Heath Talks Assessment in Austere Times

Before Dr. Fred Heath joined the University of Texas Libraries as Vice Provost and Director, he had spent several years at Texas A&M with a team of faculty and research professionals developing and honing an assessment tool called LibQUAL+™. With a certain degree of prescience, his earlier work has given the Libraries a leg up in dealing with the economic downturn.

Dr. Heath took some time to discuss his experience and perspective on the vital role of assessment in building a library.

So, why do assessment?

Fred Heath: I think this pressure for accountability has always been part of the public sector where it’s really hard to measure bottom lines. If you’re going to succeed in advancing your program then you are going to have to have some structure that relates investments to outcomes, and there aren’t many tools to measure our “profits and losses” in the public sector. For several years we’d been searching and we found a tool called SERVQUAL that was used with great success in the private sector, and

“We are able to tell resource allocators that we know what they want, we know what we’re doing well, we know where we need to do better. Not everyone can say that.”

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we also had a great relationship with the developers of that tool. We started noodling there, and it grew.
There were three young professors in the College of Business at Texas A&M – assistant professors at the time they started developing SERVQUAL – who needed a research protocol, and grew it into, perhaps, the most significant user satisfaction survey in that sector. It applied to everything from aircraft companies, to insurance, to restaurants. And one day we visited with the professor who was still there – the other two are now employed elsewhere around the world in higher education – and asked, “Do you think we can redirect SERVQUAL to the not-for-profit sector, specifically to education, and then even more specifically to libraries?” And we were really cautious, because it was a shameless emulation of what those three researchers were trying to do, but he was hugely supportive, open to the idea, and, in fact, all three of those developers have lent time to us over and again to help us build the tool that LibQUAL+™ became. Without them, without that beginning, I doubt we would’ve had the perspective and background ever to get it launched.

**How important was it for the development of LibQUAL+™ to have faculty members as part of the development team?**

FH: We could never have done this without the methodologists and the economists and the statisticians that we had on our side. And we, ourselves, were faculty in our own specialties, but not those skill sets. It was bringing all of those tools, all of that commitment, an emerging awareness of survey protocols in a nascent Web environment... we’d had no clue how we’d plan to do this on paper, and one of the methodologists said, “You know, I think we can do this on the Web pretty soon.” So, it took a village to build it; it took many different types of faculty to make it happen.
We had to re-ground the instrument for the not-for-profit sector, and one way you do that is, you go out around the country, because you want to make sure that you’re developing the tool across types of universities, types of clients – from the undergraduate to the graduate student to the faculty, and you want engineering faculty as well as humanities scholars. So we traveled and traveled and traveled. That took a year of just building the possible questions to test. And we had to test a far larger number of questions than we now use in order to come up with the twenty-two that measure the dimensions of LibQUAL+™. So, that shakedown was a terrific challenge. We begged the patience of many faculty. The year that we were trying to ground fifty-two question, it must have taken 30 minutes to complete the survey.

So clearly it has developed over the course of time.

FH: Yes. Much to my surprise. We do take some satisfaction out of the fact that around the world, more than a million people have responded to the survey. More than a thousand different universities have taken it. It’s in more than a dozen languages – those are official languages. The highest point of praise, I guess, is imitation; we have two instances from Iran where it’s been taken from the literature and basically reissued in a clandestine way... published in the literature subsequently, so we’re pretty pleased with the reality that it is a sort of standard now.

**I noticed in other interviews that you had incorporated practices from peer institutions, like the Clemson Summit. Are there any other practices that you’ve added over the course of time that may have been picked up from others?**

FH: I think so. The community is a fairly small group of practitioners... those in library assessment. There are probably a hundred to two hundred people that have come to know each other’s work, come to share each other’s work, share the protocols and develop the tools. We have now held three international conferences on library assessment where we bring our various tools together. LibQUAL+™ is still one of the drivers, still one of the major tools, but we have balanced scorecard folks, we have other protocols.
that also come in and share that stage, that planning with us. And so, at the same time that we’re borrowing each other’s best ideas, we’re also building a suite of tools. We recognize that LibQUAL+™ is not THE answer. There are other tools that can answer other needs. There are other tools that can advance planning. LibQUAL+™ is not really a planning tool, it’s an assessment tool. But it does fold neatly into balanced scorecard, for example. So we have that community now of about two hundred or so of us that get together periodically. We have a conference in the UK in August, and we’ll likely go, and likely take some of our team to that meeting. I can’t point to any single issue, but I can point colloquy, that conversation among experts in the field, and I do think that LibQUAL+™ was a prime mover in building that collaboration.

