered with so many restrictions
- Must be safe with extended hours and be strategically located with convenient parking options
- Must have many places for students to sit, meet, study, and organize events

Other Issues

- Dorms: male dorms not enough to accommodate planned increases in enrollments
- Limited areas/spaces on campus for meditation, relaxation, etc.
- Could develop a huge parking lot under the Greenfield, which will significantly alleviate parking problems for AUB communities