## Tulane University
### Administrative Unit Outcomes Assessment Plan

Please note: This information is being requested to show that the institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution’s effective accomplishment of its mission (SACS Accreditation Core Requirement 2.5); and that the institution identifies expected outcomes, assesses the extent to which it achieves outcomes, and provides evidence of improvement based on analysis of the results (SACS Accreditation Comprehensive Standard 3.3.1.).

<table>
<thead>
<tr>
<th>Unit/Department:</th>
<th>Howard-Tilton Memorial Library</th>
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<tbody>
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<td>Date Submitted:</td>
<td>2010</td>
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### Mission Statement:

Our critical mission going forward will be to create a new library for Tulane University that re-envision physical spaces, services, and collections within the context of 21st century technologies and trends while drawing upon existing library strengths built over more than a century. The new library will marshal its resources to directly support in innovative ways the evolving research, learning, and community service needs of the university and rebuild to rise to a competitive position among other libraries at Tulane’s peer institutions. Through redesign, rebuilding, and collaboration with other campus partners the library will serve Tulane University as the well at the center of its village.

For reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS) in 2011 the university must provide students and faculty with adequate library collections and services consistent with the degrees it offers. More specifically the library must:

- Provide facilities and learning/information resources that are appropriate to support Tulane’s teaching, research, and service mission
- Ensure that users have access to regular and timely instruction in the use of the library and other learning/information resources
- Provide a sufficient number of qualified staff—with appropriate education or experiences in library and/or other learning/information resources—to accomplish the mission institution

Context: While the Tulane Libraries rank in many ways among the top research libraries in North America, the university’s main Howard-Tilton Memorial Library and its older building for special collections sustained lasting damages from Hurricane Katrina. Collections worth tens of millions of dollars were lost or severely damaged. Collections space and user areas were lost and today off site space is full. The library is funded for fewer professional and support staff positions than before the storm.

### Goals/Outcomes (Add lines as needed)

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<th>Goals/Outcomes</th>
<th>Assessment Methods and Procedures</th>
<th>Results</th>
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<tr>
<td>Provide facilities appropriate to support Tulane’s teaching, research, and service mission</td>
<td>A. Address interim space and facilities needs through meetings of the Library Administration Group and Recovered Materials Group. B. A Learning Commons Working Group will assess prototype Learning Commons facilities via survey and observational data. C. Assess and develop an engineering, design, and construction plan for a build-back and hazard mitigation program addressing library spaces impacted by Hurricane Katrina. This involves working with a contracted architectural firm, campus planners, and Tulane Capital Projects &amp; Real Estate through a funding program offered by the Federal Emergency Management Agency (FEMA).</td>
<td>A. Requested and received special university funding for four key interim capital projects: [1]. All four projects were completed. B. Learning Commons working group met regularly through the year assessing services and facilities [2]. C. FEMA build-back and hazard mitigation project is now expected to be revived by the end of summer 2010.</td>
<td>A. Interim space and facilities adjustments will be ongoing. B. Learning Commons working group is continuing to compile more data for assessment purposes. C. The FEMA build-back and hazard mitigation project is expected to be revived by the end of summer 2010.</td>
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Initiate a Library Renewal Plan, an architectural program leading to a major construction/renovation project that will broadly address library space needs for now and the next 20 years

To be assessed from evidence of progress toward this eventual project. Evidence could include statements of support from the university administration and steps toward construction design, funding, or fundraising.

Draft Renewal Plan completed, with some minor revisions still needed to more adequately address long term growth for the Howard-Tilton general collection. [3]

