GRINNELL COLLEGE

Annual Report to the

Grinnell College
Board of Trustees

From

Mark Christel
Librarian of the College

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1. Progress on Your 2018-19 Primary Areas of Focus and How They Relate to the College's Major Strategic Directions

Strategy 1: Enrollment
- The Libraries participated in the Academic and Campus Resource Fairs for admitted students.
- The Libraries collaborate with Admissions to host summer lunches for prospective students to meet with MAP students.

Strategy 2: Teaching and Learning
- Research librarians typically conduct sessions for 85-90% of Tutorials.
- For the past two years, one of the librarians has taught a Tutorial.
- In 2018-19, another librarian taught CS 105: The Digital Age.
- Several librarians were active in the Digital Studies working group this year, helping to develop a curricular plan and proposal for a new concentration.
- Librarians also offered several professional development workshops this year.

Strategy 3: The Grinnell Learning Place
- As discussed in the following section, one of our significant achievements in 2018-19 was the creation of a new library classroom that will allow us to accommodate larger classes, offer more active learning activities within research sessions, and serve as an attractive study area whenever classes aren't in session. Additionally, four collaboration rooms were also added on the second floor of Burling to facilitate collaborative and inquiry-based learning.

Strategy 4: Post-graduate Success
- Librarians continued as co-leads and mentors in the Vivero Project (described further below).
- While librarians mentor students in many areas, at least two of our library student staff employees will be attending graduate school in library science this year and pursuing careers as librarians, data scientists, or archivists.

Strategy 5: Alumni Engagement and Philanthropy
- Our Special Collections and College Archives continues to meet with alumni during Reunion and Alumni College.
- We partner with DAR to collect and post alumni oral histories on Digital Grinnell.
- We continued to expand the number and range of scholarly resources and online journals available to alumni through the Library for Alumni site.

Strategy 6: The Management of Grinnell's Human and Infrastructure Resources –
- This year the Libraries implemented several major systems that will allow us to more effectively manage and assess our digital resources, helping us to more effectively manage our ongoing subscriptions.

- Librarians are also currently engaged in a full review of our standing orders and online databases, which we intend to conclude by the start of the Fall 2019 semester.

2. 2018-2019 Challenges, Achievements, and Opportunities

Digital Scholarship

2018-19 was the first year in recent memory in which faculty positions in the library and staff positions in the Digital Liberal Arts Collaborative (DLAC) dedicated to digital scholarship were at full strength. In this context, the Libraries' role in digital project work this year fell into two broad categories: collaboration and capacity building to support digital liberal arts on campus; and the creation and maintenance of unique digital archives driven by faculty, student, and alumni and hosted locally with open source tools.

First, a growing human infrastructure for digital scholarship on campus called for intentional relationship-building and deliberate coordination of efforts across units. The Humanities and Digital Scholarship Librarian catalyzed efforts to develop the Digital Liberal Arts @ Grinnell group, comprising representatives from the Libraries, DLAC, and DASIL. Regular meetings led to the development of shared promotional materials for new faculty orientation, a better sense of workflow, and two week-long, collaboratively planned and implemented programs: I Love Data Week in February, a student-focused series of events to highlight the relevance of data to all areas of inquiry, and the upcoming Qualitative Approaches to Data summer workshop, which is designed to grow capacity for integrating data across the curriculum. Members of the DLA group also contributed to an evaluation of library spaces for digital scholarship and planning for potential renovations to complement what DLAC provides.

