

KCUMB

D'Angelo Library

Annual Report 2011-2012



Annual Report

This report is part of a larger Annual Report for Curricular Affairs.

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Kansas City University of Medicine and Biosciences D'Angelo Library Annual Report 2011-2012

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Introduction

As a health sciences library and a partner in the mission of Kansas City University of Medicine and Biosciences, the D'Angelo Library provides support for education, research, and clinical care activities. The Library provides:

- A comprehensive collection of information resources which includes E-Journals, E-Books, and major point of care clinical information tools
- A variety of services, including instruction in accessing the Library's information resources, mediated searches and consultations, interlibrary loan for items not owned by the Library, outreach services, and many more
- A variety of study areas with available wireless, computer lab, conference room for staff use and student interviewing, a Special Collections room housing historical material depicting the history of Kansas City University of Medicine and Biosciences along with materials on the Osteopathic profession
- The expertise of 7 D'Angelo Library staff personnel

The D'Angelo Library staff members demonstrate an eagerness to learn, flexibility as the nature of our work changes, and a commitment to "best practices" for our patrons. The electronic collection is expanding, and we are in the process of participating in the creation of Osteopathic/KCUMB Heritage collections for the 100th anniversary of our institution.

Researchers, faculty (both basic science and clinical), and students need and expect information to be available as soon as possible and in the most convenient format. We are responding by focusing on the expansion of our E-Journal and E-Book collections. Of the total collection budget, 95% was spent on online resources which included databases, E-Books, and E-Journals which are available to be accessed by faculty, students, and staff on or off campus.

As researchers, faculty, and students are continuing to rely on their personal mobile devices for the delivery of information, the D'Angelo Library staff works hard to obtain educational, mobile medical applications for their use. On the library website, there is listed a *LibGuide* entitled, *Apps for Mobile Devices*, providing instruction and assistance on various products and how to use them. It is anticipated that the popularity of such resources will continue to grow, and that the library staff will be at the forefront of providing access and assistance to our users.

Mission

The mission of the D'Angelo Library is to foster the advancement of education, research, scholarship, professional practice in medicine, biological sciences, and public health by

- creating a stimulating and synergistic setting for intellectual growth
- ensuring access and linkage in the medical, biomedical, and relevant social sciences
- exploring and promoting effective utilization of knowledge and information
- educating library users in the techniques and principles of information management
- preserving a historical record through its archival and scholarly collections

Education/Research

Classes and Presentations

To ensure that faculty and students are aware of library services and resources, various presentations and classes are given to incoming First Year Students, refresher classes to Second Year Students, newly hired Faculty, Anatomy Fellows, OMT Fellows, College of Biosciences Research Students, Bioethics Research Students, and to other groups, or individuals, when the needs arise to meet the needs of the KCUMB community. Specific resources such as PubMed, OVID, and various research databases are covered as well as literature searching techniques. In the past fiscal year, 19 instruction sessions were held with 850 participants. While the number of instruction sessions has been fairly consistent for the

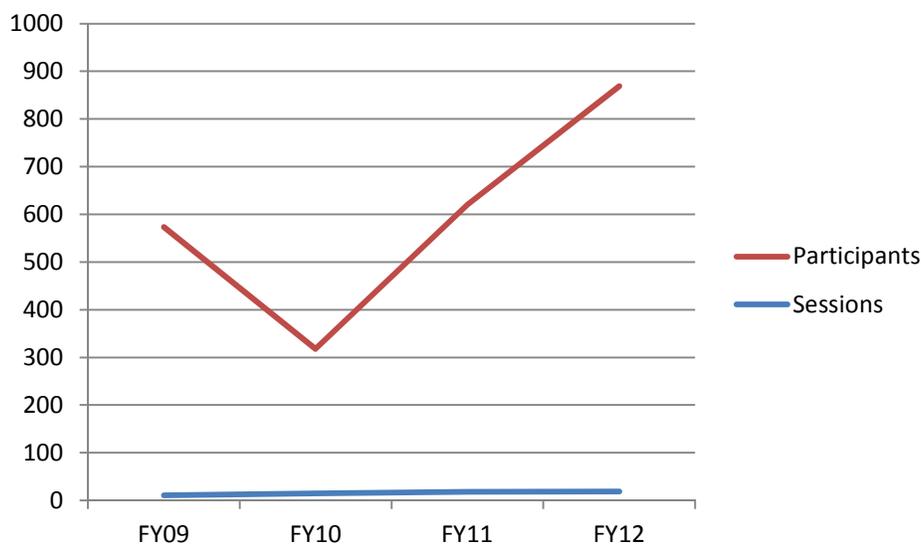
past four fiscal years, there has been a 51% increase in participants with an average of 580 participants per year.