We talk about tools in a toolbox, and it’s one of a half dozen tools that people can choose from depending on their own needs, depending on their own skill set that they can bring to the problem. One of the advantages of LibQUAL+™ is probably that it is the most forgiving of all the tools. It requires the least expertise resident in your own situation. It can be employed from without and can assist you in interpreting the results, so that’s part of its appeal and part of its strength.

I want to touch on the current political/budgetary situation. Your initial experience with developing LibQUAL+™ occurred while you were still at Texas A&M, so you’ve had the time to view the successes of the assessment tool. Can you speak about some of those?

FH: Again the key and the term that’s popular right now is this term of ROI - return on investment - with pressures on the public sector to be ever more efficient, ever more accountable. T’was always thus. That’s where we started, and that’s what we’re trying to do with each iteration, here and elsewhere, to show that the dollars are going to the things on the academic campuses, in the public libraries, that are most important - to the undergraduates, the graduates, and the graduate students in the college sector, or to the taxpayer - in the public sector. So you can tell which things are less important, which things are most desirable, among those things that are most desirable, where you are doing a less effective job than you might. It can inform you to redirect resources from an area where you may be very successful, and it may be very important, but you can afford to move some of those dollars to an area where you are succeeding less well. It gives you the comfort to move a dollar from an area that’s well received to an area where the client says, “I need help here.” And you are able to turn to the people who allocate resources to you and show that you are really good stewards with their dollars.

Think about an academic campus: all the areas where services are distributed, from student counseling to parking to dorms to food services to IT to the libraries - each of those areas could be measuring their success, could be measuring the things that their clients feel are important. Right now, only one of those areas has a tool designed: the libraries. So, in that sense, we are able to tell resource allocators that we know what they want, we know what we’re doing well, we know where we need to do better. Not everyone can say that. It creates a climate of confidence that should be there all the time, but is especially important in times when pressures for accountability are huge, such as now.

So having a basis in assessment would allow for a certain degree of confidence in approaching solutions to problems, because you’ve already done the legwork.

FH: And a little bit more confident in mapping a strategic future, because I think needs evolve, but we have a pretty good sense of a pulse of the community. We know what’s important to them. We know where they’re asking us to go. So we can deliver whatever resources are available with a little more confidence toward the things we know that the client needs.
Benson Hosts Dual Anniversary Exhibition

In September, the Nettie Lee Benson Latin American Collection opened an exhibition commemorating the dual anniversaries of Mexico’s Independence and Revolution.

“Frente a Frente: The Mexican People in Independence and Revolution, 1810 & 1910” features rare and historical items from the Benson Collection related to the bicentennial anniversary of Mexican independence from Spain and the centennial of the Mexican revolution.

Distinguished Mexico historian Dr. Miguel Soto of the Autonomous University of Mexico, who received his doctoral degree at The University of Texas at Austin, and the Benson Collection’s Dr. Michael Hirony- mous curated the exhibition, which features highlights marking the call for independence on Sept. 16, 1810.

Among the items being displayed are the prayer book carried by Catholic priest and army officer José María Morelos on the day he was executed by the Spanish in Ecatepec, an 1821 broadside that outlines the Plan de Iguala proposed by Agustín de Iturbide and original photographs and publications from the Independence centennial celebrations 100 years ago in Mexico City. The collection of selected rare books, prints, photographs and manuscripts details historical events from Mexican independence and the Mexican revolution begun in 1910.

The Benson Collection was recently honored by the government of Mexico City with the prestigious Medalla 1808 award for its contributions to the study of Mexican history.

“The Benson Collection, widely regarded as one of the important resources to the history and culture of Mexico, is pleased to commemorate these two watershed eras by showcasing unique items from its rare books and manuscripts holdings,” says Dr. Hironymous. “We welcome this special opportunity to share some of our treasures with those on The University of Texas at Austin campus and in the local community interested in the formative history of our southern neighbor.”

Libraries Open Rwanda Archive

The Human Rights Documentation Initiative (HRDI) celebrated International Human Rights Day on December 10 with the opening of a new resource for the study of human rights.