The second broad category was collaborations with digital archives projects on campus, especially those involving campus collections. Ongoing projects include Roger Vetter's [World Musical Instruments](#) and Charles Duke's [Physics Museum](#), which are hosted locally on the open source platform Omeka. The Libraries played a central role in the creation of a website to showcase the [Visualizing Abolition and Freedom](#) art installation in the HSSC. This website links to images hosted in Digital Grinnell to create a lightweight and responsive page suitable for both web browsing and use in an iPad kiosk to be installed next to the resin blocks themselves. Planning in collaboration with DAR and the Multicultural Leadership Council is underway for a digital archive growing out of the Multicultural Reunion, which would gather digital surrogates of materials owned by alumni and potentially accompanying oral histories. Hosting audio materials has become something of a specialty for Digital Grinnell. The Library Developer has worked with student employees to develop a workflow for transcription and code for accessible and appealing of display of that transcript on Digital Grinnell. Piloted for alumni oral histories, this workflow was this year adapted for a series of podcasts completed by Associate Professor of Philosophy Tammy Nyden in conjunction with her public humanities research and teaching. In December, Assistant Professor of History Weiwei Luo, Cecilia Knight (Acquisitions & Discovery Librarian) and Chris Jones (Archivist of the College) were awarded an Innovation Fund Grant to continue the Grinnell in China digital archive project. The Libraries are also at the

beginning of collaborative work with Assistant Professor of Art History Alfredo Rivera's NEH planning grant for digitization of Haitian Art, which will draw on the capacities for collaborative metadata creation and platform development that have been developed through these earlier projects.

The Libraries continued to develop and promote open access to scholarship through Digital Grinnell. The Humanities and Digital Scholarship Librarian and term Digital Scholarship and Instruction Librarian presented to early career faculty and staff on digital scholarly identity management and increasing visibility of scholarship through open access deposit. The Humanities and Digital Scholarship Librarian also worked with the student editors of the Grinnell Undergraduate Research Journal on implementing a double-blind peer review publication process through our locally hosted Open Journal Systems tool.

The Libraries' priorities for digital project work in the coming year include continuing to build relationships to promote successful coordination and collaboration with DLAC and DASIL, planning for relatively modest but thoughtful new spaces to support digitization and publication as elements of digital scholarship, and planning for the sustainability of digital exhibits as the open sources tools used to support them change.

Acquisition of the Salisbury House Library

In November, 2018, the Libraries were contacted by staff of Salisbury House, a historic home in Des Moines, to see if the College would be interested in acquiring their collections of rare books and historic documents. Library staff visited the Salisbury House and reviewed the collections, which included valuable works ranging from medieval Books of Hours up to manuscripts by D.H. Lawrence and galley proofs by James Joyce. The Libraries hired an experienced appraiser, William Butts, to review the entire collection for us. Following that review, the College extended an offer to acquire the collections from the Salisbury House that was, ultimately, accepted. The Libraries are currently expanding capacity within Special Collections by installing compact shelving, which will allow us to accommodate the approximately 2,500 books and 2,000 documents from Salisbury. We hope to have the collections transferred to Grinnell by the beginning of the 2019-20 academic year and accessible to students, faculty, and scholars.

This acquisition will expand our monograph holdings in Special Collections by almost 30%, so these new collections will be transformative for the Libraries, opening up new research and curricular opportunities. We believe the Salisbury materials will support many interests within many disciplines and provide a wealth of primary source materials that could be studied in classes or utilized in independent projects and MAPs.

Implementation of a New Library System (Alma/Primo)

On June 28th, 2018, the Grinnell College Libraries went live on our new integrated library system, Alma, and our new discovery layer, Primo. The implementation of these new systems included migrating approximately 1.5 million records from our previous integrated library system, as well as hours of work configuring the systems to follow our best serve our patrons. During the 2018-2019 year, the Libraries has focused on providing continued excellent

service while designing new workflows and processes in harmony with Alma and Primo, as well as performing massive data cleanup projects. The Libraries have also found that Primo has been more straightforward to teach than our previous discovery layer, which allows the librarians to teach other concepts – such as source evaluation and information privilege – more in-depth. Looking to the future, we expect to continue to improve our processes during the 2019-2020 year.

Enhancement of Islandora/Digital Grinnell

The Grinnell College Libraries utilize the open-source software Islandora for our institutional repository and digital collections, Digital Grinnell. The Libraries are active within the development and user community. The Libraries have supported two Islandora development projects, ISLE and LASIR. ISLE is Islandora in a Dockerized environment, in order to make Islandora easier to install and maintain. The Libraries contributed to ISLE development through serving on the ISLE steering committee, providing assistance to the maintainers through bi-monthly meetings, and participated in developing and testing the second phase of the software. The Libraries were one of the first four institutions to migrate to ISLE. The Libraries anticipate upgrading to the newest version of ISLE in the summer of 2019.