The list of classes offered at the D'Angelo Library continues to expand as new resources are purchased and research methodologies change. The core class offered for MSI students emphasizes the various databases available at KCUMB, how to access them and use them to find information as well as a thorough introduction to the Library's website including accessing E-Journals and E-Books. MSII students are given a *Database Refresher Class* with an emphasis on evidence-based, point of care databases which they will need to use during their clerkship years. The success of these classes is attested as evidenced in feedback received from surveys, the demand for more classes, increase in participants, and follow-up conversations with attendees who seek out the class instructor for further in-depth exploration of particular research questions. It is expected that this aspect of the D'Angelo Library services will continue to expand.

Library Classes Available for Faculty, Students, and Staff

- Library Medical Informatics (MSI) – This class is designed as a general information class for first year student introduction to the Library.
- Database Refresher Class (MSII) - The Database Refresher Class is required for students prior to beginning their first clinical clerkship year.
- Bioethics Introduction to Library Resources
- College of Biosciences Introduction to Library Resources and Research
- Anatomy Fellows Research Class
- OMT Fellows Research Specific Class
- New Faculty Orientation to Library Resources
- Introduction to PubMed
- Introduction to Research
- What's New in Library Resources
- Ovid and PubMed Tips for Research
- Where to Publish My Article? Impact Factors and How to Find Them
- Medical Statistics Resources
- Utilizing Library Resources (class designed for faculty/ staff)
- E-Portfolios in Medical Education (class for faculty/staff)
- Database specific class

	FY09	FY10	FY11	FY12
Sessions	11	15	18	19
Participants	562	303	602	850



Online Guides and Tutorials

The D'Angelo Library Team continues to develop *LibGuides* which are made available on the website for the use of faculty, students, and staff concerning research assistance, subject guides in the medical, bioscience, and social science fields, and other useful resource and research material. For Fiscal Year 2011 there were 797 LibGuide Homepage views compared with 810 for Fiscal Year 2012.

Some of the titles under development are:

- *Evidence-Based Medicine Guide*
- *Historical Resources (Osteopathic & Informational)*
- *Multi-Cultural Resources for Health Information*
- *PubMed Search Tips*

The *LibGuides* which received numerous Homepage views were:

- *Anatomy Resources*
- *Apps for Mobile Devices*
- *Board Review Resources*
- *Continuing Medical Education Resources*
- *Note Taking Management*

Access and Public Services

The Access and Public Services division of the D'Angelo Library is composed of three Library departments – Interlibrary Loan, Reference, and Circulation – the parts of a Library that are the most visible to the Library user. Under the purview of this division lies responsibility for educating Library users to take full advantage of information tools that are made available through the Library; answering the many questions that are directed to the Library from research, basic and clinical faculty, staff, and students of Kansas City University of Medicine and Biosciences; and ensuring that the multiple different sources of information are easily accessible.