Thanks in large part to the generous philanthropy of the Bridgeway Foundation in Houston, the Libraries established the HRDI in 2008, its initial charge to preserve digitally the records of human rights abuses in the Rwandan Genocide.

Though HRDI’s mission has expanded in scope since that time — it has since established projects with the Free Burma Rangers and the Texas After Violence Project, and is currently negotiating new plans in Latin America — the project to collect, preserve and make accessible the Rwandan records has continued with itinerant staff constantly moving between Austin and Kigali, the site of the Kigali Memorial Centre where the fragile and sometimes anachronistic materials were being held.

The project reached a milestone in December with the inauguration of the Genocide Archive of Rwanda, a new and comprehensive repository for information related to the genocide.

The physical archive housed on-site at the at the Kigali Genocide Memorial facility in Kigali will contain the original audiovisual, documentary and photographic materials in a secure, controlled environment.

The digital archive will eventually contain copies of all audiovisual recordings and scans of all known documents and photographs will be accessible to researchers through a cross-referenced system that allows key word searches, first on-site and ultimately online. The Kigali Genocide Memorial will maintain network infrastructure, servers, and digitization and storage equipment for the digital archive, and a copy will also reside with the University of Texas Libraries.

Genocide Archive of Rwanda: http://genocidearchiverwanda.org.ru/index.php/Welcome_to_Genocide_Archive_Rwanda
Credit Union Supports Science Study Break

The Life Science Library has received $10,000 from the University Federal Credit Union (UFCU) to sponsor its popular Science Study Break program.

The financial support from UFCU will make it possible for program enhancements, including increased exposure, technology upgrades and a permanent location for Science Study Break over the next two years.

Science Study Break (SSB) was introduced in 2006 by Roxanne Bogucka, science instruction librarian at the Life Science Library. Bogucka saw a link between the intellectual and academic resources of the university and the pop cultural media students consume. The product of that idea became Science Study Break — a twice-a-semester event featuring faculty and experts from the university discussing the reality and fantasy portrayed as fact in science-themed books, television and movies.

Past presentations have featured bioterrorism and its treatment in the Fox thriller 24 by Dr. Brent Iverson of the Chemistry and Biochemistry Department; the Environmental Sciences Institute’s Dr. Jay Banner surveying climate change in The Day After Tomorrow; Dr. Ruth Buskirk of Biological Sciences examining the comic representation of arachnids in her talk about Spider-Man; and Biology Graduate student Sam Scarpino’s work on epidemiological models that could serve as a roadmap for coping with a zombie apocalypse.

SSB got some additional good news last fall when the program was picked for inclusion in The University of Texas at Austin’s YouTube feed. Past presentations have since been added to the feed, and future programs are expected to get some additional video production work before joining them.

“Life science research is critical to new medical discoveries and to the health and wellness of future generations,” said Tony Budet, president/CEO of UFCU. “The University Federal Credit Union is proud to support teaching and research in the life sciences through our partnership with the Life Science Library. The interesting and entertaining series of Science Study Breaks programs is a fun way for people to unwind from their studies and discover the gaps between real science and the fiction we often consider facts.”

UFCU has often supported the University of Texas Libraries, including providing $500,000 for the University Federal Credit Union Student Learning Commons in the Perry-Castañeda Library.

“The University Federal Credit Union has proven time and again through its ongoing support that it recognizes the value of the Libraries to intellectual enterprise at The University of Texas at Austin,” said Libraries Director Fred Heath. “This funding of Science Study Break will ensure the program’s viability at a time when other promising initiatives may not survive current budgetary travails. We are extremely grateful for UFCU’s continued generosity.”
FAL Hosts *Fantasticks* Creators, Ephemera

This past October, the Fine Arts Library hosted an intimate conversation with the creators of the world’s longest-running musical, “The Fantasticks.”

“What Starts Here: A Conversation with Tom Jones and Harvey Schmidt” took place in the Roberts Reading Room in the Fine Arts Library on Thursday, October 14. Department of Theatre & Dance faculty Holly Williams moderated a lively conversation with Jones and Schmidt for a lucky crowd of attendees.

Following the event, a reception was held for the exhibition *In a Major Key: Artifacts from 50 years of The Fantasticks*, which featured photos, playbills, manuscripts and other ephemera related to the various productions of “The Fantasticks” from the personal collection of Harvey Schmidt.

