December 1, 2015

Excellence in Academic Libraries Award Program
Association of College and Research Libraries
50 East Huron Street
Chicago, IL 60611

Dear Award Committee Members:

The Atlanta University Center Robert W. Woodruff Library is pleased to participate in the third and final round of our eligibility for the ACRL Excellence in Academic Libraries Award Program. Producing this application packet became a labor of love as we have had the opportunity to reflect on our achievements and evaluate the scope of our impact on teaching and learning over the last several years.

As you review the application, you will notice that our resources and services are evolving year after year. In addition to the physical transformation of our interior spaces, we continue to add to our digital services to keep pace with changing technologies, enhance staff development to maintain the highest level of professionalism and employ new strategic objectives for future growth.

In other key ways, however, the AUC Woodruff Library remains the same. Maintaining excellence in service in every department will always be a top priority. Despite declining enrollment at our member institutions, the Library continues to receive generous support both through financial contributions and community support. I believe our contribution to student learning, faculty scholarship and institutional accreditation of the historic schools we serve is the testimony to the excellence of this shared library.

Thank you for your consideration.

Sincerely,

Loretta Parham
CEO & Director
Introduction

According to management author Peter Drucker, “If you want something new, you have to stop doing something old.” Almost a decade ago, the Atlanta University Center (AUC) Robert W. Woodruff Library made a radical departure from the old to re-envision the library through a lens of innovation and excellence. This re-envisioning was framed through the eyes of our stakeholders who collaborated in the development of strategic plans over a 10-year period. Each plan yielded outcomes aligned with the institutional missions of the AUC schools. Each plan placed an emphasis on expanding e-Resources, funding, leading-edge learning technology, and greater librarian-student/librarian-faculty partnering in the design, implementation, and evaluation of services. We truly consider support of our four member Historically Black Colleges and Universities (HBCUs) institutions to be a unique and commanding privilege. Contributing to their distinctive brands of excellence is at the heart of all we do.

Today, the AUC Woodruff Library is a vibrant, ever-evolving academic center of the AUC and a neutral convening space for intellectual and social engagement. Our team is fully committed to achieving our vision and mission. Our performance expectation levels are collectively set, measured, and celebrated by the entire staff. Exceeding expectations is internally and endearingly referred to as stretching; we stretch with unyielding persistence. The academic success of our students and faculty requires much more of us than is written in any job description.

Our librarians and archivists are professionally engaged in the important work of teaching, learning, scholarship, and preservation. We operate in an atmosphere of continuous learning, and we offer every member of staff training and development opportunities that can motivate their performance and enable us to meet head-on the industry standards articulated by the American Library Association, the Association of College and Research Libraries, and the various academic accreditation agencies.

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Atlanta University Center
Robert W. Woodruff Library

Our Vision

To reflect the excellence of our member institutions by being the first and best choice for our users in their search for information

Our Mission

We provide the highest level of information resources and services to member institutions - Clark Atlanta University, the Interdenominational Theological Center, Morehouse College and Spelman College - in support of student and faculty success, and the cultural preservation of the Atlanta University Center.
Institutional Background

The Atlanta University Center (AUC) Robert W. Woodruff Library is a shared resource supporting a consortium of four independent Historically Black Colleges and Universities (HBCUs)—Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College. Each of these prestigious schools comprising the AUC has a unique academic culture steeped in history, tradition, and excellence:

• **Clark Atlanta University**—a historically black university classified as a Doctoral/Research-Intensive University by the Carnegie Foundation for the Advancement of Teaching.

• **The Interdenominational Theological Center**—a highly regarded ecumenical graduate professional school awarding masters and doctorates in Christian theology, and home to six denominational seminaries.

• **Morehouse College**—the nation’s only private, historically black, four-year liberal arts college for men; confers bachelor’s degrees on more black men than any other institution in the world.

• **Spelman College**—the only historically black college ranked in the Top 100 Best Liberal Arts Colleges by *U.S. News & World Report*, and the country’s oldest historically black college for women.

The AUC represents a combined student population of nearly 7,899 undergraduate and graduate students and approximately 653 faculty members. Centrally located among the four campuses, the AUC Woodruff Library physically unifies the four schools into one collegiate environment and serves as the academic heart of the community. The library is charged with fulfilling the members’ diverse teaching, learning, and research needs.

Built in 1982, the library is named after Robert Winship Woodruff, former CEO of The Coca-Cola Company and noted Atlanta philanthropist, whose donation of personal funds was used to support the construction of the facility. Renovated in 2010, the 220,000 square foot AUC Woodruff Library building includes collaborative learning and study spaces, state-of-the-art technology, smart classrooms, presentation practice studios, an exhibition hall, a café, a copy and print center, and a premier Archives Research Center.

We have 75 full-time employees, of whom 26 are professional librarians and archivists and 7 are non-librarian professionals. The AUC Woodruff Library collection exceeds 1.5 million items consisting of 364,010 print volumes; 82,075 electronic books; 4,002 current periodical subscriptions; 89,262 electronic full text journals; and 302 databases. Our collection is a dynamic one with patron-driven acquisitions that support the curricula and the changing interests and needs common to a thriving learning and research environment. In 2014-2015, 21,892 physical materials were checked out, and we experienced an approximate gate count of 275,000 plus 314,920 virtual visits to our website.

The AUC Woodruff Library has been adaptive, responsive, and forward thinking in helping advance the educational missions of its member institutions Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College. Our strategic vision is to be the “first and best choice” for the academic community we serve. We demonstrate this with resources and services designed and delivered upon a foundation on which all staff is evaluated.

**Our Core Values**

- Quality Service for All Customers
- Competence in Services and Staff
- Respect for the Individual
- High Expectations for Performance

**Web Links:**

2010-2015 Strategic Plan PDF
Clark Atlanta University was established in 1988 as a result of the consolidation of two independent historically black institutions—Atlanta University (1865) and Clark College (1869). Leveraging its distinctive history, Clark Atlanta University is an urban research university that transforms the lives of students and their communities by preparing citizen leaders to be problem-solvers through innovative learning programs; supportive interactions with faculty, staff, and students; exemplary scholarship; and purposeful service.

**Clark Atlanta University**

Founded in 1958, the Interdenominational Theological Center (ITC) is a consortium of denominational seminaries whose mission is to educate Christian leaders for ministry and service in the Church and the global community. The ITC educates and nurtures women and men who commit to and practice a liberating and transforming spirituality; academic discipline; religious, gender, and cultural diversity; and justice and peace.

**Interdenominational Theological Center**

Founded in 1867, the mission of Morehouse College is to develop men with disciplined minds who will lead lives of leadership and service. A private historically black liberal arts college for men, Morehouse realizes this mission by emphasizing the intellectual and character development of its students. In addition, the College assumes special responsibility for teaching the history and culture of black people.

**Morehouse College**

Founded in 1881, Spelman College, a historically Black college and a global leader in the education of women of African descent, is dedicated to academic excellence in the liberal arts and sciences and the intellectual, creative, ethical, and leadership development of its students. Spelman empowers the whole person to engage the many cultures of the world and inspires a commitment to positive social change.

**Spelman College**

**www.cau.edu**

**www.itc.edu**

**www.morehouse.edu**

**www.spelman.edu**
Our Unique Beginnings

In telling the story of the AUC Woodruff Library, an essential part of the narrative is the historical background of how one academic library came to serve four institutions. Its beginnings can be traced to 1929, when Atlanta University and Morehouse and Spelman Colleges formed an educational consortium to share resources. The alliance then grew to include Morris Brown College, (a former member institution), Clark College (before merging with Atlanta University to become Clark Atlanta University), and the Interdenominational Theological Center. By 1972, when the Atlanta University Center, or AUC, was instituted as a corporate entity, the benefits of the consortium were evident—greater economic efficiencies and educational effectiveness through shared support services.

In the early years, the consortium existed primarily to eliminate duplication in programming and administrative functions and to strengthen and expand the collective offerings of each institution. The pressing need, however, for improved library services presented a unique opportunity to construct a facility that would serve all the Atlanta University Center constituents. This new facility would not only meet the needs of a rapidly growing student population, but it would serve as a monument of the ingenuity and pragmatism of the consortium Atlanta University Center. In 1982, the library resources of the participating schools were combined and the doors of this new and shared asset were opened.

It was in 2004 that the AUC Woodruff Library was incorporated to operate as a non-profit independent entity under the Georgia Nonprofit Corporation Code. The library operates exclusively for educational and charitable purposes as defined by Section 501(c)(3) of the IRS Code. It is funded by assessment of the AUC member institutions using a formula that calculates the full-time equivalency of faculty and student counts. Other sources of revenue include income from the library’s endowment as well as from fees, fines and grants. The AUC Woodruff Library is governed by a nine-member Board of Trustees that includes the current presidents of each of the four AUC member schools.

2015 – 2017
Library Board of Trustees

Dr. John Silvanus Wilson Jr., Chair
President, Morehouse College

Dr. Ronald A. Johnson
President, Clark Atlanta University

Dr. Mary Schmidt Campbell
President, Spelman College

Dr. Edward Wheeler
President, Interdenominational Theological Center

Mr. F. Sheffield Hale
President and CEO, Atlanta History Center

Dr. Danielle Carr Ramdath
Associate Dean of the Faculty, Smith College

Mr. Henry Zigtema
Partner, Ernst and Young, LLP (Retired)

Mrs. Loretta Parham, Ex-Officio
CEO and Library Director, AUC Woodruff Library

Dr. Julio Gonzalez - Ruiz
Chair, Library Advisory Council
World Languages and Literature Chair/Associate Professor, Spelman College

Atlanta University Faculty of 1905. Atlanta University Photographs Collection, Archives Research Center, AUC Woodruff Library

Clark University Class of 1896. Atlanta University Photographs Collection, Archives Research Center, AUC Woodruff Library
Most academic libraries face the challenge of needing to be all things to everyone in their academic community, with these “all things” as constantly shifting targets. At the AUC Woodruff Library, our solution is to cultivate a culture of assessment and analysis. We continually scan our environment, within the library and the AUC, to identify opportunities. Our leadership and librarians participate in professional conferences throughout the year to stay abreast of the latest standards and trends in the field. We conduct the LibQUAL+® survey every three years to provide us with critical data and feedback on the quality of our services. We also encourage ongoing conversations with students and faculty about their needs and the curricula. The result is we gain a more comprehensive understanding of areas requiring improvement. We then respond by identifying and implementing programs and services that may favorably change the academic experience of our students and faculty. We have a culture of creativity and a comfort with trial and error. Above all, we expect and celebrate excellence in customer service. Our tag line, developed by staff, is “We will always provide service that exceeds the customer’s expectation...because we care!”

The center of the Center
The Need: To be the Information and Intellectual Center for the AUC

The AUC Woodruff Library was established out of the need for an information and intellectual center for the AUC, a hub where an academic environment and relevant learning activities would be central to the students and faculty of all the schools that we serve. As an independent 501(c)(3), we are able to be nimble, flexible, and quick in recognizing and incorporating changes. At the same time, this benefit presents our greatest challenge, which is having students and faculty view us as an integral part of the AUC academic house. Becoming the information and intellectual center, then, is also about being viewed as an essential academic member of the AUC family.

In response to this challenge, we focused on strategic planning, of which we are now in our fifth round. For us, these plans do not just sit on a shelf. The way we achieve impact is through implementation and routine evaluation. Each summer, during a week-long period of review and renewal, all staff are engaged as we measure and analyze outcomes, building upon them and sharing them with our stakeholders. We use this information to determine priorities and objectives for the next year. Recently we reorganized to function as a 21st century academic library must to appropriately serve faculty and students. The reorganization resulted in the reassignment of staff out of areas that reflected our former processes and into units that could support operations essential to a modern library. For example, we renamed Technical Services to be Content & Collection Management as well as established a Digital Services Unit to support the work of the Archives Research Center and the needs of students, faculty, and staff creating born-digital resources. We also prioritized our archival mission. The AUC consortium has a long and storied past, and whose privilege, whose responsibility should it be to collect and preserve this rich history but the AUC Woodruff Library? We have picked up this mantle and have become a designated repository for the historical records of the AUC schools.
Transforming the Physical and Virtual Space

The Need: Re-envisioning a 21st Century Library Facility

Constructed in 1982, there was little structural improvement to the AUC Woodruff Library facility into the late 1990s. At the beginning of the new millennium, it became clear the library was not adequately meeting our users’ needs. The AUC student population—Gen-Xers and Millennials—had changed, but the library built to serve them had not. The interior was dark and dated, with worn furniture and a lack of usable, comfortable study and teaching spaces. The computers were of unsupported generations and did not feature the latest software programs. The technology infrastructure was weak and could not support required upgrades to implement advancements. Consequently, as an academic library, students and faculty did not view us as a valued resource. This was confirmed by feedback received in our 2007 LibQUAL+® survey. Comments included:

“The library is archaic in its ways; they need to improve on a lot of things. I suggest visiting other major campus libraries and taking advice from them.”

“The library needs an upgrade on furniture, computers, books, air conditioning, and just a more learning conducive environment.”


The influence of technology, the change in information seeking behaviors of our students and faculty, the need to participate in the cultural shift happening within higher education, and the chance to respond to the sociological and aesthetic preferences of the learning community we serve, provided us an opportunity to redefine what we looked like, how we were perceived, and how we were used. Our vision of “reflecting the excellence of the member institutions by being the first and best choice for its users in their search for information” needed to be articulated in the physical environment. We had to create a library space that provided for librarians’ collaboration with faculty, student collaborative learning, spaces that could offer solutions for preservation of the associated Historically Black Colleges and Universities (HBCUs), and spaces to promote a connection with the surrounding community by offering a setting that invites lifelong learning.

We listened to our users, and we built a compelling case for renovation. A $16 million fundraising campaign for a phase one renovation was initiated by the AUC Woodruff Library and approved by the institutional presidents. Shepley Bulfinch, a nationally recognized architecture firm specializing in library design, helmed the project. We involved the AUC
community throughout the development of the master plan, construction, and selection of furniture, giving them a voice in the project. For example, we set up a “Transformation Station,” a furniture showcase in which AUC students and faculty had the opportunity to sit in, use, and choose study tables, chairs and other items for design and function; and we actually acquired the furniture that they chose. During renovation, our Student Advisory Council (SAC), comprised of students from the AUC schools, provided us with vital input and feedback in the library’s transformation. In one meeting with the SAC, we were sharing our plans to place a Jumbotron screen inside the building that would continuously display a variety of news channels and campus events. A Morehouse College student brought up the environmental concerns related to emissions, something we had not considered. We immediately changed our plans and instead had a sweeping red wall fabricated, which has now become the iconic centerpiece of the library. Engaging the students and faculty during the renovation and using their ideas and input as often as we could is suggestive of the value we hold for their ownership of the AUC Woodruff Library.