LASIR is a project meant to develop a robust set of institutional repository features for the Islandora platform, which will allow Islandora to be competitive with other institutional repository platforms and improve the features available to users. LASIR is working to: enhance search engine optimization; develop usage statistics, impact factor, and assessment visualizations; enhanced author profiles; create a simplified submission workflow; and create useful and thorough documentation. The Grinnell College Libraries contributed to the LASIR project by having the Librarian of the College serve as the chair of the steering committee and collaborate on the successful Mellon grant to fund Phase II of the project. Currently, programmers are creating the code for the new LASIR features and these should become available to all Islandora users within the next six months.

Print and Electronic Reserves

The library staff are particularly concerned about the rising cost of textbooks and issues around equal access to educational resources. Based on a recent survey conducted by the Instructional Services Committee (ISC), we know that some Grinnell students select their classes in part based upon the cost of the textbooks required for the course. We want to ensure that every Grinnell student is able to take ANY class they wish, regardless of the cost of the textbooks for that course. In addition to the exceptional work done by offices such as Financial Aid and the Textbook Lending Library, the Libraries have enhanced our textbook collections and offer very significant numbers of course content through our electronic reserves service. In 2018-19, approximately 70% of Grinnell courses offered electronic reserves and the Libraries provided 3,042 electronic documents to our students. In addition, we aggressively purchase ebooks and print textbooks so course readings will always be available to students. This year, just our physical reserves items were checked out over 11,000 times.

Library Self-study

The Grinnell College Libraries conducted a self-study in 2017 and had external reviewers (Diane Graves (Trinity University) and David Pilachowski (Williams College) visit in February of 2018. We submitted our responses to the external review to the Dean and Executive Council in Fall of 2018 and received a very positive response back in November of 2018.

Recommendations include focusing on promoting research literacy; first through the tutorial and then by working with disciplinary faculty members to integrate research literacy into their teaching. The libraries are developing an innovation fund planning proposal to be submitted in fall 2019 to explore what combination of approaches to develop in order to move forward with this recommendation.

Teaching & Group Study Spaces Added

After extensive preparatory work by library staff the second floor of Burling was first renovated in summer 2017 creating an open classroom (designed for 25 students) and study spaces. In the summer of 2018 the classroom was enclosed and four small group studies were created. During Winter break of 2019 some classroom equipment was installed and over the course of the semester it was partially set-up and a hearing loop partially installed. Even in its semi-configured state the classroom immediately became a popular teaching space for the libraries in allowing for working with upper division classes. The Science Division provided support in terms of laptop carts since this classroom does not have dedicated computers.

Three of group studies received display monitors from ARH as it was demolished and we are anticipating the set-up of Airtame in these spaces. These group studies were also used to test the scheduling software that will be deployed in the HSSC for the team rooms.

Outreach and Library Programming

For the academic year 2018/2019, we had 56 events/meetings in Burling Lounge, including 3 library co-sponsored events with English and History, Art, and German. Other departments represented were Chemistry, Spanish, Gender and Women's Sexuality Studies, History, English, and Classics. Centers and programs represented were the Center for Prairie Studies, The Rosenfield Program, The Center for Humanities, the Institute for Global Engagement and Writers at Grinnell. Offices represented were The Center for Careers Life and Service, the Office of Community and Enhancement, Intercultural Affairs, Academic Advising, the Dean of the College and Office of Admission. Student groups represented were the English SEPC and the Class of 2021.

Types of events included book talks, candidate presentations, classes, MAP presentations, panel discussions, office retreats, tutorial reunions, game nights and study breaks.

We had 10 book and media displays (7 student-curated displays and 3 library staff-curated displays). In addition, library and student staff members represented the Libraries at 9 campus

tabling events including Alumni Reunion, Discover Grinnell, Student Wellness Fair, and the Academic and Campus Resource Fairs.

