A LIBRARY OF THE FUTURE

Vision Summary

Our vision of Minnesota State University, Mankato's Library of the Future is a sustainable, accessible, student-centered space where students have access to, and training in, analyzing information resources and support in creating their own research outputs. A future-centered library is a boundary spanner, innovatively bringing together academic support services from across organizational boundaries to promote learning and student success.

Specific Recommendations

Spaces

The Library of the Future will…

- Create enhanced navigation through a physically accessible building
- Model sustainability for the Greater Mankato community
- Anticipate high and low-technology options to accommodate emerging needs
- Work with campus partners to design flexible classrooms while best aligning modern pedagogies with unique library collections and services
- Promote a collaborative constellation of service points to create a Student Academic Hub
- Manage study spaces that are responsive to the changing and diverse needs of our students and faculty

Collections

The Library of the Future will….

- Collaboratively construct physical and virtual collections that respond to curriculum needs by enabling students and faculty to engage in the most significant social, political, and intellectual discourses of the day
- Partner with other institutions to ensure seamless access to expanded collections of resources available to our patrons in cost-effective ways
- Promote affordable textbook options
- Celebrate our unique history by preserving our institution's and our region's intellectual production and cultural record, and by making unique documents available to the world.
- Enhance circulation of technology materials essential to student success

Services

The Library of the Future will...

- Work with other campus units to develop a collaborative, culturally-competent customer service model that supports the full scope of student academic life and ensures that students' needs are met seamlessly
- Establish a Library Ambassadors Program in coordination with Diversity and Inclusion, Honors, and other campus units
- Seek active and sustained partnerships with program directors and course instructors to co-develop course and assignment learning outcomes, curriculum materials, while embedding core information literacy skill development throughout the curriculum
- Embed developmentally-appropriate information literacy instruction across all types of pedagogies, platforms, and medias
- Offer 24/7 reference assistance that provides individualized, culturally responsive research support in person and remotely through a variety of technologies
- Partner with IT Solutions to ensure all students have the support they need to develop technology skills crucial for academic success
- Collaborate to develop outreach activities so that Memorial Library and Minnesota State Mankato will be seen as a hub of learning for Minnesota's students

Purpose

In Fall 2019, President Davenport challenged the Library to envision a responsive and innovative library of the future, reflective of the changing higher education landscape.

> As the landscape of higher education is rapidly changing, so is the role of academic libraries – new visions, new designs, new technologies, new resources, new partnerships, and more. As an important part of our comprehensive university of the 21st century, our library is innovating to embrace an enhanced focus on learning and student success. What's new this year? What does the future look like? Join this discussion to learn more and share your ideas for our library or learning center of the future.[1]

This document is our response to that challenge.

Research shows that libraries increase student success.[2] While Library Services faculty and staff have an implicit understanding of the role the library serves in the retention of students,

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[1] President Davenport's Fall 2019 Retreat discussion prompt.

[2] Blankstein, M., Wolff-Eisenberg, C., & Braddlee. (2019). Student needs are academic needs: Community college libraries and academic support for student success. *Ithaka S+R*. https://doi.org/10.18665/sr.311913.

research also validates this perception.[3] Mallinckrodt and Sedlacek found that "students who use the library are more likely to stay in school"[4] and use of the library has a positive effect on the retention of students of color. In fact, their research indicates that, "the only use of academic facility that predicted retention for black students was studying in a campus Library."[5]

Beyond supporting student retention and completion, the library works to promote information literacy, a crucial set of competencies in our ever-changing world. Academic degrees grow critical thinking skills by requiring learners to choose and analyze a world of research materials—concepts at the core of information literacy. The Library of the Future will ensure students gain these essential competencies by expanding its role as a boundary spanner, breaking down barriers and connecting with other campus units. Librarians depend on faculty across campus to collaborate with us in physical and virtual classrooms in order to familiarize their students with how to efficiently and effectively find, evaluate, and use information that informs and confounds them. This document includes our hopes for the future and highlights current successes related to these hopes.

Methodology

This white paper includes stakeholder input from external focus groups with student government and multicultural center students, roundtable discussions at a department chairs'/directors' breakfast, internal library focus groups, and a survey of library employees. The library's User Experience Team analyzed the feedback gathered through these interactions to identify themes, which have informed our recommendations. We also conducted literature reviews of academic library and higher education trends and reflected on our in-progress comprehensive program review.