The exhibition was coordinated by Cathy Henderson of the Harry Ransom Center.

The conversation with Schmidt and Jones was part of the Department of Theatre & Dance’s 50th Anniversary production of “The Fantasticks” which featured two performances, as well as a gala dinner and panel discussions.

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**Adopt Me**

The University of Texas Libraries Adopt-a-Book Program is intended to encourage donor support as the Library continues its endeavor of pursuing conservation of fragile and vulnerable items, as well as enhancing our current collection with titles you have always treasured.

Your Adopt-a-Book gift of $375 covers the life-long costs of purchasing, shelving and preserving a book. All donors who decide to adopt a book will select the title from our online catalog (http://www.lib.utexas.edu) and your name will be permanently recognized anytime anyone calls the record up of your book. If you choose to, you may include the name of someone you would like to honor or memorialize.

As a member of our Adopt-a-Book program, you will also receive, complimentary, courtesy borrower privileges to all of our UT Austin Libraries for one year. That includes the Benson Latin American Collection, the Fine Arts Library, and the McKinney Engineering Library.

Won’t you consider making a tax-deductible contribution that will enable us to preserve and enhance our collection for current and future scholars? Take this unique opportunity to combine your love of books and learning with the desire to support Library development, and please contact Gregory Perrin, Chief Development Officer of the Libraries, for more information on how you can adopt a book.

For more information contact Gregory Perrin at perrin@austin.utexas.edu or (512)495-4349.
Littlefield Fund Continues to Provide Resources

The University of Texas Libraries History and Maps Collections are the beneficiaries of the Littlefield Fund for Southern History, one of the largest endowments in the Libraries portfolio. Created in 1914 with a gift of $25,000, the Fund now generates nearly $60,000 per year in spendable income — spending managed by Paul Rascoe, Libraries history and maps librarian.

Given escalating costs of purchase for databases, journals and books, Littlefield Fund income provides critical support to a collection heavily utilized by faculty, scholars and students. In fact, Rascoe has just completed his largest purchase to date using the Littlefield endowment – the online database Slavery, Abolition and Social Justice - an important addition to resources Rascoe has carefully built over the years. Other recent additions purchased with Littlefield funds include the American Civil War Research Database and an online archive of Civil War images. Maintenance and upgrades to these databases are also paid for using Littlefield monies.

Book purchases continue to be the other focus of Littlefield spending. With subjects ranging from the role of railroads in the Old South, a compilation of the papers of Governor John Reynolds to discussions of Daniel Boone and his contemporaries on the Kentucky frontier, the Littlefield endowment supports the purchase of titles that enhance the collection and provide faculty and students with materials indispensable to their teaching and learning.

So what’s on Rascoe’s radar for the upcoming years? For 2011, his goal is to purchase additional collections of newspapers relating to Southern and African-American culture – a complement to an existing database which ultimately will provide online access to approximately 270 African-American U.S. newspapers and features papers from more than 35 states. The newspapers were scanned from the collections of the Wisconsin Historical Society, Kansas State Historical Society and the Library of Congress.

Endowments are one way a donor can make a gift to support the UT Libraries. Unrestricted one-time gifts are another. For information on these or any other philanthropy-related items email Gregory Perrin, Libraries Chief Development Officer: perrin@austin.utexas.edu or call 512-495-4349.

Architecture Looks Back

Throughout its 100-year history, the Architecture & Planning Library has been an integral part of the School of Architecture, providing services and collections for information and inspiration. In tandem with the School, the library has grown and changed to meet the needs of its users—students, faculty, scholars, and the community.

A new exhibit – Then and Now: The Library of the School of Architecture – gives an overview of the library’s history as it developed from a faculty collection, to an established library in 1912, and then how it moved along with the School to its new locations. Featured are interesting examples of how services and collections have expanded and stories about how people have contributed to their library and archive.

The exhibition was held in conjunction with the School of Architecture’s centennial celebration 100: Traces & Trajectories exhibition.

Producing a centennial exhibit is a momentous occasion. The challenge proves that some things never change: it reflects the efforts of an expert staff, dedicated students, the tireless hours of our volunteers, including co-curator Sarah Cleary.

All items on exhibit are from the vast collections of the Architecture and Planning Library and its Alexander Architectural Archive, as well as images courtesy of the Dolph Briscoe Center for American History.