The phase one renovation was completed in July 2010 and successfully transformed the AUC Woodruff Library into a 21st century learning place, featuring innovative technology, collaborative study and teaching spaces, and improved resources and services. We now have a user-focused learning commons area that includes four “smart” classrooms available to faculty for specialized instruction using technology; learning labs for dedicated software such as Bloomberg and Statistical Package for the Social Sciences; classrooms for faculty to capture their lectures and instruction; and 260 computers. The wireless network was also upgraded to increase the internal bandwidth to support current use and future technology demands. As an example, Wi-Fi printing is available to all library users and BYOD (bring your own devices) thoroughly supported.

There are 18 seminar rooms with small and large group capacity available using online reservation for meetings, conferences, or classes. We offer an innovative Technology Design Studio, iMacs with the full suite of creative design software, presentation practice studios with video playback, and audio/video editing suites. Throughout the facility, we have a number of flexible, public places for collaborative study where our users can gather to work together on projects. For those seeking individual or quiet study, there are private study carrels as well as dedicated undergraduate and graduate quiet study rooms. The interior, which used to be dark and closed off, is now open, with glass walls that enlarge the space and take advantage of natural light. We also replaced all of the old, worn furniture with contemporary stylish, colorful, and comfortable pieces, just as our students asked. Our goal to reduce barriers to learning is well modeled in the renovated library.

To position the AUC Woodruff Library as a “one-stop shop” for our users, we incorporated several new auxiliary services. As there is no immediate retail community, we needed to provide essential services within our four walls. We offer a full-service Copy & Print Center where students and faculty can have everything printed from reports to posters and banners. Another addition was a café, which has become a popular spot for students. The café is important because it allows students to remain comfortably and safely

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AUC Woodruff Library Shines

Featured in “Inside Look: Innovative Campus Libraries” article in the November 2013 issue of University Business magazine’s

Along with Boston-based architectural firm Shepley Bulfinch won the “Single Space” category in the 2012 Library Interior Design Competition for our Learning Commons.

Spotlighted in the Library Journal’s December 2010 issue of “The Year in Architecture” in the “Academic Class with Glass section, highlighting libraries with “new and remodeled academic spaces [that] provide students and faculty with a landscape for success.”
in the building. Serving Starbucks coffee, smoothies, freshly made sandwiches, and other items, the café was recently expanded to include a “build-your-own-salad” bar. In 2014-2015, approximately 36,584 individual items were sold, and because we had successfully negotiated for a percentage of sales, the revenue provided a few additional dollars for our library acquisitions. Funds of $5,116 was added to our budget from 2014-2015, and $25,674 since the opening of the café in 2010-2011. (Cup of coffee, anyone?)

Our library also operates a free shuttle service that provides the AUC community with convenient and safe transport between the library, the four campuses, and major intersections of public transportation. The shuttles are outfitted with technology to track the shuttles’ locations in real-time and to record rider usage by school. This year the shuttle service transported just over 169,367 riders. This data is regularly analyzed and used to inform decisions about library building hours and event participation.

Post-renovation, the AUC Woodruff Library is now positioned as a “third place,” beyond the classroom and dorm room, for students and faculty to gather to study, research, and socialize. Our environment is buzzing with activity, and the AUC students have affectionately nicknamed the library “Club Woodi,” which we believe speaks to their enjoyment of our space. Our success in reinventing the library was confirmed by the improved ratings and comments in the 2010 LibQUAL+® survey conducted after the renovation. The feedback supported the changed perceptions of the library. Observations included:

“Absolutely love coming to the library—my second home!”

“It has become COOL to come to the library; WOODI rocks!”

“I can say that the upgraded interior has increased my urge to learn! There is something about a ‘new look’ [that] inspires the urge to pursue anything foreign to the norm, so I’ve personally been able to change my own study habits by the new look.”

“Thanks for creating an atmosphere enabling academic success!”

**The Need: Designing a user-friendly, user-focused website**

It is clear we now live in an age of connectivity and on-the-go use. People are viewing websites on a variety of mobile devices and want easy and quick access to information. For the AUC Woodruff Library, this ease of navigation was one of several challenges our users had with our former website designed in 2006. By 2009, if it was going to be a critical part of the students’ library experience, we knew our website needed a complete overhaul. Feedback from AUC students and faculty, as well as our librarians, indicated that the website was not visually engaging, there was no place highlighting library news and events, the pages were too busy with too much text, the organization of information was not intuitive, and too many clicks were required to get to information. Just as we re-envisioned the library’s physical space to support our users’ needs, we had to re-invent our virtual space.

In early spring 2013, we embarked on a nine-month website redesign project working with a vendor and managed by library staff. The new website was launched in fall 2013. Our goal in the redesign was to make the AUC Woodruff Library’s website not only user-friendly but also user-focused. As with the renovation project, we incorporated student feedback in the design and functionality of this new website. The Student Advisory Council (SAC), with representatives from all member institutions, also participated in usability testing of the site before it was launched.

The redesigned website greatly improves navigation, prioritizing the AUC Woodruff Library’s most-requested services and resources by students and faculty and which now can be accessed in one or two
clicks. While the prior website was static in its appearance on different Internet-enabled devices, the new one is responsive and automatically resizes for use and visibility based on the device on which it is being viewed, i.e., a desktop computer, a tablet, or a smart phone. The layout is clean with less text and a better use of space, featuring more photos and color that reflect the personality of the library and preferences of users. We deployed a mobile application and added several new digital resources and collections.

The redesigned website was publicly launched in October 2013, and initial feedback is positive. Our users have reported in general that the new site has improved both in look and function. The information that we impart is current since librarians have the capacity to make changes to the content, updating and expanding it on an as-needed basis.

To assist our users in their orientation to the new website, our Discovery & Access staff created video tutorials and a finding aid as helpful resources in assisting this process. The website is also proving to be a reliable vehicle for sustaining communications and connectivity between user and our social media channels, e.g. providing a chat box on every page. Using analytics, we also know that users are spending more time on the site and on visited pages.

Our previous website was dated and lacked intuitive navigation.

Our newly redesigned website offers a better user experience and a layout prioritizing the most searched for resources and information.

Web Links:
www.auctr.edu
www.facebook.com/aucwoodrufflib
www.twitter.com/aucwoodrufflib
www.twitter.com/aucshuttle

Enhancing the Educational Experience through Technology

The Need: Supporting and implementing technologies for e-learning

The AUC Woodruff Library’s E-Learning Technologies initiative was established in 2012 with a mission of working collaboratively with faculty, students, and our librarians to support the effective use of current and emerging technologies in the teaching and learning environment. Working with faculty development centers in each member school, our librarians designed, created, and implemented a robust program of workshops and other technology initiatives for faculty. Workshop topics have included “Visual Literacy and PowerPoint,” “Using Cloud Applications in Courses,” and “Best Uses for Social Media in the Classroom.” One of the most popular workshops, “Blogging for Faculty Who Don’t Have Time to Blog” resulted in two faculty members starting their own course blogs. One Morehouse College professor, said that starting a class blog “not only helped [me] organize my lessons, reading the students’ posts let me know which topics needed more discussion during class time.” Another Morehouse College professor, used a blog for her Harlem Renaissance class. With the help of the e-learning technologies librarian, students in her course made pin boards on the social media site Pinterest.

In one of our library’s presentation practice studios, a Spelman College biology class attends an instructional session on the video-editing software Camtasia.
and then used a blog to write in detail about their reasons for choosing the images and videos that they posted on Pinterest. This blogging project was so well received that the professor has now integrated a blog project as a course component for each of her future Harlem Renaissance classes.

In another workshop entitled the “Camtasia (for Flipped Classrooms)” workshop, faculty were introduced to the video editing software in the library. The E-Learning Technologies initiative includes one-on-one time with faculty to help in the development of individualized templates for planning and executing a successful flipped classroom. Last spring, a third Morehouse College professor flipped three classes for an introductory biology using e-learning technologies, and subject liaison librarians have also advised faculty on video length, video creation, and flipped classroom best practices.

We also assist students with e-learning technologies for their educational experience. In the spring of 2013, 160 Spelman College biology students were helped with the creation of ten-minute presentations on a course topic of their choosing. The students learned how to use Camtasia software in the library’s presentation practice studios in order to record, edit, and produce their short videos. The students in this biology course were freshman and seeing them return as sophomores to use the Camtasia studios to create videos for other courses is an early and significant indicator of the success of our E-Learning Technologies initiative.

The E-Learning Technologies initiative continues to offer workshops about new learning technologies. These workshops are flexible and respond to student and faculty requests and interests. For example, librarians developed an Adobe Illustrator Tech Design Lab based on a Clark Atlanta University student project. The workshops, in conjunction with the goals of the library’s Center for Integrating Teaching and Technology (CITT), allow students and faculty to utilize technologies, social media and new creative apps. Another outcome of the successful collaboration between faculty and librarians is the renewed confidence in the AUC-Woodruff Library as indicated by faculty and academic officers. This confidence ultimately is expected to result in more requests by faculty for information literacy instruction.

The Need: To establish an institute where teaching and technology meet

In an effort to address a priority to better align with teaching faculty, the library created the Center for Integrating Technology and Teaching (CITT). CITT serves as a central hub and collaborative testing ground
for AUC faculty, students, and librarians and archivists, to develop expertise in instructional design using technologies provided by the library; to incorporate classroom use of primary archival resources; and to introduce digital and media literacy. CITT has strengthened the library’s identity as a 21st century learning space where print and digital resources co-exist to enrich the learning experience. One example demonstrating an outcome of CITT is the production of a new learning tool, the AUC Author Series. This is a series of video interviews featuring AUC faculty talking about their scholarship and research. The series demonstrates our partnership with faculty to create new streaming media resources related to their scholarship. The videos are available on the library’s YouTube channel.

Our AUC faculties have gained experience in using primary archival resources and technology to enhance the student learning experience. Effective and ongoing partnerships have developed with campus instructional technology staff to identify faculty teaching and technology skill gaps, and to promote instructional technology initiatives. The creation of collaborative partnerships with the Spelman College Teaching Resource and Research Center and the Morehouse College Faculty Development Center were key outcomes that contributed to faculty buy-in to library training initiatives during our phase one renovation.

More than 621 faculty, staff, and students have participated in the CITT program. The library developed a series of 22 interactive learning workshops introducing faculty and librarians to new teaching and technology tools. Additionally, librarians have become more proficient in the administration and training related to classroom integration of learning technologies, such as the use of clickers, digital storytelling, Camtasia, and the creation of online video learning tools. To sustain the work of the CITT and to influence outcomes of faculty and librarian engagement, two of our librarians were formally certified in instructional design. This certification of library staff promotes faculty confidence in librarians, and it helps to ensure that the program is using best practices.

The Need: To migrate to a friendlier library management and discovery system

Essential to libraries is the library management system (LMS), and just like other libraries, we are facing the end of our legacy of LMS. Our value of student and faculty input influences every decision we make. We held focus groups with students and faculty and gave them a hands-on opportunity to evaluate different search and discovery systems. The focus group participants acquired additional information literacy skills; and our final decision, to be announced soon, has been heavily influenced by our student and faculty feedback.

Preserving and Sharing History

The Need: To preserve and celebrate the African American experience and role in education

Nestled within the AUC Woodruff Library is the Archives Research Center, a rich and unique special collection of rare books, manuscripts, photographs, and archives documenting the AUC’s history as well as the broader African American and African Diaspora experience. Our Archives Research Center is a cultural asset used for the teaching, learning and scholarship in the AUC. The importance of the collections makes the Archives Research Center a premier destination archives, connecting the broader community and world to the rich historical and cultural resources at the AUC. More than
1,400 patrons visit our Archives Research Center’s Reading Room annually to access a variety of archival holdings.

The Archives Research Center holds 7,995 linear feet of materials and contains over 105 manuscript, media and book collections that are accessible to the public. The collections cover a broad range of disciplines and subjects, such as civil rights, race relations, education, literature, visual and performing arts, religion, politics, and social work. The collection includes archival records of organizations and institutions, photographs, audio-visual materials, and personal papers of individuals and families.

Patrons are able to use the Archives Research Center’s online and searchable finding aids to discover holdings. Information literacy is also a priority within the Archives Research Center; archivists process collections and they team with subject librarians to provide instruction and tutorials. Looking at the last two years, students from 31 different AUC undergraduate and graduate courses participated in formal instruction with assignments requiring their use of archival collections. The Archives Research Center annually serves an average of 1,036 students researching materials across its holdings.

The opportunity to serve as custodian of the Morehouse College Martin Luther King Jr. Collection (MCMLK) was a catalyst for the library to provide tutorials and research guides for use by the general public. The interest from K-12 students, the alum of the Civil Rights Movement, and tourists to Atlanta has made the ARC very visible. Since opening the MCMLK collection the library has welcomed over 1,400 patrons conducting research. In May 2014, the City of Atlanta opened the National Center for Civil and Human Rights (NCCHR). We are working closely with exhibit designers to design and install collection, items for the King exhibit gallery. This effort serves as a model for the support of research of other important collections held; e.g. Tupac Amaru Shakur, Walter Rodney, Reverend Gardner C. Taylor, and more.

Each year in October, the Archives Research Center participates in Georgia Archives Month. Images from our collections have been featured on the posters created by the Society of Georgia Archivists. In 2011, the Archives Research Center was one of only three archival repositories in the nation to participate in the “I Found it in the Archives!” contest sponsored by the Society of American Archivists. The contest is an effort to engage individuals who have made memorable discoveries through use of archival collections. A Clark Atlanta University student was selected as the local winner, and her video entry submitted for the national contest.

We consider programs and exhibits to be an entrée to the use of collections. Our public programs related to archival holdings have included: Atlanta Student Movement (present); Walter Rodney Symposium (2004-present, annually); annual Walter Rodney Speakers Series (2012, 2013); Morehouse College Martin Luther King Jr. Collection Tutorial (2011-present, annually); Maynard Jackson Mayoral Administrative Records traveling exhibit, The People’s Mayor: Maynard Jackson the Politics of Transformation (2011);
The Chautauqua Ladies Literary Circle; Center for Integrating Technology and Teaching tutorials on Tupac Amaru Shakur and Gardner C. Taylor collections (2011); Tupac Amaru Shakur Collection Block Party (2011); Tupac Amaru Shakur Collection Conference (2012); Queens of Ghana; and “Preserving Memories and Family Treasures” preservation and oral history workshop (2013) and more. Attendance at opening receptions continues to exceed 200 guests plus students.