Library Services Mission & Vision

In 2016, the Library created a future-facing mission, vision and values statement. The Library of the Future will align with the Library's mission and vision, which in turn supports student success.

Mission Statement

Library Services supports learning and the advancement of knowledge through quality services and access to information and resources.

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[3] Oliveira, S. (2017). The academic library's role in student retention: a review of the literature. Library Review, 66(4/5), 310–329. https://doi.org/10.1108/LR-12-2016-0102

[4] Mallinckrodt, B. and Sedlacek, W.E. (2009) Student retention and the use of campus facilities by race. *NASPA Journal* 46:4, 566-572. DOI: 10.2202/1949-6605.5031, p. 568.

[5] ibid, p. 568-569.

Vision Statement

Each of the Library's visions supports student success. A brief explanation of this support is included in italics after each part of our vision.

Library Services...

- Will facilitate discovery, study, learning, and scholarship. *This directly supports student success as they do research and indirectly supports students by helping faculty enhance their own expertise.*

- Will create a physically and virtually accessible environment. *This supports student success by reducing barriers.*

- Will lead in campus collaboration. *This supports student success by making connections with faculty and staff in other departments, as well as with our broader community. This will help us have stronger engagement with current and prospective students, and allows us to use our mutual strengths for students who have different needs.*

- Will anticipate and embrace transformational change. *This supports student success by allowing us to meet students' needs in an ongoing way.*

Visioning the Library of the Future

The Library of the Future is a Place that Supports Success

Imagine: *A student entering Memorial Library feels welcomed by friendly faces, a feeling of safety, attractive and functional décor and lighting, and the knowledge that they can easily navigate the building to get where they need to go. The student pauses at the Circulation Desk to check out a copy of their textbook. As the student heads to the rooftop garden for a study group meeting, they say "hi" to a friend who is working with a group of fellow business students using mobile white boards to create a marketing plan for a class assignment. This reminds the student that they need to use a scanner to submit a copy of their passport as part of their student visa packet. They use a nearby "help" kiosk to quickly find the location of a scanner. They make a brief detour to scan their document and arrive at their study session with only a few moment's delay. After the study session, the student stops by a printer on the 1st floor to pick up a copy of the notes they wrote at the meeting. As they head for the door, the student swings by the snack bar to grab a coffee to get them through the next several hours until they catch the 2 a.m. bus to their apartment.*

In the future, students, faculty, and staff are still drawn to visit the physical library, even as they use electronic resources, because it is a welcoming, attractive, accessible place to learn, relax, socialize, and explore. The Library of the Future remains a highly valued center for inquiry and discussion in a shared learning environment amongst the comforting presence of books.

Service Points

The Library of the Future is seen as **the** location on campus where students get to what they need. Students entering the building are no longer confused about where the "right" place is to

ask their questions; they don't have to think about which service desk or office they should visit to get a need meet. Instead, students can visit a hub near the entrance where they can ask a human or use an electronic wayfinding device for direction to the appropriate relay point. The Library of the Future will have a constellation of service points that offer peer-to-peer support, research help from librarians, technical assistance from an IT Solutions representative, and tutoring from a nearby Center for Academic Success representative. Everything from library research help to campus security questions can be managed through this service point, eliminating students' nervousness about asking questions to the "wrong" people.

In addition to this centralized service point near the main entrance, students in the library will never be more than 50 feet away from the ability to get help—either from a secondary service point, an app on their phone, a chat reference kiosk, or a "request for help" button or call box. An online counterpart to these physical service points will support our online students and help them develop relationships with services to support their academic success. Library employees responsible for responding to these help points are highly trained to answer questions and seamlessly refer students to the appropriate place or person, as appropriate.

Study Spaces

In the future, students will continue to be drawn to a variety of study spaces to accommodate different uses and individual study preferences.

The Library of the Future offers many options for both individual and group study in convenient attractive locations. The Library of the Future will have even more group and individual study rooms for students to use when working on group projects or when they need an individual space free from interruptions in order to participate in video conferences, take online exams, or study. The Library currently offers 13 dedicated group study rooms, uses small conference rooms as group study rooms during peak evening hours, and is renovating a portion of the first floor to build four additional group study rooms during Spring 2020. It also has individual study rooms in its lower level. Currently our data demonstrates that the demand for study rooms exceeds supply.

