

5-Year Review Goals and Achievements Summary
Lori A. Goetsch, Dean of Libraries

Goal 1: Library Organizational Development and Planning

Organizational Redesign

When I arrived at the Libraries in August 2004, there was a temporary leadership team in place, so my primary objective was to address library organizational structure and administration. Over the course of my first year, I worked with this team to understand organizational strengths and weaknesses and to develop the beginnings of an ongoing tactical and strategic planning process. Simultaneously, I began an iterative process to approach how we would address structural issues and the temporary nature of most of the library leadership positions. This process began with the temporary leadership team, and then expanded to a staff discussion where we reviewed the mission of the library and generated a list of organizational attributes. The leadership team refined the attributes and translated them into design specifications to guide reorganization. These specifications were shared with all staff, and I charged a broad-based 14-member Library Design Team in December 2004 to propose a new organizational structure. While this process took some time, it was the right approach—staff buy-in and commitment to improving our organizational effectiveness was high.

The Design Team completed its work in May 2005, and over the summer we began to implement recommended changes, most notably the reorganization of staff into eight departments and the restructuring of the library administration. The creation of the eight departments better aligned the Libraries' structure with university needs and priorities. Two subject departments--sciences and social sciences/humanities--serve the collection, reference, and instruction needs of the colleges and their departments. Subject librarians within these departments serve as liaisons to proactively build print and electronic resources for their assigned areas as well as provide reference consultations and individual and classroom instruction. The departmental structure also strengthened our outreach and instruction efforts for undergraduate students and noncurricular education and awareness opportunities. Department head positions were filled through an internal search process with the exception of Special Collections/Archives. We have had several unsuccessful national and internal searches for this position and are in the process of posting it again this fall with a revised position description. Initially, I served as head for this department. The responsibility was delegated to the Associate Dean in 2007.

The other significant transition resulting from the design team's work was the addition of administrative positions to create a working administrative team. During my first 2 ½ years at K-State, we were sorely lacking in administrative capacity. At one point, all library department heads reported directly to me along with various other individuals for a total of more than 15 direct reports. Initial recruitment efforts for senior administrative positions failed. Positions were subsequently revised and readvertised and three administrators were hired in 2006-7: Director of Facilities and Financial Services,

Director of Human Resources and Diversity, and Associate Dean. The Associate Dean assumed supervision of department heads in February 2007. Administrative office staff moved under the two directors. Another outcome of the redesign process was the formation of the Library Leadership Council composed of senior administration, eight department heads, and library faculty and classified staff leadership.

These added resources have had a positive affect in stabilizing and expanding our organizational capacity. Personally, having capable senior administrators has allowed me the time to focus less on the day-to-day management of the Libraries and more on strategic efforts and development. There has been an unexpected negative consequence, however; many staff who had become accustomed to having more direct interaction with me have viewed this administrative team as a bureaucratic barrier, to some degree, rather than an enabler for the organization. Styles and personalities of the three new administrators are different from my own, and initially caused some “disconnects” that created interpersonal and task conflicts. Most of these issues have been worked out over the past year.

In our rapidly changing environment, the library organization cannot be static. The Design Team acknowledged this reality in their work by recognizing our current structure as transitional. I anticipate that we are headed into a year of some further structural realignment. We also have a senior administrative position to fill with the recent resignation of the Director of Human Resources and Diversity.

Strategic Planning

On the heels the Design Team, I formed the Strategic Planning Steering Committee to take the lead on our priority setting process as requested by the provost. We involved nearly 70 library staff in the planning process and conducted stakeholder focus groups. While the process took longer than expected, an ambitious yet very achievable five-year strategic plan was unveiled in early 2007. Leadership for implementation of the plan was delegated to the Associate Dean Jane Schillie, and implementation working groups were formed in the first year of the plan around key initiatives. I have monitored and guided the process through regular meetings with Schillie and, on occasion, with the implementation teams. It has been a tricky balance between staying engaged and informed and giving the associate dean and the staff the leeway to move forward on their own. I have needed to engage myself more fully in some implementation activities, but, all in all, the process has gone quite smoothly and we have some noticeable and measurable outcomes from this work. The plan and a first year outcomes report are available at: <http://www.lib.k-state.edu/geninfo/plan/>

I was also involved in the revision of the University Strategic Plan through my appointment to the review committee. I was an active participant and worked with a subgroup that reviewed two goals, one relating to the Libraries and the other to teaching, learning, and student life. I advocated for the addition of a goal related to the recruitment and retention of unclassified and classified staff. The library-related action items in the

draft university plan parallel and reinforce the Libraries' plan and serve as additional documentation to reinforce future programmatic and resource priorities.

