The Henry Madden Library has undergone extraordinary changes and transformations in the last seven years. The last seven years have also seen extraordinary changes in the opportunities, tools, and strategies of 21st century academic libraries and in higher education at large. In addition to a major global recession, these seven years have witnessed explosive growth of information technologies and communication in areas such as social networking, online education, cloud computing, big data, and the use of geospatial data. The opportunities and challenges brought on by these changes are immense for any academic library at any university.

The following assessment is based on the Henry Madden Library’s self-review document, an on-site visit, and meetings and discussions over a two-day period with every available member of the management team, faculty, and staff of the library.

**Accomplishments:** Among the library’s major accomplishments in the last seven years, most have been carried out under the leadership of the new Dean of Library Services who joined Fresno State in 2007. These accomplishments include:

- planning and opening a magnificent new library building;
- implementing a new integrated library system; state of the art inventory control technology; and a compact shelving system;
- building a significant and growing advancement program, and
- adapting library programs, staffing, and services to deep funding cuts.

The library’s community spaces are an extraordinary new resource for Fresno State and the surrounding Fresno community, as indicated by the level of competition and demand for meeting and program space; and the high level of student occupancy and use. Fresno State is to be congratulated on having met such a vital need for the campus, and Henry Madden Library has begun to transform the campus perception of the library as a collection to a library as a social, cultural, and intellectual hub.

A less public, but also exceptional accomplishment is the Madden Library’s adoption of a new collection management system, new inventory and security technology, and the decision to store traditional collections in a compact way that maximizes space available to users. The new system also supports the ability of users to easily borrow books from major libraries across the western region, using the Link+ system.

The library’s advancement program, staffed with a full-time dedicated advancement specialist and generously supported by the Dean’s time as well as by a group of community boards, is
among the most successful in the CSU system, and currently brings in between $300K and $900K per year in non-state resources to support their service to Fresno State. The library should also be commended for their success in maintaining and updating a vibrant and functional web presence that takes advantage of new search technology to support discovery and research. Through the support of Fresno State students, the library has maintained consistent hours of opening despite heavy budget cuts. Library managers are to be commended for helping their staff maintain service levels despite significant losses in staff and student assistant positions.

Together, these accomplishments have positioned Madden Library to respond effectively to the significant challenges they face in the coming years.

Challenges: At just the time when the new building opened, major reductions in base funding for collections, student assistants, and faculty and staff positions present the Madden Library with several interesting challenges.

(1) The design of the building presumes a level of staffing which no longer exists, and presents challenges for providing consistent and efficient services from multiple separate service points. Many, indeed most academic libraries have adapted to reduced budgets by consolidating physical collections and public service points. While this could be done in the Madden Library as well, such consolidations may require additional investment to modify the building further; even more challenging are the significant changes in traditional service models required by consolidation of service points.

(2) The Madden Library is justly proud of its significant and unique special collections as well as the extent and quality of its general collection of books. These have required equally ample staff support. As the library’s collections budgets are reduced and the demand for digital collections grows, a shift of priorities and staff resources away from traditional collections support already presents significant challenges to current staff and faculty assignments. Shifting resources towards managing and building excellent and unique digital collections is a desirable direction, but is not an easy challenge.

(3) The enthusiastic embrace by the campus community of the new Madden Library facility, as well as the collocation of important student and faculty support functions within the library building, both present new challenges for the governance of community meeting and program spaces, as well as new opportunities for communication and collaboration.

(4) The dramatic changes in campus funding and the realignment of campus priorities under new leadership challenges the Madden Library to strongly link every aspect of its programs to faculty and student needs and to campus priorities. Understanding those needs and priorities and communicating them clearly across the library organization will be critical.
Organizational Strengths: In meeting these challenges, the Henry Madden Library has important strengths to draw on, including:

- a commitment by the Dean of the Library to identifying and championing new priorities and to realigning library resources in order to maintain distinction and excellence in a time of reduced resources and rapid technological change;
- a library-wide strategic planning process (currently underway) that will determine how library faculty and staff are organized to accomplish those priorities;
- a clear and broadly shared commitment by the library staff and faculty to developing a culture of innovative and meaningful assessment;
- a bold and strongly stewarded program of advancement that builds on an outstanding record of success in raising funds for the new library building;
- a central location on campus and the presence within the building of campus leaders, supporters, and campus learning and research support units;
- a strong technology team that can support new digital infrastructure and projects;
- a strong technical services team that is providing support for new models of acquisition (e.g. Patron-Driven ebook purchasing);
- an experienced library faculty that is eager to engage in meeting the needs of Fresno State’s students and faculty;
- a dedicated team of staff and managers who are willing and eager to work together, and who are excited about the future.

In addition, the library enjoys exceptionally strong support from Fresno State students for the library as a foundation for student success and for supporting a student-centered academic community. It also enjoys wide support from the regional community due in large part to its excellent stewardship of community relations.

Recommendations: Several general recommendations emerged from meetings with library staff, faculty, and leadership, among them:

- articulating and clearly communicating a shared vision for the library’s future, based on campus and user needs;
- plans to reinvest staff and other resources into developing the library’s digital collections, programs, and services;
- organizational changes to encourage and sustain active partnerships across organizational lines, both within the library and across the Fresno campus.

In addition, the following specific recommendations are offered for consideration by the library’s leadership group as they move forward with their strategic planning process:
SPACE:
(1) The library may want to develop a plan to support creating a 24-hour study space.

(2) The campus might be asked to provide additional funding to the library to offset new costs of supporting community programs and events in the new building. These include student security services (which have increased by $70K/year), graphics support, events support (catering, technology, room set up) and scheduling.

CROSS-UNIT COLLABORATION:
(1) The library may want to create a dedicated cross-unit Institutional Repository team that includes staff and faculty with outreach and metadata responsibilities, building on best practices in IR development and marketing, and with sufficient resources to support marketing and outreach, as well as the staffing time and costs of clearing copyright for faculty research.

(2) The library may want to rethink its service model and collections strategies for its Music and Media, and Maps and Government Documents units, based on the dramatic changes in how these resources are accessed and used digitally.

(3) The library may wish to explore and experiment with new service models that consolidate services and regular staffing and faculty assignments at multiple service points (reference, government documents/maps, printing), and rely where possible on student staffing in these areas.

(4) The library may wish to explore potential synergies between exhibit and collection programs of Special Collections, the Arne Nixon Center, and the Teachers Resource Center.

STUDENT AND FACULTY SERVICES:
(1) The library may want to develop an IR strategy that provides a reliable digital infrastructure for born digital university documents (e.g. the course catalog in PDF) as well as for faculty and student research.

(2) The library may wish to explore potential synergies between campus faculty services such as CSALT/TILT and library faculty liaison and outreach work. If the library becomes the location for a de facto or formal faculty center on campus, the library could integrate its vision of faculty support with such a center.

(3) The library may want to explore how to integrate the responsibilities of instructional specialists with the instructional work of department- and school-specific faculty liaisons.

(4) The library may want to review the content and expectations of liaison roles of faculty, as well as current assignments, to ensure a coherent and consistent level of service within each college or school.