In the future, there will continue to be quiet, social, and in-between spaces for students to select the noise level and ambiance appropriate for their scholarly or social activities. The Library will also provide study spaces with a variety of noise and light levels to be welcoming to people with different sensory needs, including for those experiencing Seasonal Affective Disorder. The Library will offer a variety of modular furniture options so students can construct individualized learning spaces. We currently offer a variety of seating arrangements and students value the ability to find a space that works for them.

In the future, students will have access to a safe, secure 24/7 study space. Students repeatedly request expanded library hours to accommodate their study schedules and preferences. They see the library as one of the safest places on campus, stating that it's a space that "makes respondents feel safe or welcome" with "friendly and responsible staff" and an invigorating,

collaborative atmosphere.[6] In the future, students will have the round-the-clock access to appealing study spaces that meet their needs and schedules.

The Library recognizes the changing nature of our student body, including an increasing number of nontraditional students. In the future, student-parents feel even more welcome bringing their children to campus and the library is better equipped to help these parents manage their student and personal lives through expanded child-focused equipment, spaces, or policies. At present, the Library's Educational Resource Center has substantial collections of materials for K-12 teaching and learning that can be used by students for their own children. In addition to supporting student-parents, expanding services to this demographic could entice children to later enroll as students at Minnesota State Mankato.

Specialized Spaces

The Library of the Future spans boundaries by increasing partnerships with other campus departments to expand access to specialized resources such as labs which are available for student use during peak study hours (e.g. evenings and weekends when other campus labs are closed). The Library has successfully worked to meet the needs of students by providing an anatomy room where students can interact with anatomical models as a part of their studying. The Library of the Future expands this type of specialized hands-on support to other academic areas. For example, classrooms installed as a part of the Armstrong Hall replacement will house classes with direct curricular ties to library resources and information literacy. Additionally, in the future, the Library will expand our partnerships with IT Solutions to offer and support specialized software or equipment used in courses, as licensing for these resources can be cost-prohibitive for students.[7] The Library will also work to develop opportunities that bridge boundaries between physical and virtual spaces for online learners; for example, through a virtual reality anatomy lab.

Flexible Teaching, Learning, & Programming Spaces

In the Library of the Future, librarians will be able to teach information literacy skills and offer co-curricular programming in flexible spaces that can accommodate a variety of large group uses that advance community-based activities. In the future, the Library will have many flexible spaces that can easily be set up to use in interactive, computer-based library workshops, but can also be modified to accommodate large-group lectures by prominent campus guests, organized student-faculty book discussions, traveling exhibits, or film showings and discussions. When not being used for library classes or events, these spaces serve as welcoming and comfortable study spaces for student groups or individuals. Library faculty will know they will always be able to accommodate instruction requests from campus faculty colleagues and will have access to effective teaching spaces. They will do this through the use of designated computer lab classrooms and through the use of portable laptop carts that allow technology to

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[6] Campus Climate Study Final Report. (2017).
https://www.mnsu.edu/cultdiv/climate_study_report_final_1.pdf.

[7] Department Chairs'/Directors' Breakfast Meeting, table discussion comment identifying the need for Provide test preparation software for students.

be taken to classrooms across campus or into the library's own flexible teaching, learning, and programming space—whichever option a librarian deems most effective for the students they will be teaching.

Physically Accessible Spaces

Imagine: *An education student who resides in Preska Residence Hall and is a wheelchair user who wants to access the Library's Educational Resource Center. Instead of the current way of navigating through the library, this student will be able to move through the entire building using more direct pathways, saving both time and frustration. They will no longer need to 1) traverse harsh weather conditions to enter through the library's north door, 2) ride an elevator down one floor, 3) cross the building, 4) ride an elevator up one floor, 5) enter the actual library space through a bulky, unwelcoming, and obstructive security gate, 6) cross to the opposite side of the building, and 7) ride yet another elevator down one floor to look through our collection of puppets to see which ones might work for a lesson plan they are developing—and then reverse this path to check out a few puppets and return to their dorm room.*

The Library of the Future will be fully accessible to all users in both building structure, layout, and furnishings. All who come to the library will feel welcome, regardless of their size, shape, sensory needs, or mobility. Students will able to quickly and easily move between library spaces.