Human Resource Development and Diversity

In addition to the administrative hires detailed above, we have recruited a considerable number of faculty and staff to fill positions left vacant by retirement or resignation and to address emerging personnel needs in Libraries, e.g., programming support, instructional design, marketing/public relations, and web development. We have had to meet some of these needs in a more temporary or patchwork fashion through adjusting work assignments or creating teams. While not always ideal, this approach has helped us be “in the game” in new areas of interest in libraries such as scholarly communications and institutional repositories. We are not on the bleeding edge but not on the trailing edge either. It is important to continue to assess and transform how we use our human resources to meet user needs, and this change creates discomfort and concern. I address these concerns as best I can but also believe it is my responsibility to move the organization forward as user needs guide and direct us. We face a near-term future loss of considerable staff and expertise due to retirements and will need to balance this experience gap with the opportunity to rethink position priorities in new areas such as electronic records management.

I have a deep commitment to ongoing training and development for library faculty and staff. When I arrived in 2004, there was not a transparent process for how funds were budgeted and allocated for professional development. In an effort to encourage faculty and staff to enhance their skills sets, travel to professional meetings, etc., I offered to provide funding support for all reasonable requests. While I realized that I was opening up a faucet and would need to slow down the flow at some point, I wanted to get a sense of the actual dollars we might need to commit on an annual basis. I also wanted to send the message that I supported as well as expected professional development (and non-directed service, in the case of faculty). We continue to devote considerable resources to professional development and travel and have evolved guidelines over time that help us manage expenses to keep within an established budget. The return on investment to the organization has been significant. Many faculty serve as members or leaders in various professional organizations and staff have enhanced their job skills.

As the home to the Dow Chemical Multicultural Resource Center and its predecessors, the Libraries have a long history of making diversity a priority. I have worked to continue and expand our efforts, both in recruitment and staff development and in providing resources for campus programs and dialogs around diversity topics. Recruitment is a challenge for us. The Libraries' residency program, in place when I arrived, is one example of our efforts to diversify our workforce in the broadest sense. We have had to tweak this program in terms of its stated purpose and goals to address affirmative action concerns, but it remains an important recruitment strategy of us and provides “newly minted” librarians with a post-graduate professional and mentoring opportunity.

I have also encouraged and supported funding for recruitment trips to library schools, attendance at diversity conferences, campus speakers, and in-house programs. The Libraries' diversity committee was re-charged, literally and figuratively, in the past year and is very active in presenting diversity-related programming to library staff. Last spring, we participated in ARL's CLIMATEQUAL Organizational Climate and Diversity Assessment as the only non-ARL library for the second phase of testing and validation of the instrument. We will be using the recently received results to identify and implement strategies to improve our climate for diversity in the Libraries.

The endowment funds supporting the DowMRC have helped to provide additional print and electronic resources for the university community and have also been used to support a variety of campus and community diversity programs. I have supplemented these funds, when possible, by providing additional financial support from discretionary funds. DowMRC and other library staff proposed the very popular and provocative Movies on the Grass series, now in its third year, and I have encouraged and support this program through the use of library staff, facilities, and other resources. It has been a terrific venue for encouraging discourse on challenging subjects, and I am very proud of the Libraries' role in this initiative.

As the campus becomes a more global community, we have looked for ways to respond to international student needs. A request by Muslim students for a prayer room in Hale Library resulted in a designated "meditation space" to meet the needs of all library users for a place for quiet contemplation. Plans have been developed to globalize the DowMRC by adding more popular reading material in other languages so that international students can keep up with their home countries, and language students have a place to read international newspapers and magazines and develop their reading fluency. Students are making Hale, in particular, a "crossroads of culture," and I am committed to responding to that need.

Facilities Improvements

I underestimated the amount of time I would need to spend attending to maintenance issues upon my arrival in 2004, particularly in Hale Library. Hale is complex and complicated by many factors, not the least of which is the perception that it is a new building. In fact, it is amalgam of 1927, 1955, 1970, and 1996 construction. The 1927 Historic Farrell Library is in desperate need of renovation and repair. Also, the construction that united the buildings has created HVAC, structural and other problems. Only 11 years out from the opening of Hale Library, we are challenged for collections, staff, and program space. The 500,000 volumes housed in the library's annex at the Foundation building on Anderson Avenue need to be relocated to a more hospitable environment for library materials. We also share space with others not under our administrative responsibility, most notably units of IT Services.