The AUC Woodruff Library’s Archives Research Center has participated in two rounds of the Mellon Foundation, LYRASIS, and HBCU Library Alliance collaborative grant, HBCU Photographic Preservation Project. Through this project, several historically rich – yet damaged – photographs from our collection have received professional conservation treatment, and staff members have gained advanced skills in preservation of photographic materials. The result, over 35,000 photographs processed that were previously hidden. Several student assistants were hired to assist and learn about preservation. The result, two students from Spelman College are pursuing careers in archives and conservation. One is currently enrolled in graduate studies at the Winterthur/University of Delaware Art Conservation program, with a specialization in photographic materials. The other student – still in her undergraduate program – is committed and has received an award from the Society of Georgia Archivists. Records management is providing a model for the development of policy at each member school with a goal of preserving for the future, the present institutional record of each HBCU.

Collection Highlights

Book Collections
- John Henrik Clarke Africana Collection
- Henry Slaughter Library
- Spike Lee Sports Journalism Collection

Manuscript Collections
- Atlanta Student Movement Collection
- Atlanta University Presidential Records
- Brailsford Brazeal Papers
- Countee Cullen-Harold Jackman Memorial Collection
- Chautauqua Circle Collection
- Hoyt Fuller Collection
- Asa G. Hilliard, Ill Papers
- Maynard Jackson Mayoral Administrative Records
- Neighborhood Union Collection
- Walter Rodney Papers
- Slave Documents
- Southern Education Foundation
- Gardner C. Taylor Collection
- Voter Education Project Organizational Records
- Carl Ware Papers

Digitized Collections
- Morehouse College Martin Luther King Jr. Collection
- Tupac Amaru Shakur Collection
- “Finding A Way” Virtual Exhibit
- HBCU Library Alliance “Founding Documents” Collection
- Seeking to Tell a Story: Political Action from Slavery to Civil Rights

Web Links:
- www.auctr.edu/archives
- www.auctr.edu/archives/collections

Chautauqua Circle Meeting Minutes, Chautauqua Circle Collection, Archives Research Center, AUC Woodruff Library
Events

The AUC Woodruff Library is a destination location not only for information-seeking users but also for those looking to attend educational and entertaining events. We see our events as enhancing the collegiate experience of students and faculty, and we host approximately 82 events each year. These library-sponsored events are designed to appeal to a wide range of interests of the AUC community (events are open to the public). Programs have included block parties, traveling art exhibits, lectures, archival displays, book signings, game days, panel discussions, and conferences. In our designing of programs, we often collaborate with faculty on how they can integrate information literacy and primary resources into the curriculum. We also include faculty in planning events. For the library’s Tupac Amaru Shakur Collection Conference: Hip Hop, Education, and Expanding the Archival Imagination, a national academic conference centered on our Archives Research Center’s Tupac Amaru Shakur Collection, faculty from the Interdenominational Theological Center, Morehouse College, and Spelman College were on the planning committee. This engagement of faculty from our AUC member schools is a regular practice of ours with the intent toward ultimately influencing curriculum design and information literacy rates among students. Students, too, have participated in the development of events that the library hosts. When we opened an art exhibit on recording artist Michael Jackson, a Clark Atlanta University student played a role in planning the opening program (which included a dance contest and a speaker) and assisted with the messaging in the event’s marketing materials.

Attendance of our events and programs often varies, particularly because students and faculty have access to the many campus activities available on their campuses as well as the considerable options that are offered in the city of Atlanta. While the participant numbers are important to us, we consider the more valuable measure of our success to be the response we receive from attendees. Both formal feedback that we receive from surveys and informal feedback from verbal comments made to library staff help us plan the design and content of future events. One of our most favorite comments captured is from a Spelman College student who described a library event she attended as “almost the highlight of my collegiate career!” When we think of impact, it does not get much better than that!
To honor the Tupac Amaru Shakur Collection opening, we held a block party with more than 300 students attending.

Nobel Prize laureate Dr. Muhammad Yunus, the father of micro-credit, delivered a lecture in August 2010 as the concluding event of a two-day celebration of our renovation’s completion.

AUC students compete in Michael Jackson: The Experience Wii dance contest as part of activities for MJ: In Blue Terms, Images, and Impressions art exhibit opening.

Open House allows new and returning students and their parents to meet our librarians and learn about the library. Popcorn is also one of the offerings!

A panel presentation at the Tupac Amaru Shakur Collection Conference, which was a two-day scholarly event organized by the library.

Community visitors view the traveling exhibit Teenie Harris, Photographer: An American Story, which was organized by the Carnegie Museum of Art and hosted by our library.

A ribbon cutting ceremony was one of the two-day celebratory events marking the completion of our renovation in August 2010. Speakers included Atlanta’s Mayor Kasim Reed.

Our library and Agnes Scott College jointly hosted the Oberlin Group Library Directors’ Annual Meeting in October 2011. Sixty library directors from academic institutions across the country attended.

The one-day ACRL Roadshow Workshop “Scholarly Communications: From Understanding to Engagement” hosted at the library.
The AUC Woodruff Library has created an innovative environment for enhancing the teaching, learning, and study experiences of its faculty and students. Three examples that best describe these innovations are our Knowledge & Arts Initiative, the Recruiting for Tomorrow’s Library Leaders (RTLL) project, and digital initiatives and programs. The library’s Knowledge & Arts Initiative provides our students and faculty the opportunity to experience vibrant art collections. Our leadership in coordination and participation in the RTLL project has helped to influence and direct the career paths of young scholars at HBCUs to pursue graduate studies in library science and careers in the library field. Developing expertise in and application of emerging technologies, services, and creation of digital collections is the third area in which AUC Woodruff Library is poised to take a leadership role among HBCUs. Our early engagement in collaborative partnerships with the HBCU Library Alliance and Cornell University, and now the MetaArchive, serve as cornerstones to establish best practices for digital conversion, born digital creation, and preservation of digital collections.

Creating an Inspiring Learning Environment: The Knowledge & Arts Initiative

One of major themes in the feedback that the AUC Woodruff Library received from our pre-renovation 2007 LibQUAL+® results was the library’s physical environment was uninspiring, best captured by the comments such as “the floors lacked life” and “need more exciting pictures.” Out of this need to create intellectually and visually stimulating library spaces, we established the Knowledge & Arts Initiative, a program to promote student ownership of the library, convey the human experience, and inspire student thought and conversations through the visual arts.

As part of the renovation, in July 2010, we began installing art—paintings, sculptures, and photography—throughout the building. Much of the art is on loan to the library from talented local and national artists who generously share their extraordinary work with the library and by extension, the AUC community. Several of the artists are AUC faculty. Across mediums and themes, the art is bold, bright, and impressive, with each piece making an intriguing and powerful statement. Working with a curator, we refresh the art in the library by exchanging major pieces on a revolving basis through an ongoing partnership with artists and art collectors. Currently, there are more than 300 pieces of loaned and AUC Woodruff Library-owned works on available for a rotating display.
A personal way we have used the art to connect the AUC Woodruff Library to the community we serve is a specially commissioned series of portraits representing students from each of the AUC institutions. These large portraits, located in a prominent place on the library’s main level, remind staff and visitors of our priority—supporting the academic success of the AUC student. In addition, AUC alumni created a number of the works on display in the library, and we recently organized and opened an exhibit in October 2013 showcasing selected works of thirteen AUC alumni artists. As a component of the Knowledge & Arts Initiative, we are developing educational programs centered on this alumni exhibit including artist talks and workshops. Our subject librarian for art also works with art faculty on ways they can incorporate the library’s art in the classroom.

The Knowledge & Arts Initiative is now entering its third year and has been exceptionally well received. With the art, we have created an environment that is aesthetically pleasing and educationally enriching. There is such significant interest that we produced a special publication on the art in the library. The success of our Knowledge & Arts Initiative program is a model for academic libraries of an inspired way to keep their library space engaging within an educational context.

Supporting Diversity and Nurturing Talent in the Profession: The Recruiting Tomorrow’s Library Leaders Project

By 2019, it is projected that 58 percent of current librarians will reach retirement age, creating a national shortage of crisis proportion.¹ This critical crossroad could determine the future of the library field, as the landscape for libraries is changing. Effective leadership will be pivotal. One of the major challenges in finding new and diverse talent is in reaching undergraduates in the early phases of career exploration, providing both education and in-depth exposure to the library profession as a viable and rewarding career option.

In June 2011, the Andrew W. Mellon Foundation awarded the AUC Woodruff Library a grant to implement a two-year collaborative project to help address this predicted decline in librarians. Improving diversity by increasing the number of African Americans participating in the profession was a key focal point. The project, entitled Recruiting Tomorrow’s Library Leaders (RTTL), built upon a previously Mellon-funded consortium library internship program that was directed by Oberlin College from 2005 to 2009. Our library was a major partner and contributed significantly to the successes achieved in the Oberlin program, particularly in helping to achieve the diversity objectives. The 2011-2013 RTTL project, in which the AUC Woodruff

¹ Source: Library Journal (2011)
Library led the initiative, reached 100 undergraduates from HBCUs including AUC schools (Clark Atlanta University, Morehouse College and Spelman College); Bennett College; Dillard University; and Johnson C. Smith University.

The RTLL program included a formal curriculum, project work, blog experiences, summer field experiences, a summer leadership institute and scholarships for library graduate studies. The students attended weekly instruction sessions taught by librarians, archivists, and other library staff on a variety of topics related to the profession.

We used video conferencing for several shared sessions with the other participating schools. Additionally, during the semester, students worked on library and archives projects developed around their interests. Staff from different AUC Woodruff Library departments volunteered to serve as mentors on the projects. At the semester’s end, students proudly gave presentations on their projects to their peers and mentors. Examples of student-produced projects were a digital storytelling research guide and a video on student perspectives on libraries.

As a culminating event for the RTLL project, we hosted a Summer Leadership Institute in May 2013 in which 26 students and the library directors and campus coordinators from the participating institutions explored various facets of librarianship and archives. Attendees experienced a unique mix of interactive learning activities such as collaborative presentations, career panel discussions, leadership exercises, case study analysis, visits to area libraries and museums, and fun teambuilding events. Admissions representatives from graduate library programs gave short presentations about graduate opportunities. Institutions represented included The Smithsonian Institution, The Library of Congress, the Center for Disease Control (CDC), University of Pittsburgh, and DeKalb County Public Library.

The outcomes of this program are indicated by the number of students who have expressed and acted on their interests in pursuing graduate study in library science; 31 of 100 students responded “Yes” to the question, “As a result of this internship, will you consider librarianship as a viable career option?” Several RTLL alum also elected to serve on the library’s Student Advisory Council. As well, the RTLL curriculum can be adopted by other libraries wanting to introduce their undergraduates to the industry using the tested pedagogy, activities, and materials.

““If librarianship is to recruit and retain highly motivated and educated individuals, the problem of low salaries must be addressed. More than half or 58 percent of librarians in the U.S. are projected to reach the retirement age of 65 between 2005 and 2019. Some 40 percent of library directors say they plan to retire in nine years or less.” Advocating for Better Salaries and Pay Equity Toolkit” 2003

Web Links:
www.alala.org/educationcareers/sites/ala.org. educationcareers/files/content/employment/resources/toolkit.pdf
**Summer Field Experiences**

The Recruiting Tomorrow’s Library Leaders (RTLL) project placed students in 17 summer field experiences over the program’s duration. The summer field experiences allowed students who demonstrated the highest potential for contributing to the profession to participate in a hands-on, immersive project and engage with a skilled professional in a dynamic, real-world environment. A partial list of institutions included:

- Archives Research Center at the AUC Woodruff Library
- The Brooklyn Public Library
- The Chicago Public Library
- The Coca-Cola Company Archives
- James B. Duke Memorial Library Peeler Photo Collection
- University Libraries of the Bahamas
- The Schomburg Center for Research in Black Culture
- The Library of Congress
- The Smithsonian Institution Archives Center

All participating students said they found the internship opportunities to be enriching and rewarding. The projects offered a unique learning experience about libraries and themselves, as well as presented possibilities in librarianship they never considered. Overwhelming the feedback we received from students was positive, as captured by responses in a questionnaire. Here is one standout:

**Jahnesta H., Clark Atlanta University, Philosophy/Political Science Major**

**Interned at the Chicago Public Library**

**What did you learn?**

“I have received in depth insight on the inner workings of the library. This internship has provided me with hands on experience within the field that I would not otherwise have been able to come about. I learned how to work circulation and reference jobs, how to be an effective page and how to shelve books under the Library of Congress subject filing system. I learned how to comply with patron demands when it comes to holds, as well as how to work the interlibrary loan system used to transfer books between branches within the various public library districts.”

**Will the internship influence your future career direction/options (are you considering librarianship)?**

“I can honestly say that after this internship I have definitely opened myself up to the career possibility as a librarian. It has always been my dream to be a defense attorney; however, I do not know where life will take me as I travel down this road. I do know that whatever I do, I want to have to career that positively impacts the lives of others and librarianship touches my heart in that aspect because it provides a service for the community that is much needed and is often overlooked.”

*Photographs provided by Jahnesta H.*
Digitization Initiatives and Programs

With our digitization programs and initiatives, the AUC Woodruff Library seeks to tell a story, expand access, as well as advance expertise and collaboration. We have eight years’ experience in developing digital programs, services, and collections that expand access to hidden primary resource collections and preserve digital collections through use of traditional and emerging technologies and adherence to professional standards. A primary objective of our library has been to expand access to AUC scholarly and cultural resources collections through a growing digitization program.

Our early forays into digitization are rather unique. In 2005, the AUC Woodruff Library began a five-year partnership with Cornell University and nine Historically Black Colleges and Universities (HBCUs) to expand access to the founding documents of HBCUs. Outcomes of this partnership are gained expertise in digitization standards, metadata creation, and digital preservation methodologies. Available online, this collection titled the HBCU Library Alliance Digital Collection, has grown from approximately 9,000 images to more than 16,000 images representing the founding materials of 22 HBCUs. Students and faculty can access the collections online—as easily as they access a database. We continue to host and preserve the collection and serve as the go-to resource for our peers within the HBCU Library Alliance for that particular site and collection.

In 2007, a few years prior to our renovation, we were faced with finding a home for a large physical exhibit that had been situated in our library for twenty-five years—Finding a Way: The Black Family’s Struggle for an Education at the Atlanta University Center. Created in partnership with the African American Family History Association and Spelman College faculty and largely funded by the National Endowment for the Humanities, the exhibit presented the significant Atlanta University Center history and the story of the African American educational experience in the late 19th and early 20th centuries. We wanted to retain that history and thus created our first virtual exhibit. Each of these digital collections is a way to preserve the rich histories of all HBCU schools and to make the past available in a format that students will use.

Recognizing the importance of open access and scholarly communication to advance the exposure of scholarship in the AUC, we implemented an institutional repository in 2005. Known as Digital Commons, the AUC e-Scholarship Repository hosts peer-reviewed journals, theses, and dissertations, streaming media collections and other publications of the AUC. Our library is aggressively building its digital collections to meet the diverse research and scholarly needs of our students and faculty. Most of the accessible digital content consists of still images, manuscripts, and publications such as theses and dissertations; however, we are rapidly moving to building streaming media collections, including the born digital videos in our recently completed Andrew W. Mellon Foundation-funded Documenting the Perspectives of Past HBCU Presidents: An Oral History Project.