Research Instruction

During the 2018-19 academic year, our Research and Technology Tutors responded to 717 inquiries at the Research and Technology Desk in Burling Library. The majority of these inquiries (417, or 58%) were questions from students, faculty, and staff related to technology, while 32% (or 230) of these inquiries were related to academic research. The number of research questions received at our research and technology desk this year is slightly less than the 257 recorded during the 2017-2108 school year, and this gradual decline in reference questions is consistent with the pattern we have seen for several years. It is clear that our students need significant help with technical questions and periodic, more in-depth research assistance. To best meet these documented needs, well-trained student staff members will offer combined circulation, technical, and research assistance at the main desk in Burling Library, beginning fall 2019.

Library Labs showed a decrease for the 2018-19 academic year. As the following table shows, the number of research consultations librarians hold with students varies each year and follows no clear pattern.

	Lib Labs	Instrucion Sessions
2018-19	161 (F 93, Sp 68)	130 (F 88, Sp 42)
2017-18	246 (F 140, Sp 106)	145 (F 89, Sp 56)
2016-17	158 (F 72, Sp 86)	146 (F 89, Sp 57)
2015-16	169 (F 66, Sp 103)	109 (F 77, Sp 32)
2014-15	169 (F 79, Sp 90)	113 (F 79, Sp 34)
2013-14	210 (F 120, Sp 90)	137 (F 95, Sp 42)
2012-13	241 (F 131, Sp 110)	106 (F 73, Sp 32)
2011-12	342 (F 190, Sp 152)	135 (F 93, Sp 42)
2010-11	174 (F 106, Sp 68)	128 (F 88, Sp 40)
2009-10	249 (F 126, Spr 123)	97 (F 64, Sp 33)
2008-09	206 (F 111, Sp 95)	88 (F 69, Sp 19)

Apart from the numbers, we also teach research literacy topics and skills in a range of disciplinary classes. A typical week includes classes such as:

PHI 233 History of Early Modern Philosophy
REL 240 Religion is Everywhere
HIS 330 Politics of Food in Early Modern England
CHM 222 Organic Chemistry II
PSY 113 Introduction to Psychology
PSY 225 Research Methods

The annual total of reference transactions librarians, staff, and students respond to also varies from year to year. The total number of reference queries received in Grinnell's libraries was up for 2018, totaling 4020, which is a significant increase over the 2017 annual total of 2664.

Following up on some of the advice from our external reviewers and feedback from Executive Counsel, in Fall 2019 Grinnell's librarians will apply to the College's Innovation Fund in order to advance the teaching and learning of research literacy across our campus. Specifically, we will apply first for a one-year grant to help plan a process and identify faculty, staff, and student collaborators. Following the completion of that initial step, we will then apply for a multi-year project grant to help us carry out our plan.

3. Identifying and Addressing Areas of Risk

While the persistent challenges of handling rapidly escalating journal costs, managing the increasingly complex information needs of our community with a relatively small library staff, and creating sustainable models to support Grinnell's ambitious teaching and learning mission will continue to present significant risks to our enterprise, the most significant threat is clearly the limitations imposed by our small and dated central library. Burling will celebrate its 60th anniversary in 2019 and it was built to serve a student body of 900 and accommodate a collection significantly under half of the volumes it currently holds. It is a library centered around a dated philosophy of learning, ill-suited for Grinnell's current pedagogical interests in collaborative, inquiry-based learning or emerging forms of digital scholarship. Burling, at 56,400 sq. feet, is by far the smallest library among the Peer 16, which average over 122,000 sq. feet. The limitations of the physical building no longer allow us to provide the collections, services, and study environments commensurate with the rest of Grinnell's academic program and undermine the institution's abilities to provide the quality of individualized research experiences we strive to offer.

4. Primary Areas of Focus for 2019-2020

Our primary efforts in the coming year must be considering how to make the most of Burling Library for its remaining life as Grinnell's main library and developing a program for the facility that will replace it.

The Library Planning Committee spent last year doing site visits to twelve libraries that might serve as models for a future library project at Grinnell. This year, they completed a white paper summarizing those visits, emerging best practices, and next steps for our planning process. This white paper has been shared with President Kington and we hope it will initiate productive conversations about what we want Grinnell's next library to be and the inclusive process we should use as we create that vision.