Branch Libraries also present facilities challenges. The Weigel Architecture Library needs to expand, but plans have been put on hold due to the college's continuing need for studio space and the lack of financial resources. Materials from Weigel have been

relocated to KU storage facility to relieve some pressure for collections space. The Math/Physics Library in Cardwell Hall is small and crowded, and the increasing amount of electronic materials available to support physics has changed the usage patterns of the print collections housed there. These and many other facilities and space utilization challenges face library staff on a daily basis.

My single greatest accomplishment in this arena is hiring a creative and resourceful director of facilities and financial services in the person of Roberta Johnson. Having a senior-level administrator dedicated to working with facilities planning, physical plant, architects, and other entities has resulted in many improvements (although we still have much to do). My second most notable achievement is the development of a memorandum of understanding and lease agreement with the University of Kansas Libraries to house 500,000 volumes in a state-of-the-art facility in Lawrence. We are currently processing weekly shipments of our collections into this storage annex. This is a creative solution to our need for storage and also builds a collaborative working relationship with our colleagues at KU that will reap other benefits.

Beyond facilities maintenance and management issues, the greater challenge is envisioning what library facilities look like and how they function in the digital age. The library as place has changed and continues to change. I am determined to make sure the Libraries remain relevant at a time when the perception can often be that library buildings are underutilized and maybe even unnecessary. Making change in this arena is slow, but we have made some strides and parts of Hale look different than it did four years ago. For example, with the financial assistance of the Friends of the K-State Libraries, we upgrade the multimedia system in the Hemisphere Room, replaced the furniture, and updated the kitchen to support the increased number of events held in that room. I initiated a partnership with Chartwell's/K-State Student Union to open the Bookends Café in Hale Library in 2007. We partnered with iTAC to consolidate their services into a single, more accessible space on the second floor of Hale Library and consolidated Microforms and Government Documents as part of this project. And library users--particularly students--have been ecstatic about 24/5 access in Hale Library. A project currently in the works is to remodel the second floor entrance to Hale Library and consolidate service points at that entryway. Future plans include repurposing the 24-hour room and continuing to upgrade instructional and study space to accommodate new learning styles and technologies.

Financial Resource Management

Sorting out the Libraries' budget has been a bit like peeling an onion. Complexities abound, and it took two budget cycles to sort out the situation and have enough confidence that I had a complete picture of our resources. My overarching goal is to make the Libraries' budget as transparent as possible to library staff and others, and this is easier said than done. My initial efforts to streamline the budget and fund balance tracking for our university-provided funds met with some resistance, but changes in personnel helped to bring some fresh perspectives to financial services.

We have made some significant progress that includes, at my request, development of a spending plan for the library acquisitions endowment fund. Considerable interest had accrued on this fund prior to my arrival, and I found it difficult to make the case to donors to add to a fund that we weren't using in any planned way. I also worked with the Library Leadership Council to establish a process for supporting travel and professional development for librarians and simplifying our internal budget documents. We've continued to revise and refine our practices in all of these areas. For example, because of looming budget cuts, we are holding back on expenditures from the acquisitions endowment fund this year in the event that we need to rely on it more heavily in upcoming fiscal years.

In addition to sharing budget information with staff, I have reported periodically on the status of the library budget and funding priorities to Council of Deans, University Library Council (ULC), Friends of the K-State Libraries, and the Office of the Provost. ULC has been particularly interested in sources of library funds including sponsored research overhead and tuition dollars that come to the Libraries. Increasingly, ULC has become an advocate for library resources with the provost.

Goal 2: Advancing our national profile

Achieving Association of Research Libraries (ARL) membership status has been a long-time goal of the Libraries and the university. I have chosen to keep this goal in mind by paying somewhat less attention to the quantitative measures required by ARL and focusing on emerging qualitative ones. I have also made an effort to find every opportunity for the K-State Libraries to "play in the sandbox" with the ARL Libraries.