Our library recognizes the value of open source to build and explore new initiatives. The deployment of open source extensible tag framework (XTF) technology has significantly
increased access to the Archives Research Center collections by providing online, cross-collection searching of finding aids. With this deployment, more than 100 finding aids have been standardized, formatted using the encoded archival description (EAD) standard, and mounted online where they can be searched electronically from any computer with an Internet connection. This permits researchers from any location to precisely search the vast holdings of the Archives Research Center, making topical associations across more than 100 collections that were not previously possible.

With our recent implementation of OMEKA for virtual exhibits, access to content of specialty collections related to slavery and civil rights is facilitated. Our newest exhibit, Seeking to Tell a Story: Political Action from Slavery to Civil Rights, gives a broad digital voice to a political movement among Atlanta University students that may not otherwise be known except to those who were participants and local observers. This voice is now heard internationally; the story of the Atlanta Student Movement and black civil rights in Georgia and beyond is being told. The significance of the AUC Woodruff Library being able to lead in the preservation of civil rights era resources greatly complements the classroom experience of history and political science majors.

Collection Development & Management

Anticipating resource needs and delivering them to our users when, where and how they’re needed is a dynamic assignment. The library’s overall holdings across all formats exceed 1.5 million items. The four academic institutions we serve operate without a shared or common curricula. So, to support our diverse educational institutions, the AUC Woodruff Library is aggressively moving from “just in case” to “just in time” access and delivery of resources with a heavy focus on the digital. For example, in the first year of its introduction, 20,000 monographs were loaded for patron driven acquisitions. To improve our understanding of what our community wants and needs, we implemented an electronic usage statistics consolidation program. This program allows us to capture, store and analyze usage data. This information is an asset for selection and gives us a more granular understanding of the teaching and learning resource needs of our faculty and students. The result is the ability to shift limited resource dollars more effectively.

The growth of our digital collections brings forward those cultural, educational and/or institutional resources that were previously hidden or not easily accessible. In 2014-2015, we digitized 167,477 pages. Digitization allows us to preserve and highlight the scholarly research efforts of the AUC community. An example of such an effort includes the series Documenting the Perspectives of Past HBCU Presidents: An Oral History Project. The series, designed and produced by our library, records reflections of former presidents of HBCUs, giving insight into their leadership philosophies, challenges, and contributions. This project preserved the experience of more than 20 former college presidents, expanded our library’s experience with born digital, and contributes to the AUC Woodruff Library’s credibility among the HBCU community.

Web Links:

http://hbcudigitallibrary.auctr.edu
http://digitalcommons.auctr.edu
http://digitalcommons.auctr.edu/hbcupres
http://digitalexhibits.auctr.edu
In the field of development, it is often stated that success derives from strong relationships with potential donors. In this academic library, operating outside of the college’s academic infrastructure, substantial and productive relationships define our capacity to contribute to faculty and student success as well.

Our goal is for these stakeholders to realize their ownership of this academic asset and the extensive access to information resources. Through personal contact in the delivery of reference services and instruction, we hope to create advocates for future use of libraries whether academic, public, or school. Working with the faculty, we strive to integrate information literacy, digital and media literacy, and other teaching methods that will speak to the curricula and drive student performance and success.

We are also very aware of the need to operate outside of the confines of the library building, so we seek out opportunities to participate in campus-sponsored events and to position our library as a partner in the scholarship, teaching, and learning of the Atlanta University Center.

Greater Collaboration through Councils

The first priority area of the 2010-2015 AUC Woodruff Library’s strategic plan was “Greater Integration with AUC Institutions.” As an independent 501(c) (3) organization providing library services to four distinctive campuses, we have had to take deliberate, proactive measures to ensure that we understand the pulse of our member institutions and can address their needs. The AUC Woodruff Library collaborates with several management councils to support both library and institutional objectives; e.g. Council of Information Officers, Council of Student Affairs Officers, etc. We also lead two advisory councils:

- The Library Advisory Council (LAC), created in 2004, is composed of two faculty representatives from each of the four AUC schools who meet monthly with AUC Woodruff Library’s CEO & Library Director. Each year, the LAC undertakes a specific initiative as its primary agenda item. As examples, the LAC created initiatives surrounding collections, the LibQUAL+® survey, and more recently, open access and scholarly communication. The importance of our faculty representatives’ support of these library initiatives is evident. With our first administration of the LibQUAL+® survey, the LAC helped us to decide on questions we wanted to use. They also served as important conduits for marketing the survey to their campus colleagues and students. With their assistance, we achieved a 24 percent response rate with our first administration of the survey. With our current focus on open access and scholarly communications, the library was fortunate to have been selected to host the ACRL Scholarly Communications Roadshow in 2012; and we have created a Scholarly Communications & Open Access Working Group to advise faculty, and a companion research guide. Notably, several AUC faculty are actively engaged and are contributors to a dynamic research guide.
• The Student Advisory Council (SAC) was created in conjunction with our first administration of the LibQUAL+® survey in 2007. We needed to get feedback from students on messaging and strategies for reaching the student audience. The Student Advisory Council meets twice a semester and is composed of undergraduate and graduate students from the four AUC schools. SAC members have supported library initiatives in several ways, assisting with raising awareness of the library’s social media communications, helping to establish our first Facebook presence, working on the Tupac Shakur Block Party, and serving as a focus group for decisions about our renovation and website redesign. The SAC has only strengthened our knowledge that decisions made regarding the spaces, resources, and services we provide are the right ones and they influence student behaviors and success.

Faculty and Student Engagement Activities

Our librarians actively participate in campus-sponsored events and continuously seek out opportunities to promote the library throughout the AUC as a scholarly partner.

Library Instruction and Information Literacy: Our programs and resources are designed to meet users at their current skill level and strengthen analytical behaviors that will serve to support lifelong learning. Our library instruction goal is to promote information literacy through developing and delivering quality programs that educate AUC students and faculty on how to locate, evaluate, and use the library’s collections and services effectively.

Each fall, incoming new students are introduced to our library through orientation. Orientation is a collaborative effort involving library staff, orientation program directors, and the Chief Academic Officer at each AUC school. Four separate sessions are held on the campuses and in the library. Last year, 2,916 students received new student orientation. We decided several years ago to forego the orientation nightmare where librarians tried to tell students everything about the library. Instead each year we identify the three or four things students need to know: 1) the AUC Woodruff Library website address, 2) how to get remote access, 3) finding the right subject librarian, and 4) locating a research guide designed specifically for their degree program. The bonus given to new students is a copy of our library’s orientation handbook along with pens, cups, and popcorn. New Student Orientation is also delivered to graduate students.

As an added convenience, virtual orientation to the library and its resources are available via the website. This online resource enables students to access orientation information on an as-needed basis during their first, often overwhelming, weeks on their campuses. Students have verbally expressed their appreciation of these sessions, indicating that the information provided helps to ease the transition into college.

Subject librarians have implemented new teaching strategies to transform the Library’s instructional programming from simply delivering bibliographic instruction to conducting information literacy sessions that directly impact student learning outcomes. Subject librarians partner with faculty to design library instruction sessions and associated course assignments. This is accomplished through a variety of methods including: 1) one-on-one and group multiple sessions, 2) embedded librarianship in online course environments, and 3) information services delivered using Skype. During the course of an academic year, subject librarians conduct 236 sessions, reaching over 4,276 library users.
Examples of our faculty and student engagement activities are:

- **AUC Author Series** – An original video production created by our subject librarians and designed to showcase current books and articles written, edited, or produced by AUC faculty. Author interviews have been recorded for faculty and/or staff from the AUC schools. Faculty authors have begun to use the videos to enrich classroom presentations and provide publishing tips for early career faculty.

- **AUC Olive Branch** – This is the first activity where first-year students meet other first years from each of the four schools. We contribute snacks, and library staff volunteer as chaperones and activity monitors for the event. This interaction promotes the library in a less formal environment to 1,500+ first-year students annually. The AUC Olive Branch symbolizes peace and victory and introduces the students to the AUC culture. It has been a great way for the AUC Woodruff Library to be introduced to new students. When they see our librarians dancing and laughing at the fun event, it is at once a wonderful way to alter perceptions of a librarian. Since partnering with the schools, library staff have been able to welcome over 7,500 first-year students to the AUC.

- **Campus Office Hours** – Our subject librarians travel to campus locations weekly to provide onsite office hours. Our subject librarians completed 848 campus office hour interactions in the first year of service, and this number increased to 1,472 hours in 2014-2015. Onsite office hours allow the opportunity for just-in-time assistance and relationship building with students and faculty. Since implementing the service reference librarians have provided services to approximately 4,500 students and faculty.

- **Celebration of AUC Faculty Achievements** – Each March, the library devotes a week to acknowledging and celebrating AUC faculty scholarly achievements. During the week samples of faculty publications, artwork and performances are on display throughout the library. AUC faculty members actively engage in conducting book talks, making presentations about their published works, and discussions with students and colleagues on a wide variety of topics. Since we started this annual event, one school has developed a bulletin board highlighting faculty publications, and several faculty have agreed to post their scholarship to our institutional repository. This is an important faculty relationship builder.

- **Film & Book Discussions** – AUC Woodruff Library works with faculty from the Clark Atlanta University School of Education to host a series of film and book discussions for faculty and students from AUC campuses. The featured films are displayed in the Library’s Exhibition Hall followed by in-depth discussions about the books on which the films are based. One of the films featured for discussion was *Pray the Devil Back to Hell*, which involved 12 faculty members, 8 staff and 150 students. Another book/film discussion session included faculty panelist from AUC member institutions and Georgia State University. The film entitled *Ghetto Physics: Will the Real Pimps and Hos Please Stand Up!* is a provocative docudrama based on the book *Will the Real Pimps and Hos Please Stand Up!* – *Peeping the Multi-Level Global Game* by E. Raymond Brown (2003). Students came together to participate in a scholarly discussion. This event involved 10 faculty members and 140 students.
• **Information Support for AUC Study Abroad Program Participants** – In 2014-2015, our subject librarians implemented special library instruction sessions customized to address the needs of students and faculty who are engaged in study and/or research abroad programs. The sessions are designed to ensure that the students and faculty are aware of the range of information services available to them from wherever they may be located. To date, 85 members of the AUC academic community have received instruction. Most recently, we suggested hosting SKYPE sessions for faculty with students abroad, and this idea was greatly applauded.

• **Morehouse College Scholarship of Teaching and Learning (SoTL) Retreat** – Since spring 2010, we have partnered with the Morehouse College Faculty Development Center to host the Scholarship of Teaching and Learning (SoTL) Retreat. In addition to providing space for presentations and faculty breakout sessions, librarians make themselves available to conduct individual research consultation sessions for faculty who are in the process of preparing documents for peer-reviewed publication. This retreat enables the AUC Woodruff Library to collaborate and influence course design so that information literacy is included.

• **Research Consultation Center (RCC)** – Subject librarians provide point-of-use instruction and/or research assistance to individual library users or small group clusters in our Research Consultation Center (RCC). We value the one-on-one interaction between librarian and student or faculty. When our library was renovated, we designed two rooms to accommodate an intimate reference interview and assistance. Librarians are available for walk-in or appointment sessions. The RCC rooms are equipped with a double monitor and a double keyboard for hands-on assistance and practice with information and research, and immediate feedback from the librarian. On an average, our librarians complete approximately 630 RCC interactions annually.

**Quality Staff**

Our staff is energetic and participates in professional development throughout the year with presentations, articles, submissions, and programs. They represent the library well at the local, state, regional and national levels. We have librarians and archivists on committees, and boards of the Association of College and Research Libraries, of the American Library Association, Society of American Archivists, EDUCAUSE, Society of Georgia Archivists, OCLC, The Oberlin Group, Georgia Humanities Council, LYRASIS and ARCHE (Atlanta Regional Consortium of Higher Education). Of particular note is the appointment by President Barack Obama of our Records Manager/Archivist to serve on the board of the National Historical Publications and Records Commission.

Recognizing the need to continuously expand the leadership skills of our management team, librarians have participated in the Harvard Graduate School of Education Leadership Institute for Academic Librarians, the EDUCAUSE Leading Change Institute (formerly Frye Institute), the Vanderbilt University Peabody Institute, and the HBCU Library Alliance Leadership Institute. Our strong involvement in professional committees and conferences demonstrates our commitment to the profession and allows us to make valuable contributions to it. From these committees and conferences, we bring back current teaching, learning, and information strategies with a goal of continuous improvement of services and resources. We want students that attend the AUC schools to receive nothing less from this library than they could expect to receive from any other academic library in the nation. Our librarians do not have faculty status nor rank and no consideration for tenure. Their professional engagement is driven by personal goals and the desire to contribute fully to the work of the AUC Woodruff Library.
Communications and Marketing

To support our communications objectives, our communications manager is a member of the AUC PR Council, which is comprised of the communications officers of each of the institutions we serve. The relationship with the AUC PR Council allows us to ensure our news is disseminated throughout the campuses and reinforces the value of the AUC Woodruff Library as a contributing partner of the AUC consortium. Our librarians also play a critical role in communications and marketing by sending e-mail communications, creating flyers, and producing a faculty newsletter, Academic Alert.

The AUC Woodruff Library sets a high standard for communications and marketing. We have strengthened our library’s brand and increased its presence. Students and faculty are receiving targeted information in materials that are creative, polished, and attractive. Because of their popularity, we often have to reprint them. In addition to the positive comments we have heard, we are being acknowledged by professional organizations. Our efforts were recognized in the 28th Annual Educational Advertising Awards, with the library winning a Merit Award for our newsletter Top Shelf and a Silver Award for our public relations campaign for the Tupac Shakur Collection Conference. The Educational Advertising Awards is the largest educational advertising awards competition in the country, with nearly 3,000 entries received from more than 1,000 colleges, universities and secondary schools from all fifty states and several foreign countries. When the AUC Woodruff Library shines, so does the entire AUC community.

To reserve a room at the AUC Woodruff Library, you can now go online. Visit www.auctr.edu and click on the “Library” tab, then click on the “Library’s Event Calendar” to reserve a room. The online booking system allows you to view the availability of rooms and make reservations up to a year in advance.