Interlibrary Loan

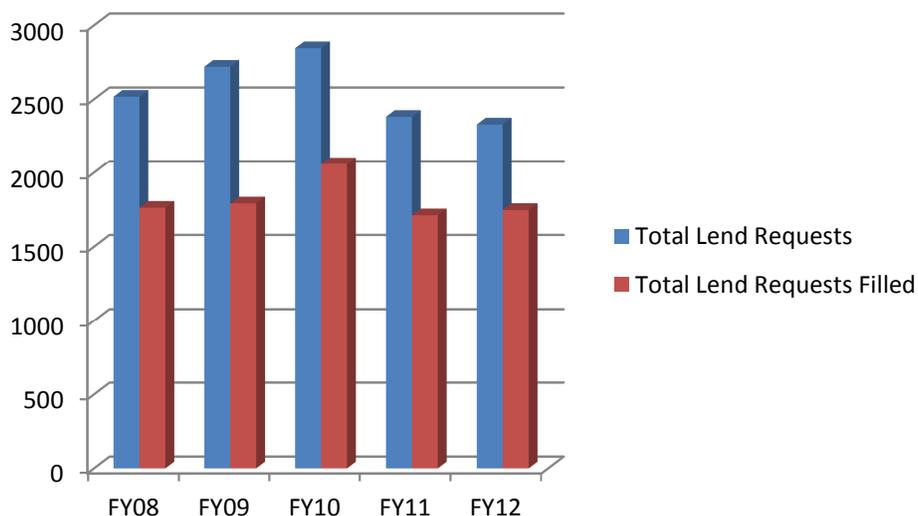
Interlibrary Loan is a service that not only reflects the scholarly activity of an institution, but also reveals the many changes within library technology and workflows. The jump from print to digital content has vastly increased document delivery turnaround times and has increased the availability of E-Journals and E-Books within the resource sharing arena.

While the total number of filled lending requests has decreased from FY08 at the D'Angelo Library, this past fiscal year has seen a 3% *increase* in the number of filled requests, making the 75% fill rate a high for the last 5 years. This could largely be due to the ways in which lending articles have changed. Article Exchange, an OCLC service, has made available the delivery of articles on a secured platform which

complies with vendor license restrictions. This type of service has allowed libraries to move away from third party Interlibrary Loan software such as Ariel. Scanning technology has also affected the Interlibrary Loan process as libraries move away from print copies and request document sharing in digital formats only. This “greening” in resource sharing departments has pushed libraries to focus on digital collections and repositories, advancing scanning technology over copy machine and FAX technology. The D’Angelo Library will require advanced scanning capabilities to provide service in the ever-changing Interlibrary Loan Department.

Lending

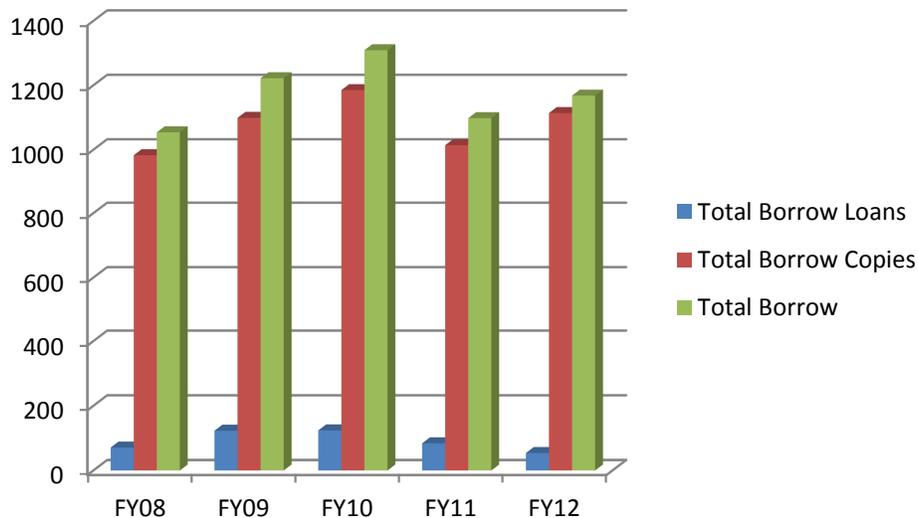
	FY08	FY09	FY10	FY11	FY12
Total Lend Requests	2517	2720	2845	2381	2329
Total Lend Requests Filled	1762	1791	2058	1711	1747
% of Requests Filled	70%	66%	72%	72%	75%



Borrowing

The borrowing of books and articles from other libraries continues to remain high for the D’Angelo Library. This consistency directly confirms and supports the scholarly research presence on the campus.