To that end, I have worked to expand the Libraries' national memberships and our faculty's service and partnering activities in the national and international arena, including increased funding support for travel. In essence, we behave as if we are an ARL library. National memberships, which already included the Agricultural Network Information Center (AgNIC), the US Agricultural Information Network (USAIN), Center for Research Libraries, Greater Western Library Alliance, and other regional and national initiatives has grown to include the Coalition for Networked Information (an organization jointly sponsored by ARL and Educause) as well as Portico and LOCKSS (two collaborative ventures to support long-term archiving of electronic resources). We also participate in ARL-sponsored programs such as SPARC (their scholarly communications initiative), SAILS (information literacy assessment), LIBQUAL (service quality assessment), and CLIMATEQUAL (organizational climate and diversity assessment). This fall, Associate Dean Schillie is attending an ARL-sponsored National Diversity in Libraries Conference,

Numbers are still of high importance to ARL, and I have set an expectation for more accurate library statistics, particularly for collection size and expenditures. Accurate numbers are obviously critical for benchmarking with our peers and against the ARL index. Collection size remains a critical indicator, and we have had significant growth, especially in electronic resources and special collections. We celebrated the acquisition of

our two-millionth volume this year. Also, as part of our strategic plan and in support of K-State's land grant mission, we are building on areas of unique strength in military history, children's literature, cookery, biosecurity and food safety, grain science and milling, prairie studies, and consumer movement. As we build collections, we have also improved the management of the collections that we have through initiatives such as "Moving Beyond Paper," a phased effort to migrate from print to electronic journal subscriptions. Nevertheless, we still have some ground to cover to meet ARL's quantitative measures in both budget and personnel categories as well as collections. I've updated the ULC and the Council of Deans periodically on how we benchmark against our peer institutions and selected ARL libraries.

ARL is itself a moving target, and the association is going through a significant reassessment of its priorities with a focus on information policy and scholarly communications. ARL has sponsored national institutes on the latter topic, and we have sent a team to participate. Also, I monitor ARL activities closely through their web site, through colleagues in ARL Libraries, and through direct contact with the ARL Executive Director Emeritus Duane Webster and new Executive Director Charles Lowry. Provost Nellis and I are slated to meet with Lowry later this academic year.

Goal 3: Information Technology/Digital Collections Development

This is an area of great challenge for me and for the Libraries. As our electronic information environment grows, we are increasingly dependent on technology to deliver our collections and services; however, we are still overcoming some information technology (IT) support and "ownership" issues that are a hold over from past service agreements. This is definitely an area for additional focus and attention on my part.

Early in my tenure, I found frustrated staff who were not able to get consistent and reliable support for the routine IT needs of the Libraries, let alone the developmental needs. I had not worked in a library previous to coming to K-State that had such limited control over their own IT resources, and it took me longer than perhaps it should have to get a handle on exactly what was going on here. The ultimate driver needs to be what is in the best interests of our users, not a turf battle. I made efforts--some successful and some not--to tackle these issues from multiple perspectives--structurally, financially, politically. To their credit, staff has been very creative in addressing, or to be more honest about it, going around campus IT support, including commercially hosting some critical web sites with my blessing and encouragement.

We continue to make progress, albeit slow, in developing our capacity for digitization to create and support new services such as K-Rex (K-State Research Exchange). We also need to reassert our role and responsibility for archiving university records, both print and electronic, and I will be working with Lynn Carlin on policies in that regard during this academic year. We have placed leadership responsibility for this work in a revised head of special collections and university archives position. Another matter that has a sense of urgency is the future of our integrated library system. Endeavor, the vendor for our integrated library system, Voyager, was sold in 2006 to Ex Libris, and Ex Libris was

purchased by an equity group in June 2008. Development of and support for the Voyager system is not guaranteed, so we must look to a new system. I formed a Library Systems Task Force to assess the current state of the industry and make recommendations for how we should proceed. This is a marketplace in considerable flux, but it also provides us an opportunity to be innovative and risk-taking on how we might proceed. The committee's recommendations this fall will guide a multi-year planning and implementing process for a systems migration.

Goal 5: Library Development, Gifts, and Events

Shortly after I arrived in 2004, the development officer who was assigned half-time to the Libraries resigned, leaving the position vacant at a critical time in the capital campaign. As a new dean and new to development responsibilities, I struggled through my first year without a development officer. Loosely crafted Memoranda of Understanding created donor relations problems early in my tenure that were resolved with mixed results.

Even with a full-time officer in place by Fall 2005, our development road has been a bumpy one. The relationship of the Friends of the K-State Libraries to our overall development effort creates a delicate situation when it comes to fundraising, particularly annual giving. Of course, the Friends of the K-State Libraries are important to our efforts. The group has helped us purchase collections, such as the L. Frank Baum collection and the recent two millionth volume acquisition; begin the restoration of the Great Room murals with a \$25,000 Friends contribution and a matching grant from the Caroline Peine Foundation; and improve the Hemisphere Room. They also financially support the Hobrock Award given annually to an outstanding library faculty member and sponsor our annual gala. The very successful Friends-sponsored concert series brings community members here who might not otherwise come to the Libraries.