In addition, the Libraries will focus on deepening our collaborations with DLAC and other academic partners.

Finally, following the acquisition of the Salisbury Library collection, we will be reaching out to departments regarding the new materials and encouraging students and faculty to use the collection in courses and individual projects. The Libraries will invest significant time and efforts into preserving, digitizing, and making these remarkable items more accessible to the College community and scholars from around the globe.

5. Primary Analytic Activities and Plans

Over the last year, we have continued to use current and past usage data to guide our acquisition of the kinds of resources most in demand by Grinnell students, faculty, and staff and most in touch with the College curriculum. Once resources are identified, we look toward state, regional, and national library collaboration and other factors in an effort to acquire the resources at the best possible cost.

Examples of 2018-19 major acquisitions include access to 25,000+ Cambridge University Press books published since 1920 (as part of an ebook EBA with the Oberlin Group of Libraries), access to 3,500+ Oxford University Press books published since 2017 (as part of an ebook EBA with seven other Iowa colleges and universities), continued access to now some 70,000 JSTOR ebooks (as part of a continuing EBA/DDA with Drake University and Luther College in Iowa), and continuing annual purchase of all ebooks published by Springer (10,600+ new titles in 2019 alone). We now own and provide access to all Springer ebooks published since 2005.
The data itself continues to show steep increases in both ebook and online journal usage while our print book use continues to stay the same or slowly decline. Ebook use has increased 617% since 2013-14 and 22% since 2017-18. Online journal usage has increased 134% since 2013-14 and 18% since 2017-18.

We also continue to look at our existing collection endeavors in an effort to be as cost-effective as we can. An example is an ongoing review of all current standing orders (automatic acquisition of books because they are part of a series). The importance of standing orders for libraries has declined in recent years; we last looked at these orders in 2012. We will soon make recommendations on which standing orders to continue. However, the overall number used by our Libraries will likely continue to decline.

6. Describe how you have encouraged and supported our Diversity and Inclusion efforts

Grinnell's librarians work with students selected for the Mellon-Mays Undergraduate Fellows Program throughout the school year on a range of core research tasks, such as topic refinement, identification of promising supporting evidence, and use of disciplinary and allied scholarship, for instance.

The Humanities and Digital Scholarship Librarian continued to serve as one of three co-leads for the Vivero Digital Scholarship Fellows program, which has just completed the second of three

years of its Innovation Fund grant. This program aims to increase the diversity of the community and content of digital scholarship by supporting students, primarily from underrepresented backgrounds, to collaborate on research projects led by faculty and staff. This year we had 10 Fellows who worked on 9 different projects. Their work on these projects is complemented by ongoing training and professional development. Students completed a series of sessions on identifying and communicating transferable skills, met with early career professionals in the field via Skype, and delivered lightning talks on their projects at an on-campus event this spring. Vivero also supported faculty-staff-student teams from two of these projects to attend the week-long Institute for Liberal Arts Digital Scholarship during June 2018, which allowed for a period of intensive work and for students to be introduced to a wider community of practitioners. As the program enters its third (and final) year of Innovation Grant funding, the co-leads' highest priority for next year is developing a sustainable model for incorporating some of this program's methods and goals into the ongoing work of the Libraries and DLAC.

The Libraries have collaborated with a range of campus partners to provide a highly visible, inviting space for the Grinnell community to engage critical issues of diversity. During the 18-19 academic year, the Libraries hosted and co-sponsored lectures on subjects such as indigeneity in Roanoke Island history, the role of modern tourism in Holocaust remembrance, the challenges and future of democracy in India, and autistic readers' experiences of classic literature. Burling Lounge has served as a space for informal, interactive events as well, including a reading group discussing queer literature, Common Read book discussions of Ghanaian-American Yaa Gyasi's *Homegoing*, and a Writers@Grinnell celebration of Professor Hai-Dang Phan's book of poems and translations. Library displays and exhibits have also contributed to the visibility of diverse experiences and areas of study, including the *Architecture of Murder* exhibit and corresponding book/media display in Burling Gallery. To promote library resources to international students, the Libraries were invited to contribute "shout-outs" to the regular emails sent by Student Affairs.