	FY08	FY09	FY10	FY11	FY12
Total Borrow Loans	71	123	124	84	54
Total Borrow Copies	983	1099	1185	1014	1114
Total Borrow	1054	1222	1309	1098	1168



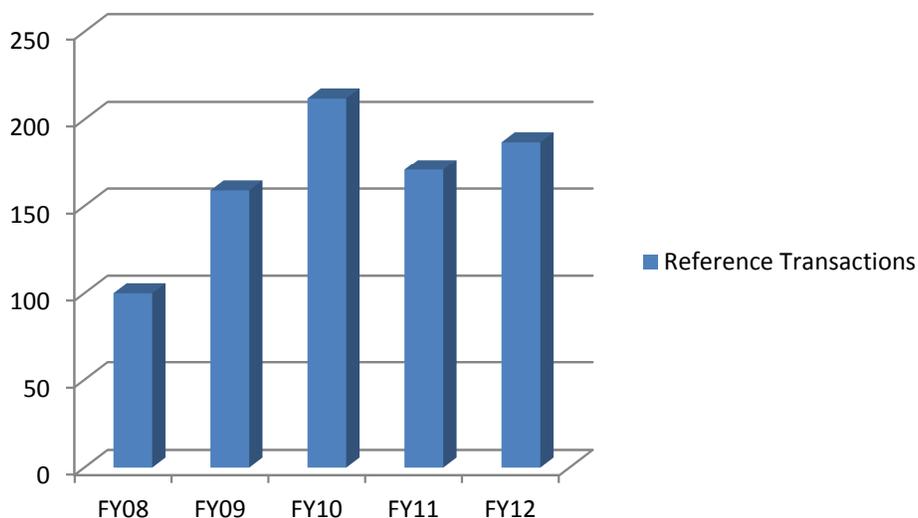
Reference

The D'Angelo Library Reference Department continues to support the scholarly publication activities of KCUMB authors. The faculty, students, and staff publish peer-reviewed journal articles, book chapters, or entire books that reflect the research and scholarship of the mission of Kansas City University of Medicine and Biosciences. These endeavors are supported by the Library as evidenced by the resource collections, the Library services provided, and through the compilation and display of scholarship in the [KCUMB Publications Repository](#) which currently has 340 records in the database and 54 articles on display in the D'Angelo Library.

“Reference Transactions are information consultations in which library staff recommend, interpret, evaluate, and/or use information resources to help others to meet particular information needs.” RUSA <http://www.ala.org/rusa/>

The D'Angelo Library continues to provide professional reference services in person, via E-mail, or by telephone for its students, faculty, staff, Clinical Community Faculty, residents and preceptors. Reference transactions totaled 187 for the past fiscal year, making this the second highest year for reference requests. Statistics also show an 87% percent increase in reference transactions since FY08 and a 9% increase from the last fiscal year. Meeting the informational and research needs of the KCUMB community is at the forefront of the D'Angelo Library's reference service.

	FY08	FY09	FY10	FY11	FY12
Reference Transactions	100	159	212	171	187



Circulation

The D'Angelo Library is fortunate to have an efficient and stable staff working in the Circulation Department. The Circulation staff members have been trained to answer many of the access questions that arise in the Library on a daily basis. The training that the Circulation staff have received, also, allows those on duty during the evening and weekend hours to answer questions asked by Library users more satisfactorily when the Reference staff are not available. Staff provides prompt service when software, scanning, or networking problems occur.

An instant messaging service, *Chat*, was initiated allowing librarians to be available to answer questions from users immediately, regardless of where they are located. This service is available during regular D'Angelo Library operating hours.

Collection Development/Withdrawal Collection Development/Withdrawal Policy

The D'Angelo Library's Collection Development/Withdrawal Policy was revised in 2012, taking into account the shift in user expectations with regard to online access and other changing priorities of our user base. Input for planning and evaluating the Library's resources and services is obtained from various sources, including, but not limited to; Survey E-mails and other communications received from Library users, survey results from various accreditation self-studies, and assessment studies of current products and services to develop recommendations for the future. Statistics compiled by the Association of Academic Health Sciences Libraries (AAHSL) are reviewed, when available, to determine how the D'Angelo Library compares, in various categories, to the other 130+ academic health sciences libraries in the United States.