Top Shelf, the library’s award-winning newsletter

Knowledge & Arts Initiative poster

Online Room Reservation poster

Tupac collection flyer

Tupac Shakur Collection program book

*Teenie* Harris, Photographer: An American Century
AUC Alumni Artists Exhibit publication

International Games Day flyer

Open House flyer

SmartSearch flyer

Recruiting Tomorrow’s Library Leaders flyer

Library orientation publication

AUC Alumni Artists Exhibit publication

Academic Alert, the librarians-produced faculty newsletter

Seeking to Tell a Story Exhibit flyer

The People’s Mayor Maynard Jackson and the Politics of Transformation brochure

Mj: In Blue Terms Art Exhibit Opening Celebration flyer
Assessment

The AUC Woodruff Library fosters a culture of assessment and is committed to continuous evaluation of its resources and services for impact and improvement. Assessment strategy is comprehensive, providing opportunity and structure to collect both formal and informal feedback. An environment of data-driven decision making is cultivated throughout the organization, as these type decisions fuel entrepreneurial behavior at every level and are the catalyst for exceeding customer satisfaction and expectations.

Formal Assessment Activity

The AUC Woodruff Library’s 2010-2015 Strategic Plan: Building a 21st Century Learning Community – Advancing the Academic Village is aligned with the mission and priorities of each of the AUC schools. The plan serves as a five-year blueprint of strategic actions that are to be executed synergistically in five priority areas to achieve success and demonstrate increased value to stakeholders. Along with defined internal measurements and milestones for all goal areas, each strategy has performance indicators (PIs) that allow the library’s Board of Trustees to monitor strategic plan progress.

Formal strategic planning at the AUC Woodruff Library dates back to June 2003 and always involves the entire staff of more than 75 employees. The 10-year strategic planning outcomes are major and too numerous to name, but include: visionary leadership, new governance structure and financial stability; an information literacy program; increased access to resources though digitization initiatives; a new dynamic website that is user- and mobile-device friendly; three reorganizations yielding improved operational efficiencies and excellence in customer service; library interior renovation; award-winning publications, technology infrastructure upgrade increasing capacity to manage remote and onsite access to scholarly resources; multiple grants awarded to fund collections; collaborative initiatives, programming and traveling exhibitions; and an employee performance evaluation system that focuses on core competencies and accomplishments correlating to the strategic plan objectives.

One way to assess the implementation of our strategic plan is through the LibQUAL+® user survey administered to the entire AUC population on a three-year cycle. It was conducted in 2007 and 2010, and we recently completed implementing the survey in November 2013. (See supplement.) User participation has met or exceeded the target objective for each survey implementation year; we believe this speaks to the level of engagement of our constituents.

Informal Assessment Activity

Informal assessment activity is primarily accomplished through surveys tailored to specific services; focus groups to gain a clearer understanding of

The 2007 survey results were integral in providing the evidence needed to move forward with our library’s renovation plans, as we learned what our stakeholders really cared about.

At a time when information access and learning technologies have set new and higher expectations for library users, the AUC Woodruff Library’s overall user satisfaction ratings improved!
AUC Woodruff Library subject librarians collaborate with faculty to establish learning outcomes prior to each instruction session. Students are evaluated on these outcomes by completing an instruction assessment survey, either print or electronic, at the conclusion of each session. At the end of each semester, faculty receive a comprehensive assessment tool that measures their perspective of the librarian instruction on student learning outcomes. They are also asked to evaluate the librarians’ instruction sessions for content, relevance and presentation style. This information is used to inform the development and/or revision of future sessions. From spring 2011 to spring 2013, 86 percent of faculty surveyed Strongly Agreed or Agreed that “following instruction, my students displayed more confidence in conducting research.” Based on the 2010 LibQUAL survey results, library orientation/instruction sessions exceeded faculty expectations (Desired service level = 7.73; Perceived service level = 7.77).

Events, exhibitions, programs and auxiliary services such as the Woodi Café, the library’s shuttle service, the Copy & Print Center are routinely evaluated for efficacy and improvements made as necessary. For example, survey feedback and focus groups held with shuttle riders led to a total revamp including larger buses; additional stops; quadrupled ridership; digital signage; and a system enabling students to track shuttle location real-time on mobile devices. Continuous assessment of library hours of operation resulted in extended hours and 24-hour operations during mid-term and exam periods. Evidence from Woodi Café surveys resulted in healthier menu options, including a salad bar.

Our formal and informal assessment strategy provide the AUC Woodruff Library with the data for decision making and lets our community know that their opinion, experience, and needs matter.
Conclusion

As we approach the end of the 2014-2015 academic year, our priorities for the 2010-2015 strategic plan are being implemented. There is more to do and more promises to make true the AUC Woodruff Library’s vision of being the first and best choice for our users.

Over the next few years we will continue to physically reinvent the library and our spaces so that we capitalize on the surge from a print based environment to an electronic environment. We will programmatically enhance the library with events and activities and learning strategies that will celebrate the AUC alumni, highlight the library’s resources and support the curricula of our member institutions. We hope to build on the momentum that we have, remain open to new ideas and standards, and embrace every resource and strategy that will contribute to the library’s excellence and to the success of our stakeholders.

While we consider our achievements over the last decade to be significant, we recognize that there is always more to do in a time when a library’s relevance and value are questioned at every turn. With a passion we embrace innovation, technology, and learning for the stakeholders of the AUC Woodruff Library as we stretch.
Assessment Update

LibQUAL+® Survey Implementation– Results
During the fall of 2013 (October 28-November 22), the Library administered the LibQUAL+® survey to the entire Atlanta University Center (AUC) population. This survey has been conducted on a three-year cycle since 2007. With strong support from the Library Advisory Council, Student Advisory Council and other campus champions, roughly 17 percent (1,579 out of 9,362) of students and faculty completed the survey. Feedback also included 650 verbatim comments.

What Matters Most to AUC Users?
Responses to all 27 questions in the “Desired” score column of the 2013 survey were ranked in descending order. Chart II shows the questions receiving the highest “Desired” scores (what matters to our students and faculty); “Perceived” scores (perception of the Library’s performance); and the performance gap (how close we are to exceeding the service and resource needs our students and faculty care about). This information lets us know the precise areas we will need to focus on as we move forward in developing our 2016-2020 strategic plan.

What matters to AUC Library students and faculty with each survey implementation will continue to change as we make targeted improvements. For example, “Desired” ratings for “space that inspires study

Chart I

Chart II, Rating Scale: 1(low) – 9(high)
and learning” received the highest “Desired” score in the 2010 survey. After the Library’s 2010 interior renovation, this item reflected a lower priority in the 2013 LibQUAL+® survey results. “Library orientation and instruction” received the ninth highest “Desired” score in the 2007 LibQUAL+® survey. Based on instructional design enhancements and strong collaboration of librarians and faculty, this item exceeded faculty expectations by 0.05 in the 2010 LibQUAL+® survey.


In addition to providing feedback on the AUC Library staff, the users’ ability to navigate library resources and services independently; and the learning environment, AUC students and faculty answered three overall satisfaction questions on: (1) quality of service, (2) how they are treated at the library and (3) support for learning. Ratings for each of these three areas continue to demonstrate sustained improvement. The full LibQUAL+® report is available on the Reports & Forms page of our website at www.auctr.edu.

Scores for each of the satisfaction questions have increased significantly since 2007. The “overall quality of service” scores are highlighted in Chart III:

![Chart III, Rating Scale: 1(low) – 9(high)](chart.png)

Comments:

- I absolutely love the library; it is just like my “third home”. My mom knows whenever my phone is off I’m safe in the library :)
- I really love the artwork in Woodruff Library. The environment is vibrant and colorful and the art is always changed over time. The exhibits shown are also inspiring
- Too noisy; need more “escape spots” for quiet study [during extended hours for exams]
- Upgrade the amount of users that can connect to Wi-Fi; stronger Wi-Fi connection
- Website is confusing: provide clarification or instructions on how to navigate
- More helpful staff
- Later hours on weekends; 24-hour access beyond midterms and finals
- Awesome library. I love the Starbucks. It helped me get through many nights
- Have seen 180% improvement over the past 10 years, facility lends itself to serious study and research in a welcoming environment
Supporting Documents
AUC Woodruff Librarians’/Archivists’ Professional Engagement 2011-2014

Administration

Loretta Parham, CEO & Director
- Board of Directors, ACRL, 2012-2015
- Board of Trustees, OCLC, 2012-2016
- Chair, Georgia Humanities Council, 2013-2015
- Treasurer, The Oberlin Group, 2012-present
- Board Emeritus, Past Chair, Co-Founder, HBCU Library Alliance
- LLAMA-BES Building Trends, American Library Association Annual Meeting, June 2012
- Georgia COMO (Council of Media Organizations) Fifth Triennial Academic and Research Library Building Round-Up, October 2013
- Served as faculty for EDUCAUSE Management Institute
- Served as faculty for National ICT Literacy Policy’s Governance Committee
- Past Chair, Atlanta Regional Council on Higher Education Library Council

Elizabeth McClenney, Deputy Director
- Chair, ACRL Liaisons Training & Development Committee, 2014-2015
- Vice-chair, ACRL Liaisons Training & Development Committee, 2013-2014
- Board Member, LYRASIS, 2013-2016
- Presented on “AUC Woodruff Library Initiatives in Scholarly Communication” at the HBCU Library Alliance Biennial Meeting in October 2014
- Presented on “Digital Initiatives of the Historically Black Colleges and Universities (HBCU) Library Alliance” at the Digital Library Federation in October 2014
- Presented at the Digital Initiatives Symposium “Introducing and Sustaining Digital Initiatives at an HBCU” on April 2014
- Presented on “HBCU Library Alliance Biennial Meeting Digital Initiative Update” at the HBCU Library Alliance Biennial Meeting in October 2012
- Presented on “Partnerships in Digitization: Collaboration in Good Times & In Bad” at the American Library Association Annual Meeting in June 2012
- Presented on “LLAMA-BES Building Trends” at the American Library Association Annual Meeting in June 2012

Archives Research Center

Courtney Chartier, Assistant Head of Archives Research Center
- Presented on a panel at the Society of American Archivists’ Annual Meeting on “Rappin’ with a Fiddle: A 360˚ Perspective on Music Archives,” August 27, 2011
- Published article “Picture Me Rollin’” in Archival Outlook, November/December 2011
- Organized and presented at Society of American Archivists’ Archivists and Archives of Color Roundtable Annual Meeting, August 8, 2012
- Presented at the Society of American Archivists Leadership Forum on “Challenges and Success of a Roundtable Leader,” August 8, 2012
- Presented at Clayton State University on the Academy of Certified Archivists, September 10, 2012
- Presented at Society of Georgia Archivist’s Poster Session, November 8, 2012
- Presented at Society of Georgia Archivist’s Business Meeting, November 8, 2012
- Attended Archives Leadership Institute, June 16-22, 2013
Allison Galloup, Processing Archivist
- Presented on Panel for history majors regarding careers at Berry College, February 29, 2012
- Presented at the Conference on African American Culture and Experience on “New Scholarship in Civil Rights Archives,” October 19, 2012

Andrea Jackson, Head of Archives Research Center
- Presented to Oberlin Group Meeting with R. Odom on “Instruction, Technology, and Archives at RWWL”, October 7, 2011
- Presented on ARC holdings at College Language Association Convention (75th Anniversary), March 29, 2012
- Presented at Emory University Digital/Atlanta Studies Symposium, Archivists Roundtable, on archival holdings at RWWL, April 26, 2013

Derek Mosley, Assistant Head of Archives Research Center
- Chair-elect of the ACRL African American Studies Librarian Section, 2014-2015
- Chaired the ACRL African American Studies Librarian Section 2014 Conference Planning-Committee, 2013-2014
- Chaired the Archivist and Archives of Color Roundtable of the Society of American Archivists, 2013-2014
- Member, of the Black Caucus of the American Library Association, 2009-present
- Vice-chair of the E.J. Josey Scholarship Committee, 2012-present
- 2012 Emerging Leader, American Library Association
- Presented on “From ARL Development to Professional Influence: Diversity of Approach” panel at the Joint Conference of Librarians of Color in September 2012
- Panel organizer and moderator on “Let Me Upgrade You: How Librarians and Archivists are Using Latest Technology to Enhance Collections and Access” at the Joint Conference of Librarians of Color in September 2012
- Presented on “Utilizing New Media to Promote Archival Access and Use” at the Southern Archives Conference in April 2012
- Presented poster titled, “A Century of Song: The Morehouse College Glee Club Centennial Exhibit” at The International Association of Music Libraries at the Archives and Documentation Centres Annual Conference, Montreal, Canada in July 2012
- Panel presentation on “Why Didn’t Anyone Tell Me That! Reflections from Librarians in the Trenches!” at the 2011 American Library Association Annual Meeting in New Orleans

Content & Collection Management

Michael Chromey, Department Head, Content & Collection Management
- Served as Content Specialist for the Oberlin Group’s Annual Survey from October 2013 to December 2013
- Served on task force evaluating changes to the Oberlin Group’s Annual Survey from November 2013 to March 2014

Christine Wiseman, Digital Services Unit Head
- Member of NEH panel on “Sustaining Cultural Heritage Collections”
- Chair of the “Heritage Emergency Response Alliance (HERA)”

Discovery & Access Services Department

E-Learning Technologies Unit

Emily Decker, Unit Head
- Presented a paper as an invited speaker for the ARLIS/SE Annual Meeting. The paper is titled, “The Visual Resources Center and the Classics Department: A Collaborative Database Project.”, November 8, 2012
- Book chapter accepted for publication: Decker,

- Co-hosted a roundtable discussion entitled, “Blogs in the Library: Creating an Inclusive Mode of Communication for Diverse and Non-Traditional Student Populations” at ACRL 2013 in Indianapolis, Indiana.

Information & Research Services Unit

Yolanda Gilmore Bivins
- Presented at the Diversity Fair during the ALA Annual Conference (Anaheim, California) in June 2012.

Roy Cummings
- Presented at the Computers in Libraries Conference (Washington, DC) in March 2012.

Jacquelyn Daniel, Reference Librarian
- Presented a poster session on the Fade 2 Black Project (funded by a Carnegie Whitney Grant) at the Joint Conference for Librarians of Color (September 2012)
- Attended the American Library Association (ALA) Annual Conference (June 2013 – presented poster session

Angiah Davis
- Participated in the American Library Association (ALA) 2012 Emerging Leader Program.
- Presented at the ALA Annual Conference (Anaheim, California) in June 2012
- Presented at the Georgia Conference on Information Literacy in October 2011.

Tanjie Gibson, Reference Librarian
- Attended the American Library Association Annual Conference (June 2013) – presented poster session

- Jordan Moore, Reference Librarian
  - Selected to participate in the HBCU Library Alliance Exchange Program (December 2012)

Maud Mundava, Reference Librarian
- Presented at the Diversity Fair during the ALA Annual Conference (Anaheim, California) in June 2012.
- Attended the American Library Association (ALA) Annual Conference (June 2013) – presented poster session
- Selected to participate in ALA Leadership Conference, Leading to the Future (June 2013)

Brad Ost
- Presented at the American Theological Library Association (ATLA) Annual Conference (Scottsdale, AZ) in June 2012.