We have made progress towards creating a more accessible space by responding to past focus group feedback and our own observations. We identified our restrooms as an accessibility barrier and worked with Facilities to add two all-gender bathrooms with lever handles, transfer bars, and adequate space for a wheelchair or assistant. We replace outdated furniture with options that accommodate a range of body types. These efforts will continue into the future. As a result, the library will be seen as a model of accessibility on campus and within the larger community.

Comfortable Spaces

The Library of the Future will better meet the many ways students make themselves at home in library spaces. In addition to being accessible to all, the Library of the Future will be a comfortable space for student study, socializing, and reflection. Study areas have functional, inviting furniture. Tired students are able to rest in designated quiet areas for prayer, meditation, or contemplation. Students may be on campus many hours of the day, and when they need a break they currently recharge themselves in creative places throughout the building and do not hesitate to move bean bags and other furniture to different parts of the library to get the rest they need. Occasionally, students find themselves trying to relax in the midst of social study areas.

Technology

Functional technology throughout the building will be even more important in the Library of the Future. Printers and scanners will be numerous and always in good repair. Our

entire building will have strong, fast Wi-Fi connectivity and internet dead zones will be eliminated. Wherever students choose to study, they will have the ability to charge their devices.

The Library of the Future will increase partnerships with IT Solutions and student groups to anticipate and expand both high- and low-technology options to accommodate emerging technologies and student needs. Mobile whiteboards will continue to be popular and we will offer students lockers to help them manage the many class and personal materials they need to use throughout a day on campus. We will offer more MediaScape-style monitors in group study zones to help students collaborate effectively on group projects. Wayfinding will be enhanced through interactive maps that help library visitors find the different offices, spaces, and collections housed in the building.

Dining & Food

The Library of the Future will help students feel at home by offering ready access to meals and snacks. The Library currently invites students to bring food into the building, has a small selection of vending machines, and offers free cookies and coffee during finals week. In the future, the Library will respond to the frequent request for a library coffee shop by installing a lounge area for students, faculty, and staff. This lounge area will be an inviting space for students to dine with instructors and advisors to discuss everything from current events to career aspirations. Self-service coffee and snacks are available through special donor funding or sliding scale coffee club memberships. In addition to providing snacks and coffee, lounge visitors are encouraged to bring their meals. Basic kitchen amenities, such as a microwave and large sink, are available for students to use without having to leave the building.

Sustainability

The Library of the Future will fully embrace the American Library Association's core value of sustainability, which recognizes "that libraries of all types can act as catalysts and inspire future generations to reach solutions that are not only sensible but essential to sustaining life on this planet."[8] The Library will not only use its sustainability initiatives to inspire students but will also use them to improve the student experience when visiting the library. Solar panels on the roof, such as those mentioned in the 2019 Comprehensive Facilities Plan,[9] will fully power the building and serve as shaded awnings over outdoor student study and lounge spaces. Surrounding this student space, a rooftop garden will offer students the opportunity to interact with nature, grow and harvest food, and interact with professional gardeners and experts in green architectural movements.

In addition to a rooftop garden, the Library of the Future will promote sustainable transportation options. City bus routes will connect the library to the rest of the Mankato community, including neighborhoods currently underserved by public transportation.

8 ALA adding sustainability as a core value of librarianship. (2019). American Library Association. http://www.ala.org/news/press-releases/2019/05/ala-adding-sustainability-core-value-librarianship.
9 Comprehensive Facilities Plan Update 2018, volume 1. (2019). https://www.mnsu.edu/facilities/planconst/pdfs/191021_MSUM_CFP_VOL1_PRINT.pdf, p. S4: 201.

Accessible buses will run 24/7 and will visit each neighborhood at least once every 30 minutes, allowing students safe transportation to and from the library, regardless of their schedules and housing location. Bike lockers will be available to students, faculty, and staff within 50 feet of the library building. Basic bike-maintenance equipment, such as air pumps and wrenches, will be available for checkout and a stationary bike repair station, similar to others on campus,[10] will be installed near the bike lockers. The expanded bus service and bike equipment will make it possible for more people to choose safe, green commuting options when visiting the library and campus as a whole.