To further enhance collaboration in collection development, the D'Angelo Library is a participant in the Health Sciences Library Network of Kansas City, Inc. Consortium for the purpose of purchasing databases, such as OVID, at a greatly reduced price.

The Collection Development Department has an ongoing responsibility of making sure all aspects of the collections remain relevant to current curricular and research endeavors of Kansas City University of Medicine and Biosciences. If relevance no longer applies, the withdrawal of duplicative and out-of-scope material takes place.

Collection Development/Withdrawal Policy

D'Angelo Library provides informational services and collections (print, multi-media formats, digital storage, transmission technologies) necessary to further educational, research, and clinical activities in the medical and biological sciences.

- The selection of Library resources is a joint responsibility of the Director of the Library and the customer community who are aware of the needs of their various specialties.
- The ultimate responsibility for the acquisition directives and policies, including adequate and quality selections, rests with the Director of the Library who possesses an overall knowledge of information science and of the scope of the Library.
- The Director of the Library will acquire, in various formats, the most relevant resources in the major subject fields to meet all curriculum, distance education, and research needs of Kansas City University of Medicine and Biosciences.
- Resources are assigned priorities of importance to assure judicious expenditure of funds.

General Selection Guidelines for Collection Development

Quality: Only high quality materials will be considered as additions to the Library collection. Faculty input will be important to consider, the reputation of the publisher, as well as what written reviews have stated.

Potential Use: Only materials that show potential use will be added to the collection. Related items already in the collection need to be evaluated before other items of the same nature are added. If the evaluation of such materials displays light usage, caution would be advised before any similar items would be added.

Relevance: Only materials that directly support KCUMB's various programs, departments, and functions will be considered for purchase.

Cost: If the materials considered for purchase meet all the other criteria, the item(s) will be purchased, budget permitting.

Existing Coverage: Items will not be purchased if a topic is sufficiently covered in the existing Library collection.

General Guidelines for Identifying Material for Withdrawal

The D'Angelo Library has limited space, and the withdrawal of materials with less usage, older, and superseded books is desired to make room on a consistency basis for new acquisitions.

Criteria for material withdrawal include:

Physical Condition: Materials may be withdrawn due to poor physical condition. Mutilated or deteriorating materials are first evaluated for possible repair, and are withdrawn if repair is not an option.

Duplicates: Multiple copies of low-use titles may be withdrawn to minimize redundancy of holdings. Individual titles containing information elsewhere in the collection (including electronic resources) may be withdrawn for this purpose.

Relevance: Titles no longer relevant to current curricular, or research needs, may be withdrawn from the collection, and in the case of journal subscriptions, cancelled. If journals are overpriced relative to use, or if they are underused regardless of price, they would be candidates for withdrawal.

Cancellation of paper-based journal subscriptions frees funds for acquisitions to support the acquiring of electronic versions of these titles, or to acquire other titles that are more relevant and responsive to current teaching and research needs. Books and additional materials with Kansas City University of Medicine and Biosciences connections are retained.

Obsolescence: Titles that contain obsolete information may be withdrawn because the information is out-of-date, invalid, incomplete, or inaccurate. Other considerations are:

- Material with little or no circulation activity in the last 15 years

- Examination preparation material more than 10 years old
- Non-clinical material more than 15 years old and clinical material more than 10 years go through an evaluation process prior to withdrawing.
- Older editions, when new or newer editions are available, may be withdrawn unless they have long histories and are retained for historical purposes. Biographies and other older books with a historical perspective are kept in the collection.

Disposition of withdrawn material:

Most of the material withdrawn is sent to **Better World Books** who sells to dealers and individuals. A portion of the proceeds is returned to the D'Angelo Library to be used to purchase new acquisitions.

Material that does not meet the guidelines and standards of **Better World Books** is recycled at Kansas City University of Medicine and Biosciences.