Planning, Assessment and Communications

Carolyn Hart, Assistant Director
- Harvard Leadership Institute Fellow and Frye Leadership Institute Fellow (Emory)
- Presented on “Building a Culture of Assessment: The Evolutionary Journey of the AUC Robert W. Woodruff Library” at the HBCU Library Alliance Membership Meeting in October 2014.

Records Management

Karen Jefferson, Records Manager
- Appointed by President Baraka Obama to serve on the board of the National Historical Publications and Records Commission.
- Presented on the HBCU Library Alliance’s projects on preservation of and access to
photographs at the James A. Porter Colloquium on African American Art, Howard University, Washington, D.C. April 21, 2012

• Inducted into Neptune High School Hall of Fame, Neptune, NJ, November 24, 2012
Atlanta University Center Robert W. Woodruff Library
2014 Library Report
Annual Report/Educational Institution Category
Atlanta University Center Robert W. Woodruff Library

Welcome to the AUC Woodruff Library Orientation Brochure

Brochure/Educational Category
December 2, 2015

Excellence in Academic Libraries Award Program
Association of College and Research Libraries
50 East Huron Street
Chicago, IL 60611

Dear Award Committee Members:

On behalf of the Board of Trustees for the Atlanta University Center Robert W. Woodruff Library, I am pleased to write this letter of support in pursuit of the ACRL Excellence in Academic Libraries Award. Though I am new to my post as president of Clark Atlanta University and as a member of the AUC Woodruff Library Board of Trustees, I am not new to my genuine appreciation for the excellence demonstrated by the staff at the Library every day.

In my leadership roles at Texas Southern University and now Clark Atlanta University, I am keenly aware of the proud traditions of scholarship, service and empowerment within our historically black colleges and universities (HBCU). The AUC Woodruff Library demonstrates those ideals and is continually striving to find innovative resources to fulfill its mission: to provide the highest level of information resources and services to member institutions in support of student and faculty success and the cultural preservation of the Atlanta University Center.

Supporting the whole student from freshman year through graduation is a priority at the AUC Woodruff Library. Orientation sessions, study break activities and one-on-one reference assistance are a part of the academic experience at the Library. The staff also supports faculty members in a tangible way with workshops and training, such as its Academic Writing Institute for junior faculty and Center for Integrating Teaching and Technology (CITT) workshops. Through the Archives Research Center and various digitized collections, the Library is using the latest technology to increase awareness and facilitate scholarship about the important cultural and academic contributions of members of the AUC and other key social change makers.

My corporate background in business and finance allows me to truly understand what a sound investment the Library has been for the Atlanta University Center. The Library serves not only as a beacon of educational excellence for the entire AUC community, but it is also a shining example of what progressive collaboration, fiscal responsibility and insightful planning can achieve in the academic world. As you review this application packet, I believe you will agree that the AUC Woodruff Library truly exemplifies excellence among academic libraries.

Sincerely,

Dr. Ronald A. Johnson
President, Clark Atlanta University
Member, AUC Woodruff Library Board of Trustees
December 4, 2013

Dear ACRL Award Committee:

I am a senior English major at Clark Atlanta University, and I am expected to graduate in May 2013. I am honored to write a letter for the Atlanta University Center Robert W. Woodruff Library for the ACRL Excellence in Academic Libraries Award because the library has aided in my success and transformational growth as a student and an individual. I cannot think of a library more deserving of such an award.

I have been visiting the library since my freshman year, and it has become my second home. I have borrowed books using the Interlibrary Loan system, met with subject librarians when I needed assistance with writing major papers, and rented books and movies. Some of my favorite areas in the library are the downstairs computer lab where I write my papers, the study rooms where I prepare for midterms and finals with my classmates, and the quiet study room where I go to do extensive readings for class. Other times I relax with my friends on the comfortable couches while eating cookies from the Woodi Café and reflecting on life. There is a place in the Atlanta University Center Robert W. Woodruff Library for my every mood and workflow.

I love how I can always enter the library feeling stressed and overwhelmed about school, but leave feeling relieved and ready to tackle another obstacle. The librarians are especially helpful to me when I have research papers because they assist me in finding catalogued books and online sources that are useful and pertinent materials. For example, I have had meetings with two reference librarians about my senior thesis, which is a major graduation requirement. I love the environment of the library because it is such a welcoming and refreshing atmosphere. I know that when I step foot in the library, there is always someone there to help me even if I do not ask.

I also had an opportunity to experience the library in a different way when I had the privilege of working at the library as a Recruiting Tomorrow’s Library Leaders intern. As part of my internship, I worked with the library’s communications person and a subject librarian on a video project about deconstructing the stereotypes of libraries and librarianship. After my internship, I was hired at the library as a Digital Archives Student Assistant, a position in which I learned various ways of preserving and cataloging theses and dissertations from the early 1930s to present.

The Atlanta University Center Robert W. Woodruff Library is not only a library of excellence, but it is also an institution that encourages students to grow as scholars. Any chance that I get to help the library, I take it. Helping is my way of giving back to the library because it has helped me grow and gain experience, and I will forever love my library for that.

Sincerely,

Kendall Barksdale
December 3, 2013

Association of College and Research Libraries  
Excellence in Academic Libraries Award Committee  
50 E. Huron Street  
Chicago, IL   60611

Dear Members of the Award Committee:

It is with great pleasure and enthusiasm that I recommend the Atlanta University Center Robert W. Woodruff Library for the ACRL Excellence in Academic Libraries Award. I write not only in my capacity as the president of Spelman College, but also as the current Chair of the AUC-Woodruff Library Board of Directors. Our library is unique in that it must serve the needs of four very diverse institutions: Clark Atlanta University, a doctoral-granting research institution, Interdenominational Theological Center, a multi-denominational graduate school of theology, Morehouse College and Spelman College, both undergraduate liberal arts colleges with a range of pre-professional programs including business and engineering.

The fact that I can say with confidence that the AUC-Woodruff Library does indeed meet all of our needs very well, and is a true source of pride for our students and faculty is in itself a remarkable statement, because just ten years ago that was not the case. I have been president of Spelman College since 2002 and when I took office, the library then was widely considered an embarrassment. The collections were limited and in desperate need of updating, the facility suffered from deferred maintenance and lacked the necessary technology, and the staff support was insufficient to meet the needs of its users. It regularly appeared on the “worst library” list of the Princeton Review, and had been cited in the Spelman College SACS accreditation review in 2000 as a cause for concern. How did we go from that difficult past to the library we now truly consider a showcase for the academic excellence of the Atlanta University Center, a library that truly is “outstanding in furthering the educational mission” of its member institutions? Three things happened. In 2003, the governance structure of the library changed, and the accountability for the library governance was put directly in the hands of the presidents of the member institutions; the member institutions increased their financial commitment to the library; and in July 2004, we hired Loretta Parham as the CEO and Director of the AUC-Woodruff Library. Leadership matters, and that has made all the difference!

During Loretta’s tenure, she has recruited a dynamic team of librarians who have actively engaged with the member institutions to assess needs and provide services tailored to each institution. Faculty and students have responded with enthusiasm. The library collection has been culled and updated, including the addition of important electronic resources. The hidden jewels of our Archives have been digitized and made available to users including collections as diverse and important as the writings of W.E.B. DuBois, the papers of Rev. Dr. Martin Luther
King, Jr. and those of the contemporary rap artist and icon Tupac Shakur. The physical space has been transformed and is now an award-winning example of a library designed for 21st century users, complete with cutting-edge technology to support active learning in and out of the classroom.

These changes were driven by a strategic planning process, led by Loretta Parham and the staff with the full engagement of the Board and with input from the user community. The library staff regularly solicits feedback from its constituents, and is engaged in a process of continuous improvement. The AUC –Woodruff Library has well-designed meeting spaces that are in frequent demand, (I regularly use them with my own leadership team when we want to “retreat” for planning sessions), and the “Great Hall” of the library is actively used for lectures and receptions for such dignitaries as Nobel laureate Muhammad Yunus, then Secretary of the United Nations, Ban Ki-Moon, and baseball great Hank Aaron in conjunction with a photo exhibit documenting the history of the Negro Baseball League.

The physical renaissance of the building was funded with a capital campaign of $16.2 million, funds which were raised by Loretta Parham and her team, none of whom is a fundraising professional. Despite that, with a clear vision for what we wanted to accomplish and the support of the member presidents, the philanthropic community came forward to help bring the vision to reality. Kudos are due to Loretta and her team for that tremendous accomplishment! The staff has continued to effectively seek grants and other funding opportunities to advance the strategic initiatives of the library including the preservation of the rich archival collection.

I could write considerably more about how the AUC-Woodruff Library has been transformed. I will conclude by highlighting the library’s role in accreditation. Of considerable importance is the fact that all of the member institutions have undergone reaffirmation of accreditation in the last five years, and in all cases, unlike in 2000, the library was seen as an asset to the successful reaffirmation process, all being in full compliance with the associated core requirements and comprehensive standards for learning resources and services. Today this comment captures how students and faculty feel about our library:

“Can I just tell you that I LOVE this library. The renovations, the technology, the customer service, the expertise of the employees, all of it. The environment is so pleasant. I love being in here and I get so much done here. I am SO PROUD that we have this wonderful resource.” Graduate Student/Clark Atlanta University

I can think of no academic library more deserving of this award than the Atlanta University Center Robert W. Woodruff Library, led by our director Loretta Parham. Thank you for your serious consideration.

Sincerely,

Beverly Daniel Tatum, Ph.D.
December 5, 2013

Association of College and Research Libraries
Excellence in Academic Libraries Award Committee
50 E. Huron Street
Chicago, IL 60611

Dear Award Committee:

Morehouse College is pleased to provide this letter of support of the Atlanta University Center Robert W. Woodruff Library for the ACRL Excellence in Academic Libraries Award. Morehouse College is a member institution of the AUC Woodruff Library and is, thereby, a beneficiary of the quality library resources and services that are provided in support of our academic curriculum and programs.

There is little question about the effectiveness of the library’s delivery of instruction, of its application of information literacy or the quality of the programs that it develops to engage the young men of Morehouse in support of the Morehouse College mission. We expect the application that the AUC-Woodruff Library is submitting will be complete with information about its quality resources and services and excellent in presentation.

We would like to add to the evidence and comment on two areas, the library’s capacity to deliver special services, and their commitment to improvement.

Regarding the capacity to deliver special services, on many occasions the AUC Woodruff Library staff is asked to receive visitors who are special guests of Morehouse College and/or the City of Atlanta. The celebrity of these guests have included individuals such as BAN Ki-Moon, Secretary-General of the United Nations; Muhtar Kent, President of The Coca-Cola Company; Rear Admiral of the U.S. Navy and Chief of Naval Operations; 30 foreign ambassadors and dignitaries; Vincent Harding, scholar and speechwriter for Dr. Martin Luther King, Jr., and many more. On these occasions, the Library plans and staffs the visits whenever there is interest in viewing the primary resources held by the library’s Archives Research Center and most notably the Morehouse College Martin Luther King, Jr. Collection (MCMLK). The AUC Woodruff Library is our selected custodian of this unique and priceless collection. They have demonstrated with excellence, a capacity to collaborate, coordinate, manage and implement all activities associated with the physical acquisition of the collection, the preservation and organization of the collection and the physical and digital access to the collection. This is a tremendous responsibility and one that Morehouse has entrusted to the library from the beginning, in 2006. The Archives Research Center of the AUC Woodruff Library is an asset that compliments research and the teaching and learning programs as well as the at-large community advocacy and interest in the histories of the member institutions of the Atlanta University Center.

The Library’s commitment to continuous improvement is also evident. The Library leadership is always interested in the feedback from students and faculty about library operations. On-the-spot assessments occur after every instruction session, feedback is solicited and used from faculty meetings, and the responses from students and faculty to the LibQual Survey are shared and incorporated in the library’s annual plan.

With confidence I can say that we have an excellent library. On behalf of the President of Morehouse College, John Silvanus Wilson, Jr., I extend strong support for the AUC Woodruff Library application for the ACRL Excellence in Academic Libraries award. Please do not hesitate to contact me if I can be of further assistance.

Sincerely,

Garikai Campbell
November 25, 2013

To: Association of College and Research Libraries
50 E. Huron Street
Chicago, IL 60611

Re: ACRL Award for Excellence in Academic Libraries

Dear Award Committee Members,

It is my pleasure to write a letter to support the Atlanta University Center (AUC) Robert W. Woodruff Library for the ACRL Excellence in Academic Libraries Award. This unique library is deserving of recognition for offering outstanding support to multiple campuses. Though they have a big job to do serving as the hub of Clark Atlanta University, Spelman College, Morehouse College, and Interdenominational Theological Seminary, they perform their central role in a way deserving of laudatory celebration. Having accessed numerous national and international libraries, I can fully appreciate AUC Woodruff as a special institutional library with a vital role for a diverse population.

The administration and staff who run the library are the lifeblood of the AUC because they serve students, staff, and faculty at several very different institutions. As a faculty member and department chair at CAU, they have assisted me in several ways, including with research, teaching, and academic program preparation and I have witnessed the ways in which they nurture undergraduate learning, challenge graduate student advancement, and move forward faculty research. We simply could not operate without them and because of their commitment, our intellectual growth is steady.

My first passion is research and our Woodruff Library staff has ensured that my work has advanced in the three years I have been here. Recently, they updated the website which offers much freer interface with the screen options and increases my ability to get to necessary journal databases with fewer clicks. The range of subscriptions is vital to my area (Black women’s intellectual history), and if an article is not available online, the library staff will certainly get their hands on it, including Mr. Ola Ijimayowa who recently procured an article through interlibrary loan and Yolanda Gilmore Bivens who regularly stops by faculty offices for appointments to assist us. In addition, I have visited our special collections with Audra Jackson who assisted me with finding primary sources on W. E. B. Du Bois and benefitted from Stacy Jones who instructed a graduate workshop on Du Bois for a seminar in which I require use of primary documents in their final papers. This Du Bois graduate course builds on a year-long 2012 seminar series and a 2013 international conference commemorating the 50th anniversary of the passing of Dr. Du Bois (on the eve of the August 1968 March on Washington). The library has been a vital part of that rejuvenation of Du Bois legacy at CAU.

The role of the library as a meeting place for research and instruction is matched by the physical beauty and comfortable usability of the space. Several parts of the Du Bois conference were held in the
library meeting room space, including a UNICEF reception. Most impressive, the library is the holding place for several important documents by Du Bois, and they have also preserved his typewriter and other Du Boisian material culture of great value. During the February 2013 conference, the library offered a meaningful space for all members of the AUC community and our conference guests to visit and enjoy the public academic space and the personalized service of a pleasant, purposeful, committed, and energized staff.