Beth Dodd is head librarian for the Architecture & Planning Library at The University of Texas at Austin.
Beth Kerr Recommends

Theatre/Dance Librarian Beth Kerr has taken some time out from her work at the Fine Arts Library to share some favorite reads.

_Harpo Speaks!_ by Harpo Marx
(1961) PN 2287 M54 A3 FAL
This is a really entertaining autobiography of the “silent” Marx brother. Harpo tells great stories of growing up in New York at the end of the 19th century and living in Hollywood in the 1940-1960s. He tells where his trademark funny-face that he called a “Gookie” came from, stories about the Algonquin Round Table, and several stories about hanging out with Jack Benny. Harpo was always my favorite Marx brother, but this book just proved that I was right!

This book was such a wonderfully thought-out rendition of the back story to _The Wizard of Oz_. Maguire makes many connections between many events that were already in my cultural conscience about _Oz_ and answers a lot of questions. For example, “What’s up with those flying monkeys?!” Of course this is the basis for the smash Broadway musical and Maguire has subsequently written two other books about his version of _Oz_: _Son of Witch_ and _A Lion Among Men_. He also wrote novels that riff on the Cinderella story (Confessions of an Ugly Stepsister) and Snow White (Mirror, Mirror) with more mixed success and one really off-the-wall one that purports to identify Charles Dickens’s inspiration for Ebenezer Scrooge (Lost).

_Mansfield Park_ by Jane Austen (1814)
Austen’s third novel. I think I liked this one slightly over the others just because of the perfect characterizations of the incredibly awful, smug, and self-righteous Mrs. Norris and the very vague and self-absorbed Lady Bertram, Fanny’s aunts. I have to admit that I haven’t read a lot of the “classics.” I am not sure why other than there was usually something more enticing to read available and maybe they seemed like they would be more work than enjoyment. I know this is a weird attitude for a librarian to have. I always felt like I know a lot about what was going on in these novels, just not the details. But now that the University Libraries has access to a database called MyLibraryAudio, I have discovered listening to these books as I walk or bus to work, is the perfect way to absorb this body of work.

_Scout, Atticus, and Boo: A Celebration of Fifty Years of To Kill a Mockingbird_ by Mary McDonagh Murphy (2010) PS 3562 E353 T6556 2010
This book features interviews with a wide variety of people about what reading _To Kill a Mockingbird_ means for them. Some of the interviewees are pretty predictable: Oprah Winfrey, Wally Lamb, Rosanne Cash, and Tom Brokaw. But she also interviewed Mary Badham who played Scout in the 1962 movie and Alice Lee, “Nelle’s” sister. Now for an even more shocking admission, I have never read _To Kill a Mockingbird_. I know. I think my reasoning has mainly been that the movie was so good that I didn’t want to change my opinion by reading the book. I also know I thought it would be too depressing. I always knew I would eventually read it, but McDonagh’s book has changed my mind.

_Ballets suédois_ by Bengt Häger (1990) GV 1786 B315 H34 1990 B FAL
The “Swedish ballet” (its artistic director Holger de Maré and choreographer Jean Börlin were Swedish) was based in Paris in the 1920s. Much like the arts scene in NYC in the 1960s, there was a lot of collaboration going on among artists, musicians, and performing artists which led to some very different productions. The company collaborated with the likes of Jean Cocteau, Fernand Léger, Erik Satie, Darius Milhaud, and film maker René Clair (de Maré later founded the first archive dedicated to dance - Archives Internationales de la Danse.) This book is a richly illustrated history of the short-lived company. Included are many beautiful costume and scene designs and photographs. Once I was telling a store clerk about my work and he asked what I thought was the best book on dance we had in the Fine Arts Library – this is the book that came to my mind first.

And finally, a few of my other favorites in the chronological order that I discovered them:

- _Winnie the Pooh_ series of 3 titles A.A. Milne various call numbers in the PCL YOUTH collection.
- _Mary Poppins_ series of 5 titles by P.L. Travers (1930-1960s) various call numbers in the PCL YOUTH collection.
- _Agatha Christie_ mysteries – way too numerous to count; but I think I probably read most of them.
- _True Grit_ by Charles Portis (1968) 813 P8365T PCL
Staff Highlighter: Steve Bush

Position: Library Assistant III

Age: 49

Hometown: I was born and lived in New Orleans until I was 13 when we moved to Houston.