Revised 9/20/2012

Information Resources

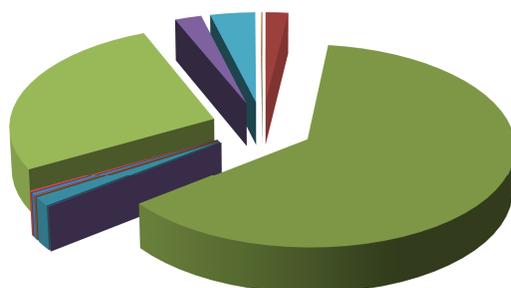
Since many of the D'Angelo Library's information resources are now available online only, the website at www.kcumb.edu/library/ serves as a gateway to those resources.

The Library has developed a broad resource collection defined by print, electronic, and media materials. Access to collections is always at the forefront of user services, and monitoring compliance with licenses and copyright restrictions brings challenges to digital material. Scholarship at Kansas City University of Medicine and Biosciences is evidenced by the extensive and varied resources.

D'ANGELO LIBRARY HOLDINGS

	2011	2012	Percentages
Journals-Print Titles (Currently Received)	10	8	
Journals-Print Titles (Not Current)	996	999	
Books	32783	32354	1.3% Decrease
Models	29	29	
CD/ROM & DVD	924	761	17.6%Decrease
Flash Cards	37	43	
Audio/CD	248	207	16.53% Decrease
Video	155	154	.64% Decrease
E-journal Titles	13537	13986	3.31% Increase
E-books	238	1188	399.1% Increase
Elect. Access CD/ROM/Slide	1893	1984	4.8% Increase
Database Subscriptions	50	53	6.% Increase
TOTAL	50890	51758	

D'ANGELO LIBRARY HOLDINGS 2012



- Journals-Print Titles (Currently Received)
- Journals-Print Titles (Not Current)
- Books
- Models
- CD-ROM & DVD
- Flash Cards
- Audio/CD
- Video
- E-journal Titles
- E-books
- Elect. Access CD-ROM/Slide
- Database Subscriptions

The D'Angelo Library has moved to a highly digital collection with 98% of current periodical subscription titles being received in the electronic format. There are 53 online database resources to support teaching and learning objectives as well as many monographs both in the print and online versions. Resources are, also, available off-site for the use of our faculty and enrolled students.

On a yearly basis, faculty and students are asked to provide input concerning their informational needs for consideration in the budget for the next fiscal year. Resources are evaluated on a consistency basis making sure they continue to support the teaching and research needs of our faculty and the learning and educational needs of our students. If they do not continue the support needed, new products are reviewed and evaluated for replacement with faculty and student input through publisher trials.

When it is time to consider renewing an electronic resource, a survey is E-mailed to faculty and students asking for input as to their usage of the resource in question. Based on the feedback received, holdings are adjusted.

Adjusted Holdings from Faculty and Student Input FY2010-FY2013	
Withdrawn Holdings	Added Titles
Encyclopedia of Life Sciences	Clinical Key (now includes MD Consult, FirstConsult, and Procedures Consult)
Medcases	MedU
MD Consult	VisualDX
FirstConsult	John Hopkins ABX Guide
Procedures Consult	McGraw Hill Ebook First Aid Series
Exam Master	Access Pediatrics
	UpToDate CME

Professional Activities

Committee Work

Library staff served on KCUMB committees during the year that contributed to the mission of KCUMB and/or enhanced the quality of the work-life of all employees. The committees included the following:

- Academic Accessibility Committee
- Biological Safety, Occupational Health and Infectious Disease Committee
- Consortium on the Information Technology Committee (ITC)
- Curriculum Committee
- Green Committee
- Institutional Review/Privacy Board Committee
- Research Committee

Educational Training

Library staff participated in national, regional, state, and local associations to further the profession of librarianship, to help them develop leadership and team working skills, and to enable them to investigate and implement the best practices of academic health sciences libraries. They served as committee members and helped plan for and implement a regional conference.

Relationships supported by professional associations also provided opportunities for group purchases and reciprocal agreements that helped mitigate the impact of the rising cost of periodicals.