The Library of the Future has Collections to Support Success

Imagine: *A film studies student stops by the library to check out a DVD on reserve and borrow a video camera. The student's next stop is to meet with the Library's Archivist to explore a collection of historical Minnesota resources for a class film assignment. The Archivist shares with the student a collection of historical online Minnesota State University, Mankato documents that may also be helpful for the project. Before heading back to class, the student prints out an article found via MavScholar, places an interlibrary loan request for the biography of a famous female director, and asks the librarian at the Reference Desk to consider adding a newly published book on screenwriting.*

The Library's physical and virtual collections will continue to be built alongside educational services and work in conjunction with a variety of learning spaces. Our collections will continue to span boundaries by informing and enabling students to participate in social discourse, regardless of location, program, or personal interests. Collections now and in the future are built collaboratively reflecting curricular needs and a diverse student body. Librarians work in partnership with their colleagues across campus to understand disciplinary needs and to develop collections that represent the multi-facet university mission to promote "learning through effective undergraduate and graduate teaching, scholarship, and research in service to the state, the region and the global community."[11]

Library personnel will continue to investigate and take advantage of boundary spanning opportunities to partner with other universities to expand collections through interlibrary loan or shared resources. The Library's collections now and into the future are analyzed for their support of the curriculum. We will continue to grow efforts to supplement traditional resources with open access and non-traditionally produced materials to ensure we are providing a superior collection of resources in cost-effective ways. Librarians will continue to seek freely available materials from authoritative sources that support the curriculum and will continue to make sure students have ready access to these resources, whether through MavScholar and other search tools or through carefully curated online, program- or course-specific guides to library resources.

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10 Bike pump & repair stands. https://mankato.mnsu.edu/about-the-university/fast-facts/mavericks-for-sustainability/what-we-do/initiatives/bicycling-minnesota-state-mankato/bicycle-commuting/bike-pump-repair-stands/.

[11] University mission, vision and values. Minnesota State University, Mankato, Office of the President. https://president.mnsu.edu/vision-mission-and-values/.

Affordable Textbooks

The Library of the Future is a physical and virtual educational gallery where librarians and faculty collaborate to provide affordable, accessible educational texts for students. The Library of the Future will collaborate with campus units to ensure that every student can access their textbook, regardless of their financial or dis/ability status, along with supplemental course materials and other resources that support academic research and personal enrichment. The Library of the Future will house an expanded version of the Maverick Textbook Reserve program and will be able to provide no-cost access to textbooks for most classes. The library will collaborate with faculty from all departments to identify existing or develop new Open Educational Resources (OERs) for their classes. When this is not possible, the library will work with faculty to identify materials already in the library's collection that could serve as course material or purchase materials for our print and electronic reserve collection. All students will know they have the option to access their required course materials through the library and will be comfortable doing so.

Local Collections

Libraries now and in the future preserve our cultural records through the materials we collect. We will continue to partner with campus faculty to develop online collections showcasing local research, build collections of managed data to support investigative research, host a digital gallery of MSU scholars, and celebrate campus authors through our MSU Authors Collection and related celebrations. In addition, the University Archives and Southern Minnesota History Center contain unique documents that support discovery and research in areas such as history, psychology, and agriculture.

The Library of the Future has an even larger role in developing local collections. Cornerstone, our Institutional Repository, will continue to grow in importance as more faculty, programs, and professional organizations see the value in publishing their materials on this local platform that enables global discovery. In the future, all faculty, staff, students, and locally published journals will use Cornerstone as their primary venue for scholarly publication. Because of this overwhelming success, faculty will be enabled to upload materials themselves, allowing for content creation and publishing on demand. Due to OER efforts and demand for digital materials, much of the MSU Authors collection will be housed electronically.

In addition to expanded local collection of electronic resources, the Library of the Future will offer ever-increasing physical archival materials and enhanced research spaces to accommodate increased interest in our local materials from local and international researchers. Through great collaborative efforts with IT Solutions, the Library is able to preserve the intellectual record of the university. Both physical and electronic archival spaces will need to expand to accommodate continued growth of physical and online collections. The Library of the Future continues to be a popular research destination because of the unique collections it manages.