Gaps between the Renewal Plan, collections space provisions at the Howard-Tilton Memorial Library, and general collections growth have been identified [14]. These will need to be addressed in a revision of the current program or in later academic-year projects.
| Provide resources (collections and services) appropriate to support Tulane’s teaching, research, and service mission | Resources to be assessed from multiple annual data submitted to the ARL. Also, annual lists of major new collections or resources added. Work with faculty in maintaining regularly updated collections policies for academic areas supported. Maintain updated documentation of services supporting and enhancing access to resources. Survey users on key service areas. | Continued to build collections with a budget providing for modest inflation, and some growth using savings from a continuing shift to digital format for serials [4]. Collections-related rankings among other ARL libraries held steady and in many areas improved [5]. Began a complete redesign of library websites to facilitate better access to digital resources and library information (including documentation) [6]. Continued to expand special events and exhibits, promoting library collections and services both within the university and broader the community. See example [7, 8, 9]. | Survey responses and general user feedback led to a plan to increase library hours to keep the How building open this fall Sun thru Thurs until 3:45 a.m. Collection development is inherently a continuous process. The library will continue to adjust policies and practices through feedback and work with publishers and vendors. A major goal of the library is to make collections more easily discoverable and find and use. We will continue this goal, integrating the redesign with third party technologies. The design will be implemented for fall 2010. |
| Initiate a Comprehensive Collections Recovery Plan * | To be assessed from evidence of progress toward the points in this plan. Key points include: (A) an initial replacement program that addresses high-priority, one-time purchases of available physical collections and licensed digital content; (B) funding for recovery-related projects not reimbursable by FEMA; and (C) a longer-term strategy that will require a portion of the university’s replacement funds to provide for continuing costs associated with digital content, subscription fees for resources not available as one-time purchases, and resources to be available in the future. | A. Completed spending of all but a relatively small portion of the plan’s initial $8 million core replacement fund, with longer term music | media replacement still ongoing [10, 11]. B) requested and received special university funding for key recovery processing projects not covered by FEMA [1]; C) assisted the university and its legal council by supplying documentation and testimony leading to a final settlement with insurers over collections damages and losses from Katrina. It is hoped that proceeds will address our longer term year recovery strategy. | We will complete spending of the fund in the areas of music | media. We will push for additional funds for the longer term need recovery strategy. |
| Ensure that users have access to regular and timely instruction in the use of the library and other learning/information resources | To be assessed from multiple annual data submitted to the ARL, from descriptive data about the library’s instruction program, and from any data from instructional assessments. | See ARL data [12] and also more detailed data compiled this year [13]. | The library is refocusing its Instruction Program aiming to reach more students and faculty with more integration with the general curriculum. See [1]. |
| Provide 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 | To be assessed from multiple annual data submitted to the ARL. Professional level qualifications to be provided through the faculty database for this purpose. | See ARL data [5, 12]. Began effort to compile descriptive data on professional qualifications through both the DigitalMeasures databases and individual professional staff web pages. | The library will carefully review data, which seem to indicate that current staff are highly qualified, with further review indicating that the library is significantly understaffed in comparison to peer libraries. |

**Documentation:**

- [1] Recovery projects FY10 (May 2010).xls
- [2] Learning Commons Summary Fall 09 - Spring 2010.docx
- [3] Library Renewal Plan (not yet available)
- [4] FY11 Initial (March 31) Allocations.xls
- [5] ARL Rankings Summary.xls
Planned/Actual Improvements Based on Assessment Results

A. Interim space and facilities adjustments will be ongoing. B. The Learning Commons Working Group will compile more data for assessment purposes. C. The FEMA build-back and hazard mitigation project is now expected to be revived by the end of summer 2010.

Gaps between the Renewal Plan’s collections space provisions and actual general collections growth have been identified. These will need to be addressed either in a revision of the current program or in later actual designs.

Howard-Tilton Memorial Library
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Mission Statement:
The library is refocusing its Instruction Program aiming to reach more students and faculty with more integration with the general curriculum. See [15].

Survey responses and general user feedback led to a plan to increase library hours to keep the Howard-Tilton building open this fall Sun thru Thurs until 3:45 a.m. Collection development is inherently a continuous process and the library will continue to adjust its policies and practices through liaison feedback and work with publishers and vendors. A major goal of the library web site redesign is to make collections, especially digital collections, easier to find and use. We will continue toward this goal, integrating the redesign with third party technologies. The new design will be implemented for fall 2010.

We will carefully review the data, which seem to indicate that current staff are highly qualified but that the library is significantly understaffed in comparison to similar libraries.

We will complete spending of the fund in the areas of music | media. The library will push for additional recovery funds for the longer term needs of its recovery strategy.

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