Some of the educational training programs and meetings attended are:

- Annual Medical Library Association Convention (various locations)
- ExLibris Voyager Conference (various locations)
- MCMLA (MidContinental Chapter of the Medical Library Association Conference (various locations in the central part of the country – in Kansas City this year) The Director of the Library, Digital Services/Reference Librarian, and Cataloger/Serials Librarian, volunteered to undertake the responsibility of managing the Vendors and Exhibitors for this conference. The Director of the D'Angelo Library served as Chair.
- Numerous webinars in the D'Angelo Library, as well as the Archie Dykes Library in the Greater Kansas City Metropolitan Area, to update knowledge and enhance skills
- CE courses while attending national conventions and conferences

Historical/Archival Collections

The D'Angelo Library staff members are engaged in an ongoing project of gathering information concerning the history of Kansas City University of Medicine and Biosciences. There are unique and historical items, and it's all about preserving the University's rich history and heritage. This information will be organized and placed in a digital repository on the Library's website. To further expedite this process, an appropriate scanner will need to be obtained for the use of the staff along with appropriate digitalization software.

Some of the items scanned on the Flatbed scanner are:

- Board of Control 1916
- Senior Classes of 1918, 1933, 1935
- Senior Photos from 1947
- Senior Photos from 1956
- 1896 Picture of Dr. Andrew Taylor Still
- Information on Conley Maternity Hospital
- Board of Trustees Information 1920-2000s
- Osteopathic Pamphlets
- College Catalogs/Announcements

Another project underway, and ongoing, is the collecting, identifying, and restoring of the numerous medical artifacts given to the University by generous donors over the years. By the 100th Anniversary of Kansas City University of Medicine and Biosciences in 2016, the Library staff is planning on having the artifacts displayed throughout the D'Angelo Library as well as around the campus, so everyone will have the opportunity to appreciate them.

A sampling of artifacts displayed, or have been displayed, in the D'Angelo Library:

- 1916 Board of Governance Picture
- Original Board Minutes, 1916-1946
- A.T. Still Framed Etchings
- Framed Cancelled Osteopathic Stamps
- Violet Ray Machine
- Various Historical Periodicals
- Tonometer
- Brown-Buerger Cystoscopes
- Senior Class Photos 1918, 1933, 1935

D'Angelo Library 2011-2012 GOALS and Objectives

Goal: Enhance Student Success

Objectives

- **Develop Plans for Digitalization of the D'Angelo Library Resources (Historical and Contemporary) -**
 - Strategy 1: Involved staff to enroll in the online Digitalization Course sponsored by the Mid-America Alliance Library Group. *This course was cancelled last year due to a turnover in their staff. However, it is scheduled again for March 2013, and it is a goal for involved D'Angelo staff to attend this course when offered next year.*
 - Strategy 2: Develop a policy for the digitalization of Osteopathic historical print and photographic materials to be posted on the Intranet for research, reference, etc. **Completed.**
 - Strategy 3: Develop a policy for the digitalization and use of contemporary and past KCUMB faculty/student publications and College of Biosciences (Bioethics) students to be used for research, study, and preservation on the Intranet. **Completed.**
 - Strategy 4: Investigate copyright compliance. **Completed, information on the D'Angelo Library website.**
 - Strategy 5: Investigate and evaluate software programs to obtain the most applicable for our purposes. **Completed.**
 - Strategy 6: Develop a procedure to digitalize resources using the recommended software program. **In progress, will need to obtain IT permission to trial the recommended software program.**
 - Strategy 7: Obtain needed digitalization equipment. **In progress and ongoing.**

- **Enhance Digital/Reference Services**
 - Strategy 1: Support faculty and student research by collecting and preserving faculty/student publications within a digital repository linked to the D'Angelo Library's website. **Completed and an ongoing goal.**
 - Strategy 2: Develop and expand interactive tools to enhance service to our users such as virtual reference and mobile technology. **In operation and ongoing.**
 - Strategy 3: Provide seamless access to digital collections. **Completed, but at the same time ongoing as collections change.**

- **Implement LibGuide Software**
 - Strategy 1: Work with University Relations Department on developing a template to be used in producing subject LibGuides. **Completed.**
 - Strategy 2: Develop a LibGuide instruction/policy manual for the D'Angelo Library staff to follow when producing LibGuides. **Completed, and will be evaluated on a consistency basis.**
 - Strategy 3: Create two to four subject LibGuides during the year to be placed on the D'Angelo Library's website to serve as a review for faculty, students, and staff. **Completed and ongoing.**

- **Develop an Emergency Plan for the D'Angelo Library**
 - Strategy 1: Talk to Eric Shirley in the Safety and Emergency Management Department concerning security and emergency issues in the D'Angelo Library.