The greatest challenge to library development is the lack of a constituency base. The library is viewed by many as a "public good" that should be supported by the state and by the university, but the fact is that we need external resources as much as the colleges do. I have not been as successful as I would like to be in creating a deeper understanding at the KSU Foundation of how the library differs significantly from the colleges and, as a result, development has to be approached differently. This is a challenge that I will continue to make efforts to address in the coming year, particularly with our development position being vacant again.

Despite the challenges, there have also been some modest successes in the past four years. We closed a gift agreement with the Morse family for additional support of the Consumer Movement Archives and received a contribution from the Hale family to support the Library Acquisitions Endowment. Several deferred commitments were made through estate gifts, some in collaboration with other college gifts. We also received many gifts-in-kind for both our general and special collections. In conjunction with the foundation, I developed plans for a Farrell Library restoration campaign. The lack of a development officer, plus the current economic climate, has put these plans in hiatus.

I have also tried to set a good example for philanthropy by encouraging participation in the faculty/staff campaign. In the first year of the campaign, I established the Library Professional Development Fund and matched gifts made to that fund. Last year, I donated to and matched gifts to a university-wide fund to support classified staff. This year, I am providing incentives through a library raffle that will be held for all campaign participants. I have also been a sponsor of the Friends of the K-State Gardens annual fundraiser and a member of other campus friends groups.

Goal 6: Expanding Library Engagement on Campus and Beyond

Creating a strong presence for the Libraries in outreach and engagement activities has been a high priority for me as a means of sharing our expertise while creating goodwill for and awareness of all the Libraries have to offer. I had a good foundation to build on with library faculty and staff already deeply involved in some areas, particularly agricultural programs such as AgNIC and USAIN. As part of our reorganization, I created two positions that focus on engagement and collaboration, an Assistant to the Dean for Collaborative Initiatives and an Assistant to the Dean for Grants. Additionally, other staff and faculty were encouraged to seek opportunities for outreach and engagement through the colleges and departments to which they are assigned. Through that effort, we have a partnership with the Negro Leagues Baseball Museum (NLBM) in Kansas City.

Initial targets for activity were military history, biosciences, assessment, and Targeted Excellence partnerships, and other programs have emerged as opportunities present themselves. For example, engagement efforts in military history quickly evolved into partnerships with Ft. Riley Education Services and, more recently, the cultural directorate. I have encouraged and supported these efforts, mostly through modest funding and hosting a variety of events here and on post including a brainstorming session for the development of a series of cultural videos to train soldiers going to Iraq and Afghanistan, a cultural exchange reception for Afghan National Army soldiers, Afghan students at K-State, and Ft. Riley and K-State representatives. I also visited the library at Ft. Leavenworth, and we have tentatively identified some joint projects with them. These activities have dovetailed nicely with our role in the Afghanistan World Bank grant to assist in the development of library collections and services to support curriculum development at the universities at Balkh and Kabul.

In the biosciences, we have been involved in several large federal grant proposals as well as smaller, local opportunities and have met with limited success. This year for the first time, we have library faculty who are co-investigators in two Targeted Excellence grants. Opportunities continue to present themselves, particularly with the food science/safety program, as K-Rex expands beyond electronic theses and dissertations to include faculty research.

In the area of assessment, the student learning outcomes initiatives on campus provided an excellent opportunity to work more closely with individual faculty to assess information literacy and critical thinking competencies among students. Our participation

in SAILS (Standardized Assessment of Information Literacy Skills) provides one of the few sources of quantitative measure on campus of general education learning outcomes.

I have also been committed to expanding the Libraries' role in cultural programming as an outreach activity. Some of this effort has been provided through the Friends of the K-State Libraries, particularly their highly successful concert series. I have also supported efforts by special collections staff to offer programs and exhibits such as the openings of the Clementine Paddleford cookery collection and the David J. Williams III Science Fiction, Fantasy and Horror Collection, and the Charles I. Brown Symposium honoring the historic Delta Chapter of Phi Beta Sigma here at K-State.