Returning to the point regarding the centrality of AUC research, I have recently begun learning more about “information literacy” and the library resources offer a vital space from which to instruct my students on the value of physical texts and the invaluable skill set of evaluating online and digital texts. Several faculty in the African American Studies, Africana Women’s Studies, and History Department benefitted from the “Digital, Visual, and Media Literacy” workshop held in September 2013, which enhanced their teaching and makes my job as chair easier and more fulfilling. I am also in constant contact with library staff and having worked closely with the CEO of the library, Loretta Parham. She is very impressive as a leader, coordinator, and organizer (not the same tasks--each as challenging as the next). I am grateful that our learning space which serves several institutions remains not only sound, but inspirationally innovative at the top level. The regular library announcements via email and the Academic Alert newsletters reveal a busy schedule of quality events and learning programs that show an intimate interaction with each of the surrounding campuses and much of the Atlanta-metro community. The outcome is a consortium-like feeling of constant activity that ranges from a conference on the papers of Tupac Shakur and several important installations including papers and photos of former mayor Maynard Jackson to a recent housing of art by AUC alumni and ongoing oral history collection. For such an active agenda, it is heartening that the substance of each project is rich and the activities form a cohesive catalog rather than a disjointed set of actions. There is much to be proud of here.

The physical layout of the library is welcoming and warm, but also stimulating with rejuvenating colors, veritable seating options, and multi-leveled floors with various types of meeting spaces. Upon entry, visitors are greeted with a buzzing media center but also might be drawn to a wall full of windows with either tables or comfortable chairs where they can work. At my first interaction with the physical space of Woodruff Library three years ago, I was pleased to be a part of the AUC; the staff and leadership of the library has ensured that I remain engaged and that I enthusiastically guide my students to its abundance of physical, intellectual, and human resources.

Thank you for your consideration of this outstanding gathering place that is so central to our Atlanta University Center campuses. Certainly, they have worked hard and deserve the honor.

Sincerely,

Stephanie Y. Evans

Dr. Stephanie Y. Evans
Chair and Assoiate Professor
Department of African American Studies, Africana Women's Studies & History (AWH)
Clark Atlanta University
200w McPheeters-Dennis Hall
404.880.6352
http://cauduboislegacy.net/
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sevans@cau.edu
Association of College and Research Libraries
Excellence in Academic Libraries Award Committee
50 E. Huron Street
Chicago, IL 60611

Dear Award Committee:

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is the regional body for the accreditation of degree-granting higher education institutions in the Southern states. It serves as the common denominator of shared values and practices among the diverse institutions in Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia and Latin America, and other international sites approved by the Commission that award associate, baccalaureate, master’s, or doctoral degrees.

To gain or maintain accreditation with the Southern Association of Colleges and Schools Commission on Colleges, an institution must comply with the standards contained in the Principles of Accreditation: Foundations for Quality Enhancement and with the policies and procedures of the Commission on Colleges.

The academic libraries of the region’s colleges and universities are required to demonstrate compliance with three comprehensive standards. Of particular note is the standard specifically titled “Library and Other Learning Resources (3.8).” The institution must substantiate that the library:

- provides facilities and learning/information resources that are appropriate to support its teaching, research, and service mission. (Learning/information resources)
- users have access to regular and timely instruction in the use of the library and other learning/information resources. (Instruction of library use); and
- provides a sufficient number of qualified staff with appropriate education or experiences in library and/or other learning/information resources—to accomplish the mission of the institution. (Qualified staff)

In the higher education world there are significant changes underway that will influence teaching and learning and research. The successful academic library must be poised to support these changes.
The Atlanta University Center Woodruff Library is in a unique and sometimes difficult position of providing support to its consortium institutions as each of them introduce and implement their individual responses to the changing higher education landscape. From the perspective of this office, the AUC-Woodruff Library is successfully managing their responsibility and presenting a model for others.

The Library has provided documentation and evidence numerous times to support the reaffirmation requests of Clark Atlanta University, The Interdenominational Theological Center, Morehouse College and Spelman College. These institutions are each on very different schedules for accreditation reviews; as such, the Library is in the accreditation mode continuously. To meet this schedule and to remain in compliance with the standards described above, the AUC-Woodruff Library has to be concerned about innovation, must be diligent in the assessment of its operations, and committed to quality in the delivery of its program. The AUC-Woodruff Library models this behavior consistently.

By examination of the various institutional reports, it is evident that the Library has been fully compliant on all standards. It is my opinion that this happens not only from compliance with the professional standards of SACSCOC but also those of the Association of College and Research Libraries. The AUC-Woodruff Library sets its own performance bar, and it is set high.

The recent renovation of the library, the support of the faculties and students of the Atlanta University Center member institutions, and the demonstrated engagement of a quality library staff in the profession of library and information sciences, are all indicative of excellence. I encourage your serious consideration and selection of the AUC-Woodruff Library for the ACRL Excellence in Academic Libraries Award for 2014.

Sincerely,

Belle S. Wheelan, Ph.D.
President

BSW:rb
December 2, 2013

Loretta Parham, CEO and Library Director
Robert W. Woodruff Library
Atlanta University Center
111 James P. Brawley Dr. SW
Atlanta, GA 30314

Dear Loretta:

I am pleased to write a letter of support for the Atlanta University Center (AUC) Robert W. Woodruff Library’s application for the Association of College and Research Libraries’ Excellence in Academic Libraries Award. The AUC Woodruff Library has set a transformational model for other academic libraries with its focus on both development and implementation of forward-thinking strategic plans to achieve defined outcomes that advance teaching and learning within the four institutions it serves (Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College). It also serves as a leader and active participant in collaborative initiatives that address the needs of their own organization as well as similar needs at other academic libraries.

LYRASIS has been honored to work with the AUC Woodruff Library staff in several collaborative endeavors. Its staff has made important contributions as members of the Boards of Directors of collaborative organizations, including SOLINET (which became LYRASIS in 2009), OCLC, the Georgia Humanities Council, and the Historically Black Colleges and Universities (HBCU) Library Alliance. In the latter case, staff members from the AUC Woodruff Library provided seminal leadership in the formation of the organization, and they continue to be critical leaders and active contributors in such areas as professional mentoring, training, and sustainability planning. Their engagement with the Alliance benefits all HBCUs, and the AUC Woodruff Library serves as a role model and resource for the HBCU library community at large.

The AUC Woodruff Library staff has also been involved in planning and implementing collaborative projects to address both local and HBCU community-wide needs, especially in the areas of digital access to and preservation of unique collections. The library serves as the system administrator for a collaborative digital project that manages CONTENTdm for 20 HBCU libraries, providing access to a growing collection of digitized photographs and documents highlighting the early history and legacies of these HBCUs (http://hbcudigitallibrary.auctr.edu/). The AUC Woodruff Library was a lead participant in the partnership that planned and received grant funding from the Andrew W. Mellon Foundation for this digitization initiative with Cornell University, the HBCU Library Alliance, and SOLINET. They also were a critical leader in working with MetaArchive to establish a group relationship for preserving the digital content created by these HBCUs.

As a second recent example, the AUC Woodruff Library has been a leader on the steering committee for the six-year, grant-funded “Preservation of Photographic Collections at HBCUs” project managed by LYRASIS. This has been a collaborative partnership supported by the University of Delaware Art Conservation Department, Conservation Center for Art and Historic Artifacts, Image Permanence Institute, HBCU Library Alliance, and LYRASIS. Library staff has not only worked with the faculty of
their member institutions to identify collections for processing and preservation, but also provided preservation and project management training to staff members at fellow HBCUs. On behalf of their students and faculty, the AUC Woodruff Library has processed and improved storage for and access to more than 20,000 photographs within their own collections through this project and introduced several students to careers in the field of archival management, preservation, and conservation. One of these students, from Spelman College, has gone on to pursue a post-graduate career in conservation.

The AUC Woodruff Library is also recognized as a leader beyond the academic library community. For example, Mrs. Parham is incoming chair of the Board of Directors of the Georgia Humanities Council and the AUC Woodruff Library was chosen as the home for the Morehouse College Martin Luther King, Jr., papers. This historic collection was processed by the library staff and is accessible for research and study.

Through their work on these and other initiatives, the library staff has shown leadership in development and implementation of exemplary programs that benefit their students and faculty and that provide models which other libraries can and do emulate. The AUC Woodruff Library also demonstrates creativity and innovation in the use of strategic planning to clearly identify and meet the needs of the diverse students and faculty at the four academic organizations they serve. LibQual® survey results are used to collect input for planning and assess progress in some of their strategic performance indicators. Through these assessments and others, library staff has sought to not only understand the needs and expectations of their stakeholders, but also to clearly focus their efforts on change and growth that will meet its vision of a great library, one that is “an integral part of the Atlanta University Center academic village, a natural convening space that stimulates intellectual and social exchange among its many constituents,” as described in its 2010-2015 Strategic Plan.

The AUC Woodruff Library is a dynamic and engaging place for both its patrons and staff. It serves as a model for HBCUs and all academic libraries through its successful, but nonetheless continuing, transformation as a vital library open to new ideas, evolution, and creativity to address the shifting needs and interests of students and faculty. The library provides a remarkable center for four different organizations, building upon synergies to create a shared sense of place and heart for all campuses.

Sincerely,

Kate Nevins
Executive Director
Dear ACRL Excellence in Academic Libraries Award Selection Committee:

I am writing this letter to show my sincere support of the Atlanta University Center Robert W. Woodruff Library. I am a graduate student in Library Science with a focus in Archival Management at the University of North Texas and an ARL/SAA Mosaic Fellow. Most importantly, as an alum of Spelman College '2013, I am a product of the AUC Woodruff Library, or Woodruff, as some students call it. My success and future are due to the hard work and positive encouragement by the staff at Woodruff, who welcomed me with open arms and truly fostered a place where I could study, learn and grow within my community.

In the spring of 2013, along with 11 other students from the 3 campuses in the Atlanta University Center, I interned at Woodruff in the Mellon-funded, Recruiting Tomorrow’s Library Leaders (RTLL) program. Many of my peers and I had no indication of how extensive the field of library science was. Through the RTLL program, I had the opportunity to explore all facets of librarianship. During my time at Woodruff, I interned in the Planning, Assessment and Communications department. From putting together a portfolio of proposed programs for students to learning how to create and advertise flyers for events, I learned lifelong professional skills.

The RTLL Program Director coordinated weekly sessions highlighting what it means to be a leader, how technology is used in libraries and archives, the different avenues within librarianship, the range of opportunities out there, etc. After one of our weekly sessions, I happened to walk into the archives to check out the Tupac Shukar collection. This experience allowed me to discover my passion for archival work! The RTLL program facilitated a summer internship with the Coca-Cola Company Archives where I gained exponential experience to jump-start my archival experience. I also discovered that I could incorporate my background in communications with archives. My overall experience has been priceless and guided me to pursue a master’s in Library Science.

I received the Andrew W. Mellon Foundation RTLL scholarship to attend the University of North Texas and pursue a master’s in Library Science. During my first semester, I was awarded a Research Assistant position and the SAA/ARL Mosaic Fellow Scholarship and will be interning with the National Archives at the George W. Bush Presidential Library (Dallas, TX) in spring 2014. Woodruff, without a doubt, played a major role in my receiving these opportunities.

A library of excellence reflects a place that provides adequate support to ensure students meet their academic, career, and professional development, but also a place where friendships are made and students discover themselves. The Woodruff Library supports the student body of Atlanta University Center on their path to be true, authentic stewards of the future, and I sincerely believe that Atlanta University Center Robert W. Woodruff Library deserves the Library of Excellence Award.

Sincerely,

Yvonne Patrice Ivey
November 19, 2014

Dear Award Committee,

I am very happy to write this letter of support on behalf of the Atlanta University Center (AUC) Robert W. Woodruff Library Advisory Council for the ACRL Excellence in Academic Libraries award application. The AUC Woodruff Library holds the unique position providing information and research services to four administratively independent and private historically Black colleges and universities (HBCUs) in metro Atlanta. The AUC Woodruff Library’s leadership is committed to ensuring that the faculties and students of the HBCUs that comprise the AUC receive the highest level of service and access to the best resources available.

The AUC Woodruff Library is an outstanding model of a modern academic library, and its environment is one of continuous support, collaboration, and evolution. Over the past 10 years, the Library has transformed its physical and virtual space to ensure that the diverse and ever-changing needs of its users are met. The Library’s physical space allows for creativity, flexibility, and independent study. It provides a testing ground for users to engage with cutting-edge technologies. As an example, the Technology Design Studio attracts students in the performing and visual arts as well as STEM students while the graduate study suite provides a focused research environment. The Library’s virtual space gives users the option of when and where they access resources. Always listening and responding to the AUC community’s feedback, the Library recently redesigned its website to provide users with improved access to information and services.

Students enjoy coming to the AUC Woodruff Library because they find the librarians to be helpful and knowledgeable, and they see the Library as a place where their academic success is being supported. The Library has also been a great champion of the AUC faculty. The Library’s AUC e-Scholarship repository showcases a plethora of scholarly endeavors—from current AUC research in the form of electronic theses and dissertations to historical perspectives of issues in higher education at HBCUs with Documenting the Perspectives of Past HBCU Presidents: An Oral History Project video collection.

The AUC Woodruff Library also serves a center for cultural enrichment and engagement, bringing together its four member institutions and the community to participate in diverse programming. The Library hosts art and photographic exhibitions, conferences such as the Tupac Amaru Shakur Collection Conference, speaker series such as the Walter Rodney Speaker Series, and most recently an impassioned seminar, Seeking to Tell a Story: Political Action from Slavery to Civil Rights, in which scholar Joy DeGruy, spoke to a standing room only audience of almost 500 students and faculty.

As members of the Library Advisory Council, we are in the unique position of witnessing and participating in the AUC Woodruff Library’s impressive growth. The Library never rests on the success of one project or program; it continuously assesses its services and operations to ensure that its mission and vision are at the forefront. The Atlanta University Center Robert W. Woodruff Library is deserving of the ACRL Excellence in Academic Libraries award.

Thank you.

Wallace Sharif, Ph.D.
Assistant Professor of Biology, Morehouse College
Chair, AUC Woodruff Library Advisory Council
2015 Library Report

Our Mission
We provide the highest level of information resources and services to member institutions in support of student and faculty success, and the cultural preservation of the Atlanta University Center.

Our Vision
To reflect the excellence of our member institutions by being the first and best choice for our users in their search for information.
We are pleased to present the 2015 Library Report for the Atlanta University Center (AUC) Robert W. Woodruff Library. This publication is our opportunity to let you peak beyond the stacks as we offer you open access to the inner workings of the Library. And, of course, it’s also our chance to brag a little about our achievements. We’ve been hard at work as always, and we want you to know how we ended the year.