Completed.

Strategy 2: Review other institutional Library emergency plans along with investigating what other departments at KCUMB have completed or will be completing. Eric Shirley to present us with a plan from the CCC which is completed, and the same format and template will be used for consistency. Completed plan to be presented to Eric Shirley in Safety and Emergency Management for review and approval. **Completed, but the Safety and Emergency Management Department still needs to post evacuation plans on the wall in the D'Angelo Library.**

Strategy 3: Investigate and research Emergency First Aid Kits in various areas of the country. **Completed**

1. Develop an emergency needs kit specifically for the D'Angelo Library. **Completed.**
2. Obtain feedback and approval concerning the Emergency First Aid Kit items from Eric Shirley in the KCUMB Safety and Emergency Management Department. **Completed.**
3. Upon approval from Eric Shirley of items to be placed in the Emergency First Aid Kit, begin packing the kit. **Completed.**
4. Place the Emergency First Aid Kit in a cabinet in the lower level of the D'Angelo Library. **Completed.**

2012-2013 GOALS and Objectives

Goal: Enhance Student Success

Objectives

- **Continue Plans and Workflow for the Digitalization of the D'Angelo Library Resources (Historical and Contemporary)**

Strategy 1: Continue scanning smaller photos, pamphlets, smaller sized books, and journals in preparation of placing them in a digital repository on the website in the near future.

Strategy 2: Continue to work on the development of an Archive database on the Internet with the University Relations Department after the new KCUMB website is up and running. The D'Angelo Library's website will be developed in the same format.

Strategy 3: Obtain permission to trial the ContentDM digitalization software.

Strategy 4: Obtain needed scanning equipment to be used for the large historical and contemporary materials.

- **Develop Plans for the Availability of the Massachusetts General Hospital Case Studies/Records**

Strategy 1: Scan case information for each case for the years 1970-1993 on the flatbed scanner.

Strategy 2: For cases 1994-2011, download PDFs from the New England Journal of Medicine, save, and retype the image description list.

Strategy 3: Combine all files to one PDF, and continue process until each year has been completed.

Strategy 4: Contact IT to have files copied to secure server.

- **Develop Additional LibGuide Instruction Manuals**

Strategy 1: Develop two to four subject/research LibGuide topics for the year.

Strategy 2: Survey students and faculty concerning topics of interest to assist them with subject reviews for teaching and learning purposes.

Strategy 3: Place LibGuide topics on the D'Angelo Library's website after completion.

- **Evaluate the D'Angelo Library Collections**

Strategy 1: Evaluate both the print and non-print collections making sure they meet the needs of the KCUMB faculty, students, and staff in support of the Strategic Plan and curriculum.

Strategy 2: Withdraw damaged materials that cannot be repaired, obsolete materials, and those that are no longer relevant for teaching, learning, and research aspects.

- **Database Management**

Strategy 1: Continue to manage the database of KCUMB publications of faculty, students, and staff.

Strategy 2: Continue to manage the statistical database of new acquisitions, reference transactions, circulation, interlibrary loan, presentation/classes, and license agreements to databases, E-Books, and E-Journals.

Strategy 3: Check URL links in the new SFX system for user access to the E-Journals.

- **Special Collections Room**

Strategy 1: Continue to process historical items and newly acquired materials for the Special Collections room.

Strategy 2: Provide appropriate arrangement and display of materials in the Special Collections room with the policy of rotating such items every six months.

- **Mobile Device Apps**

Strategy 1: Continue the search for subject guided apps for student and faculty use.

Strategy 2: Test the apps for appropriateness and usefulness for student and faculty implementation.



..... Break time.....10 minutes.....