Technology

The Library of the Future will partner with IT Solutions to meet the academic and personal technology needs of our students, faculty, and staff. To develop this expanded collection of technology, the Library will collaborate with students to identify student technology needs. The Library currently offers laptops and other technical equipment to check out. The Library of the Future will expand its collection of technology to include items that support both academic and personal success. The Library of the Future will partner with Registered Student Organizations to identify student self-sufficiency needs, from the hammer they need to repair the second-hand bookcase they found at a rummage sale to the crockpot that will help them prepare inexpensive meals for the week. We will also continue to partner with academic programs to offer things students need but may not be able to afford, like a pH testing kit they need to complete their capstone project in agriculture. We can also explore opportunities with the community organizations, such as the Mankato MakerSpace and rental centers, to provide subsidized access to larger equipment for students, regardless of their financial status.

Seamless Access

The Library of the Future will enable students and faculty to get what they need seamlessly. In the Library of the Future, all barriers and frustrations related to access to electronic resources have been removed. This is thanks to the expertise of those working behind-the-scenes. The Library currently has over 350 databases that supply millions of articles and other electronic resources to researchers within seconds. Students' ability to search in MavScholar or a discipline-specific database to easily access full text journal articles, streaming media, and other online resources will only improve in the future. Students will not know if their article or electronic book is a regular part of our collection or if it has been delivered to them quickly through interlibrary loan or just-in-time purchasing. They will also be able to easily navigate to physical resources within the building, because interactive maps in MavScholar will provide students a guide to exactly where the material is housed within the building. At the same time, the Library of the Future will advocate to protect student data privacy.

Library personnel's skills and priorities related to the development and maintenance of our collections will change as we move to increasingly innovative and complex collections. Library employees will receive ample support for the professional development they need to successfully negotiate and interpret license agreements, develop and manipulate data resources, troubleshoot problems, and communicate effectively with internal and external constituents.

Accessible Resources

In the future, 100% of the library's online resources—both homegrown and vendor-delivered—will be accessible to all users. The Library of the Future is attentive to the types of physical, sensory, cognitive/emotional, technological, financial, spatial, and temporal barriers that

commonly impede success.[12] The Library already takes a universal design approach to accessibility for its online instructional content. This approach works to proactively meet the needs of all learners without the need for special accommodations.[13] Moving forward, librarians will only subscribe to online database and journals that are fully accessible. In the future, the growth and enhancement of Open Educational Resources and open access materials will allow us to put money behind this mandate; we will be able to meet researchers' needs through alternative publication models that serve all learners.

The Library of the Future has Services that Promote Success

Imagine: *An online engineering student finishing an internship at an engineering firm in California sends their program's librarian a message asking for assistance using specialized software to complete a project. The librarian connects the student with a campus expert on the use of the software. The librarian asks if the book they'd requested had arrived in the mail. In the final moments of this online conversation, the student makes a future appointment to work with the librarian on the how to find, evaluate, and cite resources for an upcoming research paper. They joke about the Neil Gaiman quotation, "Google can bring back a hundred thousand answers. A librarian can bring you back the right one."*

Library services are relationship based. In the Library of the Future, we will continue to build relationships with students and faculty by interacting with them in person and online. These relationships will continue to be foundational to the work we do. We will continue to provide research support, help faculty acquire or access resources they can use in their teaching, teach students how to use information tools and how to analyze what they find, encourage lifelong learning, and provide data management support for grant recipients.

In the future, everyone on campus will see library personnel as people who can help them gain access to materials for research and classroom use. Practical issues—whether materials are books, articles, or equipment; whether we currently own the material or must acquire materials through purchase, an open access resource, or a partner library—will not interfere with our ability to provide service. Minnesota State Mankato library employees are already seen as leaders in the library community and this leadership will continue and grow into the future. Regardless of specific role within the organization, all library personnel will expand their customer service mindsets and cultural competence with the primary goals of student success. We will work with other campus units to collaboratively develop a unified customer service model that supports the full scope of student academic life.

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[12] Hamburg, C. (2019). Accessibility and Universal Design for online courses: Making the practice practicable, and a bit less scary. *Accessing Higher Ground* conference. https://accessinghigherground.org/accessibility-and-universal-design-making-the-practice-practical-practicable-and-a-bit-less-scary/.