Years of service: 25. I worked for 20+ years in Technical Services, then 4+ years with Frank in Facilities and have just started my new job in Preservation. Yes, that is more than half of my life.

Job description: I now manage the Bindery Preparation, Book Repair and Pamphlet Binding units in Preservation Services. I've only been there about 6 weeks so I still have a lot to learn.

Favorite book sports team: Houston Astros. I've been following them since my senior year in high school. More than 30 long years and still no World Series championship. At least they made it to the World Series in 2005.

Greatest album of all time: Jimmy Buffett – Changes in Latitudes, Changes in Attitudes. I like every song on it. I'm sure it's not the greatest album of all time, but it is probably my favorite of all time.

Any good stories from your days with Frank?: Most of the stories I remember with Frank seem to involve the library van or “war wagon” as it has been referred to. There was the time I was driving us to Home Depot and a merging 18-wheeler didn’t see us and forced us to jump the curb to avoid being killed. Then there was the time Frank was driving when the front tire blew out and the tread continued to flap and tear off the front plastic bumper. Luckily, our 1993 Ford Aerostar is equipped with all the latest safety devices (minus a front bumper) including . . . two seatbelts! Our passengers don’t seem to mind rolling and bouncing around untethered in the back.

Hobbies/diversions (cars, perhaps?): Keeping my car clean – some would say fanatically– or obsessively and keeping up with the 3 acres we live on in Buda.

Your path leads where?: Back to the house. But the house is up for sale now so hopefully soon my path will lead to a new house in Cedar Park. Ahhh, Buttercup Creek. It sounds so...restful.
University of Texas Libraries Honor Roll
Contributions September 1, 2009 – August 31, 2010

Each gift to the University of Texas Libraries, regardless of the size or amount, is valued. This year’s Honor Roll contains the names of those alumni, friends, faculty, staff, corporations and foundations making gifts of $1,000 or more during the 2009-2010 fiscal year. We are grateful to those who made gifts of $1,000. While not possible to list all of these donors, their contributions to support Libraries services and collections are greatly appreciated. Endowed funds and lifetime giving of $5,000 and higher represent the core support of our Libraries. We are most grateful to these donors for their sustaining support.

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We acknowledge and celebrate the commitment of these individuals who have made significant financial contributions to the University of Texas Libraries with cumulative lifetime giving of $5,000 or more:

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From the Director

There’s something to be said for preparation.

As I’ve mentioned elsewhere, the University of Texas Libraries are fortunate to be well positioned in light of the state’s current budget travails. As our Legislature continues its work mere blocks away, we’ve monitored the almost daily shifts in potential policy initiatives in regard to how we might be affected, and have tried to maintain an agile posture for whatever may come next. We feel confident that we’ve made good decisions about the management of our institution in recent years, and believe that we can weather any storm that gathers before us.

As for assessment, it’s a single – albeit important – step in a much broader approach to steering the Libraries. We’ve gathered the information, data and perceptions, but the next move is to effectively and efficiently use this information. To that end, last fall we launched a much greater effort of organization-wide strategic planning, employing one of our most vital resources in the process – our staff.

Boots on the ground almost always have perspectives that can inform and even guide smart decision-making, and Libraries staff members have come forward with great alacrity to invest themselves in a shared future. Recently, more than 40% of our staff staff eagerly volunteered to participate in a first round of strategic working groups. Charged with researching, discussing, and developing implementation plans for goals identified during the planning process, the working groups are a cornerstone of our collective way forward. It’s obvious from the willing investment of time and energy that these colleagues care deeply about their role in the success of the University and the Libraries.

As the working groups complete their charges, we’ll move deliberately to review and revamp Libraries operations on a variety of fronts. Issues of budget, staffing, space, technology, marketing, services – and more – are all incorporated into the strategic planning process, and we’ll use our collective knowledge to apply both the information we have gathered and our joint experiences to determine how best to move our institution forward.

That the future is in a state of flux due to economic realities has little to do with the timing of these processes; we regularly review our strategic approaches both as a matter of course, and, in recent years, with greater frequency to keep pace of emerging technological actualities.

That our planning process is greater in scope and perhaps seen with added urgency certainly reflects the effects of the current political and economic situations. But its ambition is equally a matter of our constant determination to strive for excellence. And we believe we’re prepared to take on whatever comes our way.