While this report documents many statistics, it also tells a story – our story. The story of the AUC Woodruff Library is one of constant change and growth as we continue to stretch ourselves every day. “Stretching” is part of our internal jargon for our ongoing efforts to meet and surpass the expectations of our students, faculty and community of advocates. Whether it’s about improving our facilities, acquiring new collections or simply striving for outstanding service in every department, we are ever evolving to set the standard for excellence as the “center of the Atlanta University Center.”

Today’s academic libraries are about so much more than study carrels and bound journals. Our students and faculty need a dynamic, flexible and inviting space that promotes scholarship and new thinking. So read on and learn more about the innovation and collaboration happening at the AUC Woodruff Library to create and deliver information services in such a space.

Loretta Parham, CEO & Director

The Big Picture:
A Snapshot of 2014-2015

1,542,472
library holdings (1,495,485)

1,583,211
full-text downloads and database searches (1,925,486)

618,026
physical & virtual visits (757,737)

132,548
downloads of AUC e-scholarship (79,149)

36,775
user interactions (23,366)

10,692
study room reservations (9,323)

4,658
new remote access accounts established (6,641)

1,400
visits to the Archives Research Center (930)

* ( ) = FY 2013-2014 Statistics
To support our diverse educational constituents and their unique curricula, we have holdings across all formats exceeding 1.5 million items.

**Collections**

- **364,010** print volumes
- **302** databases
- **82,075** e-Books
- **89,262** e-Journals
- **8,277** media
- **7,995** total linear feet of materials in archival collections
- **1,843,886** Government Pubs and Microforms
- **167,437** pages in digital collections
- **17,805** Theses and Dissertations
- **14,116** journals, databases, books, and media resources added

**Engagement**

- **236** & **4,276** sessions taught & students impacted
- **2,916** students impacted
- **335** extended one-on-one assistance
- **1,472** students assisted

**Instruction**

**Orientation**

**Research Consultation Center**

**On-site campus office hours**

**Student Population:** 7,899
Mission
We provide the highest level of information resources and services to member institutions* in support of student and faculty success, and the cultural preservation of the Atlanta University Center.

* Member institutions include: Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College.

Vision
To reflect the excellence of our member institutions by being the first and best choice for our users in their search for information.

Priority Areas and Goals

Leadership and Governance
Goal: Align leadership and governance processes to successfully implement the Library’s strategic direction and plan.

Financial Diversification and Stability
Goal: Increase and diversify funding sources to support great organizational sustainability.

Technology Capacity
Goal: Enhance and expand access to a stable and secure technological infrastructure to support innovative teaching, learning, research and records preservation.

Stakeholder Engagement
Goal: Tailor marketing, outreach and engagement of AUC stakeholders to increase resources and services usage.

2015-2020 Strategic Plan

Fall 2014 The latest strategic planning process began.

March 2015 The Board of Trustees and Library leadership participated in a planning retreat including discussions of environmental scan findings and trends analysis results.

May 2015 The four priority areas identified by the Board of Trustees were shared with the Library Staff during a staff development retreat.

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Selected Events of the Year

1. **Publish or Perish? An Academic Writing Institute**
   Last fall, the Library was awarded a sub-grant from the HBCU Library Alliance’s Expanding Library Support for Faculty Research Project to host an academic writing institute for AUC junior faculty. Sixteen faculty members participated in the two-day event held in December 2014. A post-institute brown bag sharing session was held in January 2015 and inspired the formation of an AUC Junior Faculty Writing Circle, which meets weekly at the Library.

2. **Journey into the Heart of Northeast Brazil**
   On display at the Library for most of the academic year, the traveling exhibition, *Bandits & Heroes, Poets & Saints – Popular Art of the Northeast of Brazil*, told the story of how European, African and indigenous cultural traditions have interacted over more than 500 years to form the distinctive culture of northeastern Brazil. The exhibition was part of the Library’s ongoing efforts to increase cultural exchange opportunities across a broader range of perspectives. The Library welcomed Ambassador Hermeno Telles Ribeiro, Consul General of Brazil, and his Deputy Consul of Brazil to our facility to tour the exhibition, which was organized by Con/Vida-Popular Arts of the Americas.

3. **Breaking New Ground with the Greenscape Project**
   In Spring 2015, we broke ground on a construction project that reflects the ongoing positive change happening at the Library. The Phase II Renovation Project: Brawley Greenscape and Pedestrian Parkway, will transform the grassy lot across from the main entrance. It will add beauty and character with plants and trees, expand the usable space of the Library, upgrade the paved walkway, include a rain garden, provide an outdoor learning space, add an outdoor dining area for Woodi Café and accommodate use as a venue for small-scale events.

4. **Telling Our Story in a Digital Age**
   As part of the multi-year effort to promote awareness about the Atlanta Student Movement and the fight for freedom, the Library’s virtual exhibit, *Seeking to Tell a Story: Political Action from Slavery to Civil Rights*, is an ongoing narrative of the African American journey to empowerment. It is told through photographs, flyers, news clippings, political cartoons and correspondence housed in the Archives Research Center and now online at digitalexhibits.auctr.edu.

5. **Celebrating 50 Years of the NEH**
   In collaboration with the Georgia Humanities, the Library hosted National Endowment for the Humanities Chairman William Adams in May 2015 during his tour in celebration of the agency’s 50th anniversary. His stop was the first visit by a NEH chairman in over a decade. In keeping with the NEH’s recent initiative, “The Common Ground: The Humanities in the Public Square,” the Library, AUC faculty and other colleagues in the humanities field welcomed Chairman Adams with a viewing of the Martin Luther King Jr. Papers at the Library’s Archives Research Center, a meeting with Atlanta Student Movement alumni Lonnie King and briefings by the Atlanta History Center, Oral History Association and other organizations.
Notable Highlights

- Awarded second round of travel research awards to three scholars to explore and conduct research in the Archives Research Center

- Received over $2.3 million in grants, including $2.25 million from The Woodruff Foundation, $56,000 from LYRASIS, $25,000 from The Rich Foundation and $10,000 from the Georgia Humanities

- Recognized for excellence in communications and marketing materials produced by the 2015 Communicator Awards (Silver), 30th Educational Advertising Awards (Silver and Bronze) and 2014 MarCom Awards (Gold)

- Launched collection of 94 streaming videos from the Asa G. Hilliard III Collections

- Processed and made accessible six new collections in the Archives Research Center

- Research guide downloads of over 90,000 visits in 2014

- Library Copy & Print Center sales up 40% over last year

- Sold more than 36,000 items at Woodi Café during the fiscal year
**A Little More about Us**

Established in 1982, the Atlanta University Center (AUC) Robert W. Woodruff Library interior was renovated in 2010. A modern academic library, our facility features collaborative learning and study spaces, current technologies, practice presentation studios, an array of print and electronic resources, an exhibition hall and a premier Archives Research Center. We have a diverse staff of more than 75 employees working and collaborating to deliver services as a team. The Library is a nonprofit corporation under the Georgia Nonprofit Corporation Code and operates exclusively for educational and charitable purposes as defined by Section 501(c)3 of the IRS Code. It is governed by a ten-member Board of Trustees (see back cover for listing).

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**Total Library Budget**

**FY 2014-2015**

- **Collections**
  $2,107,357 (18%)
- **Staffing**
  $4,147,955 (35%)
- **Operations**
  $5,541,008 (47%)

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**Several of our Institutional Memberships**

- ALA - American Library Association
- ARCHE - Atlanta Regional Council for Higher Education
- CLIR - Council on Library and Information Resources
- DLF - Digital Library Federation
- EDUCAUSE
- HBCU Library Alliance
- LYRASIS
- The Oberlin Group
- OCLC - Online Computer Library Center, Inc.
- SAA – Society of American Archivists

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**Plant a Seed of Support**

We would like to thank those individuals and organizations who have generously donated to the Library. Your support can make a difference as we continue to grow. For donations to our collections, call 404.978.2018. For monetary gifts, visit [www.auctr.edu/donate](http://www.auctr.edu/donate).
Board of Trustees
2015-2017

Dr. John Silvanus Wilson Jr., Chair
President, Morehouse College

Dr. Ronald A. Johnson
President, Clark Atlanta University

Dr. Mary Schmidt Campbell
President, Spelman College

Dr. Edward Wheeler
President, Interdenominational Theological Center

Mr. F. Sheffield Hale
President and CEO, Atlanta History Center

Dr. Danielle Carr Ramdath
Associate Dean of the Faculty, Smith College

Mr. Henry Zigtema
Partner, Ernest and Young, LLP (Retired)

Mrs. Loretta Parham, Ex-Officio
CEO and Library Director, AUC Woodruff Library

Dr. Julio Gonzalez - Ruiz
Chair, Library Advisory Council
World Languages and Literature Chair/Associate Professor, Spelman College
### Success Defined

- AUC institutions leadership actively collaborates with library staff to address programmatic issues affecting the library’s service and support to member institutions.
- Library formally participates in the strategic planning processes of its member institutions.
- A leadership plan exists to ensure secure, stable, and continuous Library operations.
- The flow of information between Library staff and AUC stakeholders is bi-directional, proactive, efficient, effective, and consultative.

### Objectives

1. Revise board structure, policies, and procedures to improve communication and decision-making processes.
2. Implement and communicate organizational dashboard to clearly and consistently articulate the Library’s results and contributions to AUC member institutions’ teaching, learning, and research.
3. Develop and implement the Library’s succession plan.
4. Strengthen board members knowledge of the Library by implementing consistent orientation, developmental activities, and transition plans.
5. Ongoing review and enhancement of recruitment and retention systems to ensure the Library maintains a qualified and productive workforce.

### Metrics

- 100% participation of new board members in orientation.
- Succession plans developed and implemented for 100% of agreed upon leadership positions.
- Minimum of one Library staff member appointed to at least one programmatic committee on each campus.
- 50% of staff participating in at least one (1) professional development activity.

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### LEADERSHIP AND GOVERNANCE

**Align leadership and governance processes to successfully implement the Library’s strategic direction and plan.**

- Increased revenue streams (included, but not limited to endowment, unrelated business income, new institutional participants, community partnerships, and specific resource marketing).
- Improved donor and grant maker relationships.
- Capital needs funded through a Board approved strategy.
- Competitive, market level compensation maintained for Library staff and management for improved retention levels.

### FINANCIAL DIVERSIFICATION AND STABILITY

**Increase and diversify funding sources to support great organizational sustainability.**

- Develop and implement endowment growth plan.
- Expand grants management plan to prioritize and increase private and government (local, state, and federal) funding.
- Identify, research and implement new revenue generating programs.
- Develop and implement process to ensure funding for Capital Maintenance Reserve Fund and to manage long-term deferred maintenance.
- Create methodology to fund incremental and systematic increases to Library operating salaries and fringe benefit base.
- Research current market-level, industry-based salary ranges based on updated job descriptions.
- Inform development of HR-based metrics for organization use.
- Create formal relationships with development offices on each member institutional campus.
- Educate, inform and actively engage staff in grant seeking activities.
- Engage Board in developing strategy and plan to generate new revenue, e.g. funding for development officer to assist fundraising activities or ad hoc grant proposal writer.

- Establish two (2) new revenue streams.
- Grow endowment corpus by 5%.
- Six (6) grant proposals submitted annually; two (2) grant proposals awarded.
- Increase Maintenance Reserve Fund balance by 10% annually.
- Align positional salaries with market rate by 2018 (based on updated compensation study).
- Increase average staff tenure by 10%.

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**MISSION:** We provide the highest level of information resources and services to member institutions* in support of student and faculty success, and the cultural preservation of the Atlanta University Center.

* Member institutions include: Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College.

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**2015 – 2020 STRATEGIC PLAN IN A NUTSHELL (SPIN)**

- Member institutions include:
  - Clark Atlanta University,
  - the Interdenominational Theological Center,
  - Morehouse College,
  - and Spelman College.
2015 – 2020 STRATEGIC PLAN IN A NUTSHELL (SPIN)

MISSION: We provide the highest level of information resources and services to member institutions* in support of student and faculty success, and the cultural preservation of the Atlanta University Center.

* Member institutions include: Clark Atlanta University, the Interdenominational Theological Center, Morehouse College, and Spelman College.

Success Defined

- Evolving technology needs of stakeholders met on a proactive basis.
- Increased student and faculty utilization, engagement and satisfaction with Library technology services.
- Enhanced stakeholder access to virtual Library resources and services through a single sign-on and minimal service disruption.
- Improved implementation of distance learning across campuses.
- Improved collaboration with on-campus Innovation Centers.

Objectives

1. Expand the Wi-Fi infrastructure.
2. Improve and streamline access to library technology resources (e.g. single login).
3. Develop and implement a digital preservation, access and collection storage plan.
4. Establish workflows for identifying, prioritizing, and capturing born-digital content and research.
5. Evaluate and enhance tools that permit independent access to digital resources.
6. Enhance and increase technological innovation in instruction regardless of the channel (on campuses, online and in the Library).
7. Revise and tailor distance learning support plan to align with individual campus needs.
8. Co-create and support Innovation Centers to increase intentional collaboration with AUC member institutions.

Metrics

- 100% achievement of defined service level targets (hardware/software and delivery of customer service).
- Increase in use of technology resources.
- Increase in faculty requests for and attendance in classes.

STAKEHOLDER ENGAGEMENT
Tailor marketing, outreach and engagement of AUC stakeholders to increase resources and services usage.

- Library engagement and outreach programs align with AUC member institutions’ strategic priorities.
- Engagement and outreach efforts leverage multi-platform media accessible at the library, online and on campus.
- Improved collaborative planning and decision-making exists due to increased Library staff participation on AUC member committees (and vice versa).
- Increased stakeholder awareness of and satisfaction with Library resources and services.
- Provost encourages faculty engagement with Library staff.

TECHNOLOGY CAPACITY
Enhance and expand access to a stable and secure technological infrastructure to support innovative teaching, learning, research and records preservation.

- In collaboration with AUC academic and support units develop engagement plans customized for key stakeholder groups.
- Leverage traditional and digital media to communicate with key stakeholder groups.
- Establish program implementation teams comprised of campus collaborators and Library staff to serve as advocacy groups on behalf of the library.
- Measure and articulate value of services and resources.
- Conduct assessments to measure perceptions, satisfaction levels and to identify engagement and outreach needs by stakeholder group.
- Improve engagement and outreach programs based on assessments.

- By 2020, 10% increase in usage of resources and services.
- 5% increase in participation of Library staff on AUC member institutions’ committees.
- Improved perceptions and increased satisfaction with engagement and outreach by stakeholder group as measured by periodic and diverse assessments.
- Increased collaborative programming with AUC stakeholders.
- By 2020, 5% increase in faculty contributions to the library’s institutional repository.

By 2020, 5% increase in faculty contributions to the library’s institutional repository.