[13] Posey, A. What is Universal Design for Learning (UDL)? *Understood.org*. https://www.understood.org/en/school-learning/for-educators/universal-design-for-learning/understanding-universal-design-for-learning.

Teaching & Learning

In the future, students will better understand the many ways library personnel can help them succeed in their coursework and into their post-college experiences. Instructors and students will know librarians understand their assignments, their curricula, and the challenges students encounter while navigating university life. Other campus faculty will fully understand that library faculty are collaborative educational partners. Librarians will actively help design assignments and curriculum that promote information literacy competencies, teach students valuable research and critical thinking skills, and develop collections in support of department and program educational goals.

The Librarians of the Future are actively involved with curricula across campus. Information literacy will be a graduation requirement for all students and will be thoroughly integrated into our general education program. Library faculty will ensure all students graduate having achieved the advanced levels of our Information Literacy Competencies and Student Learning Outcomes.[14]

Librarians will continue to seek active partnerships with course instructors. We currently teach students valuable information literacy competencies through library workshops and reference interactions. Helping students critically analyze the information they encounter supports their development of critical thinking skills. These efforts work best when they are discipline-specific and incorporated into curricula.[15] Librarians and classroom faculty will continue to work together to prepare students for lifelong pursuits of inquiry, discovery, and continued professional and personal growth. They will increasingly partner to help students overcome library anxiety and feel safer using information resources;[16] develop learning and thinking skills; engage with a variety of perspectives; and discern their own values, intentions, and information needs. Library instructors and reference librarians will continue to familiarize themselves with the subject content of a variety of disciplines, develop culturally responsive pedagogical skills, and increase familiarity with teaching tools.

The Library of the Future will see librarians increasingly integrated into students' courses. The subject and pedagogical knowledge of librarians will expand, allowing them to further educational efforts and research support. More library faculty will be embedded in face-to-face and online classrooms, co-teaching with other campus faculty. Flexible educational offerings will be the norm. We currently provide face-to-face and online instruction services, as well as online research assistance and asynchronous learning tools, such as tutorials and videos. Our

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[14] Library Services Educational Competencies & Student Learning Outcomes, https://libguides.mnsu.edu/slo.

[15] Manuel, K. (2004). Generic and discipline-specific information literacy competencies: The case of the sciences. *Science & Technology Libraries, 24*(3-4), 279–308. https://doi.org/10.1300/J122v24n03_05. ; Kuglitsch, R. Z. (2015). Teaching for transfer: Reconciling the framework with disciplinary information literacy. *portal: Libraries and the Academy, 15*(3), 457-470.

[16] Trezise, K. (2017). "Emotions in classrooms: The need to understand how emotions affect learning and education." *Science of Learning*. https://npjscilearncommunity.nature.com/users/53799-kelly-trezise/posts/18507-emotions-in-classrooms-the-need-to-understand-how-emotions-affect-learning-and-education.

efforts to reduce spatial barriers to learning will only increase in the future as technological advancements and changing student demographics make it more possible and more important to meet student learning needs at a distance.

The Library will also grow support for faculty across campus who wish to teach information literacy in their classes. This support will come in a range of formats, including workshops, certificates, and flipped learning activities. Expanded partnerships and faculty learning opportunities will allow relevant information literacy student learning outcomes to be introduced gradually throughout the course of a semester, rather than in one-shot workshops.

Reference services are 24/7 and will continue to be essential to the Library of the Future. Reference librarians will provide individualized, culturally responsive research support in person and remotely. Our 24/7 chat reference service will expand to allow students to get research assistance around the clock through texts, video conferencing, screen sharing, and new interactive technologies that allow us to more effectively provide one-on-one learning experiences to students anytime and anywhere.

In addition to supporting students' research needs, the Library of the Future will join with partners across campus to reduce student's technological barriers to education. At present, the library's reference and technology support desks regularly teach students how to use technology, ranging from manipulating data in Excel spreadsheets to accessing D2L to sending emails—basic but essential skills that campus focus groups and library employee observations have identified as challenges for many students. The Library of the Future will see increased collaborations with IT Solutions and other campus units to ensure all students have the support they need to develop the technology skills that needed for academic success, degree completion, and future job prospects.