Our NLBM partnership grew out of doctoral work conducted by library faculty member Tara Baillargeon and has resulted in mutually beneficial initiatives for the museum's library and the K-State Libraries. We are jointly pursuing grant funds to assist in the processing and digitization of NLBM collections that will establish the K-State Libraries as the "dark archive" for NLBM. Because of my appointment to the Advisory Board for Emporia State University's School of Library and Information Management (SLIM), we are currently investigating practicum and internship opportunities for SLIM students with the NLBM project. The relationship with SLIM not only provides us with a recruitment opportunity but helps us influence the future of the library education programs offered at Emporia.

New initiatives for the coming year include locating the GISCommons in Hale Library, developing library services to Olathe, and advancing collaborations with the Eisenhower Library.

2004-2009 Non-directed Service

I have been strongly committed to service my entire career and have enjoyed campus service opportunities here at K-State. I am most proud of my involvement with the Alternative Service Committee which explored options to improve the status of classified staff on our campus. I was honored by an invitation to speak at last year's Classified Employee of the Year ceremony. I am also proud to be the advisor of the junior honorary society, Chimes. This activity has given me the opportunity to have some contact with students. I've also been asked to serve as a reference for Chimes members for prestigious scholarship programs including a successful Truman scholarship winner, Jenna Kennedy. One other service highlight has been serving on the President's Commission on Multicultural Affairs and acting as our Diversity Point Person prior to the hiring of the Director of Human Resources and Diversity.

My professional service has been focused in the Association of College and Research Libraries, the academic library division of the American Library Association. I have just completed a four-year term on the association's board of directors and was recently elected vice-president/president-elect. This is a great personal achievement that is also a benefit to K-State because it brings a level of recognition to both the Libraries and the university.

Service activities are listed below.

Campus:

President's Commission on Multicultural Affairs, member and Deans Council representative, 2004-07
VPAST Cooperating Team, member, 2004-07
Information Resources Management Council, member, 2004-present
Alternative Service Committee, member, 2005-2007
University Strategic Planning Committee, member, 2007-08
Campus Planning and Development Advisory Committee, deans council representative, 2008-
Mediation Committee, member, 2004
Educational Communications Center Blue Ribbon Task Force, chair, 2007-08
Search Committees: AVPAST (2007), interim Vice Provost for Information Technology (2007), Director of Facilities Planning (2007), Associate Provost for International Programs (2008-9)
Chimes Junior Honorary, advisor, 2006-present

Local:

Manhattan Rotary, member, 2007-present
K-State Libraries Relay for Life Team, member, 2005-present

State:

Council of Deans and Directors of Libraries (regents group), member; 2005-6, chair
Emporia State University School of Library and Information Management Advisory Board, member, 2007-present
Kansas Library Network Board, member, 2007-08 (gubernatorial appointment)
State Library of Kansas Board, member, 2008-09 (gubernatorial appointment)

Regional:

Greater Western Library Alliance
--member, Board of Directors, 2006-08
--member, Planning and Organization Committee, 2006-present

National:

Association of College and Research Libraries
--vice-president/president-elect, 2008-09
--member at large, ACRL Board of Directors, 2004-08
--chair, Bylaws Task Force, dates
--chair, Information Literacy Competency Standards Review Task Force

--chair, Nominating Committee, 2004

--member, Invited Papers Committee, ACRL National Conference, 2004

International

People to People International, professional ambassador, academic librarians delegation to China, March 2006

2004-2009 Creative Accomplishments

Maintaining a level of scholarship and creative accomplishments is quite a challenge as a dean. I recently accepted an invitation to co-author a publication for the Association of Research Libraries, primarily because of the opportunity it presents to get K-State's name out to the ARL community.

Other activities are listed below.

Book Review co-editor, *portal: Libraries and the Academy*, 2004-2007; editor, 2008-9

Goetsch, Lori A. "The Case for Advocacy," keynote address for the College and University Libraries Section, Kansas Library Association Fall Conference, October 18, 2007

Goetsch, Lori A. "Reinventing Our Work: New and Emerging Roles for Academic Librarians," University of Oklahoma Libraries National Conference on the Emerging Research Library: Our Role in the Digital Future," Oklahoma City, OK, March 6-7, 2008; published in *Journal of Library Administration* 48:2 (2008), 157-172.

Goetsch, Lori A. and Scott Walter. *Public Engagement in Academic Libraries*, ARL SPEC Kit. Washington, DC: Association of Research Libraries (forthcoming in 2009).

Awards/Recognition

One of 75 distinguished alumni recognized at Dominican University School of Library and Information Sciences 75th anniversary, 2005

Phi Kappa Phi, faculty inductee, 2008