Research & Engagement

In the future, all departments and programs across the university will know librarians who partner with them on curriculum and resources. All students will know "their librarian" and be comfortable approaching them for research and assignment assistance. Students will also see librarians as people who can connect them to information and resources that will support their academic and personal success. Because the Library of the Future is well-known and librarians' roles and areas of expertise are understood across campus, faculty from across campus will invite members of the library faculty to collaborate with them to develop courses, enhance the library collection through the creation of open educational resources and traditionally published materials, and co-teach classes. Our faculty standing, experience, and training make librarians a natural hub of academic life on campus.

The Library of the Future will be the home of even more collaborative partnerships than it already is. We currently collaborate with the Writing Center and MavPass to provide spaces for tutoring services within the library during specific hours. The Library of the Future increases these efforts. In the Library of the Future, other offices that support students' academic success—such as the Center for Academic Success, Accessibility Resources, IT Solutions, and Advising—have an obvious staff presence in the library, and library employees partner closely with personnel from these offices to ensure students' needs are seamlessly met. In the future,

students no longer have to navigate confusing stairways and divided basements to visit Accessibility Resources or the anatomy room.

Library personnel will continue to engage the campus and regional community through Outreach programming. Visitors to the library may see students registering to vote, while another area of the library supports students' co-curricular learning through a student-faculty book discussion. Outreach programming will continue to be developed in partnership with a variety organizations and faculty on campus and will be expanded to bring even more community members to campus. Current History Day research visits will be cultivated to include more area schools. Similar programming will be offered for students participating in STEM Fairs and other research-based events for K-12 students. Through these efforts, Library Services and Minnesota State Mankato will be seen as a hub of learning for Minnesota's students. Students who visit campus as a part of these programs will eagerly anticipate the day when they can come to campus to pursue undergraduate and graduate degrees.

Customer Service

Regardless of whether students interact with library in classes, at service points, or in informal settings elsewhere on campus, they see the people working in the library building as friendly, helpful people who can connect them to the resources they need. Students who interact with the library generally indicate this is the case; in the future, we hope to expand this perception to even more of our campus community.

The Library of the Future will expand its ability to bridge boundaries and create a welcoming environment through the establishment of a Library Ambassadors program. This prestigious program will partner with Equity and Inclusion and the Honors Program provide scholarships and employment opportunities to international students, multilingual students, and domestic students of color. Students selected as Library Ambassadors will serve as liaisons to their respective peer groups to promote library services, spaces, and materials to their peers through organized events and informal conversations. They will be especially involved in orientation programs for incoming students and will use their own stories to illustrate the importance of librarians and library resources to their incoming peers.

Visitors to the Library of the Future will see themselves represented in our faculty, staff, and student employees. The library's existing efforts to recruit and retain ethnically, linguistically, and sexually diverse employees will be expanded. Librarians, library staff, and current students from a multitude of backgrounds will want to work here due to the reputation we will build for being an inviting, supportive, and forward-thinking place to work.

Closing

We have outlined what the Library of the Future at Minnesota State University, Mankato could be. This vision is based on professional literature; our understanding of system and campus priorities; and student and employee feedback. It stems from Library Services's current mission, vision, and values and reflects the idea that the Library of the Future is a student-centered, physical and digital space, a hub of information exchange and social interaction. The Library of the Future plays a foundational role in providing students with access to information resources and providing them with the information literacy skills to responsibly find, analyze, and use these resources. It supports student assignments and encourages students to develop their own research outputs. The underlying focus on student success will remain a core feature of the Library of the Future.

We welcome feedback on our document, as well as suggestions and support to help us accomplish these and other innovative, student success-driven goals and initiatives. We plan to be active participants in campus workgroups about the future. We hope to learn from our program review consultants as they review our organization and our future goals. We hope to visit other forward-thinking libraries to identify ways of improving our services.

The entire focus of the Library of the Future is student success. Thanks to the expertise of library personnel, and their leadership in local, regional and national areas, we are well-positioned to make this vision a reality. We welcome ongoing partnerships from the university community and a permanent dean who understands libraries and can build the type of trust necessary for successful transformational change.[17]

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[17] Mossop, S. (2013). *Achieving transformational change in academic libraries*. Oxford: Chandos Publishing.

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