



BuffaloState

E. H. BUTLER LIBRARY

Five Year Plan

January 2005 – December 2010

Final

June 30, 2005

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Section 1

Basic Information

Library Name: E. H. Butler Library

Library Director: Maryruth F. Glogowski
Assistant Vice President for Library and Instructional Technology

Parent Institution: SUNY College at Buffalo

Address: 1300 Elmwood Avenue
Buffalo, NY 14222-1095

Telephone: (716) 878-6314

Fax: (716) 878-3134

Web Page: www.buffalostate.edu/library

Unit ID: 196130

NYSED School Code: 2842

Building: Construction completed 1969
Approximately 185,000 square feet
Seats approximately 1,600

Resources:

Monograph Volumes:	530,883
Periodical volumes:	136,431
Microforms:	1,007,637
Audiovisuals:	23,916
Electronic books:	5,253
Electronic serials:	17,000
Electronic databases:	105

Services:

Archives and Special Collections	Interlibrary Loan
Café	Library Instruction
College ID Cards	Media/Microforms
Computer user support	Photocopying and Printing
Computer training	Reference
Event venues	Reserve
Exhibit and gallery venues	Special Services
Information Commons	Technical processing
Circulation	Acquisitions
Computer Assistance	Cataloging

Section 2

Staff

Provost/Vice President for Academic Affairs
 Dr. Dennis Ponton

Administrative Services (2:1)

Assistant Vice President for Library and Instructional Technology - Librarian
 Associate Director - Librarian
 SG11

Acquisitions & Bibliographic Services (4:8)

Librarian
 Associate
 Associate
 Sr. Assistant
 SG14
 SG 9
 SG9 - .5
 SG9
 SG6
 SG6
 SG6 - .5
 SG6
 SG4

Archives & Special Collections (2:1)

Librarian
 Sr. Assistant
 SG14

FTE Count

Librarians including Director –	19
Instructional Support Technician –	1
Instructional Support Assistant –	1
Instructional Support Associate –	1
Sr. Staff Assistant -	1
Support Staff –	22.5
FTE – with Director	45.5

Information Commons (14:12.5)

Associate
 Librarian
 Librarian
 Associate
 Associate
 Associate
 Associate
 Associate
 Associate
 Sr. Assistant
 Sr. Assistant - vacant
 Inst. Supp. Tech. - .5
 Inst. Supp. Tech. - .5
 Inst. Supp. Asst.
 Inst. Supp. Assoc.
 Sr. Staff Asst.
 SG14
 SG9
 SG9
 SG9
 SG9
 SG6
 SG6 - .5
 SG6 - .5
 SG6
 SG6
 SG6
 SG6
 SG4
 SG6 - .5

Systems (1)

Associate

Section 3

Mission

E. H. Butler Library is dedicated to *supporting the scholarship, research, and creativity* of the students, faculty, and staff of Buffalo State College.

Core Values

- Quality service and fair use of information for students, faculty, and staff
- Intellectual freedom and equitable access to information in all forms: books, periodicals, audiovisual, and digital
- Acquisition, conservation, and preservation of information from the past for the future
- Provision of a gateway to success in the intellectual world through information literacy and teaching
- Provision of a centrally located venue for intellectual exchange and cultural enrichment

Section 4

Description of the Process for Developing the Plan

- The director of the library (now the Assistant Vice President for Library and Information Technology [AVP]) assigned the associate director to head planning activities
- In April 2004 the associate director asked librarians and professional staff to read:
 - De Rosa, C. (2004). *The 2003 OCLC environmental scan: pattern recognition: a report to the OCLC membership*. Dublin, OH: OCLC.
 - Additional books and articles dealing with the future of libraries, learning styles of the current college student generation, information seeking behaviors of the current college student generation, etc.
 - Library goals and objectives from the last three annual reports
 - LibQual+ survey results
- The associate director and the head of circulation and reference (now the Assistant Director for Information Commons [ADIC]) attended eight days of training in methods of continuous assessment and continuous improvement (CA/CI).
- CA/CI was implemented to some extent in the Reference Department
- As a consequence of the CA/CI efforts, a recommendation was made to the AVP that resulted in the creation of the Information Commons, a complete restructuring of Butler Library public service operations
- A day long workshop for the library staff was conducted by one of the CA/CI trainers as a means of promoting knowledge and excitement about the Information Commons
- Input regarding the future of the library was sought from:
 - Librarians and professional staff at two special meetings
 - Staff at various department meetings
 - Librarians, professional staff and clerical staff at another special meeting
 - Library users by means of the LibQual+ survey conducted Spring 2003
 - Library users by means of a user survey conducted March 22 – 28, 2004
 - Library users by means of a user survey conducted March 14 – 20, 2005
 - Library users by means of comment cards collected from January 2004 to present
- Six strategic initiatives were identified from the input received
- Specific actions within each initiative were also identified
- January 2005 the AVP shared the draft plan with the Provost
- February 2005 the draft of the plan was posted on the library Web page
- March 4, 2005 the library staff met and brain-stormed about the draft

- April 19, 2005 a stakeholders meeting was held to solicit input on the draft
- April 21, 2005 Lisa Forrest and Adam Traub hosted a meeting of students to discuss what direction they thought the library should be moving in.
- May 2005 input from a student who read the plan on the Web page was received
- June 2005 the AVP and Assistant Directors reviewed, amended and approved the plan
- Each year this plan will be reviewed and updated as necessary and posted on the library Web site

Section 5

Conclusions about Today's Students

Based on the reading, attendance at conferences and training sessions, and discussions with colleagues, we conclude that the following statements are generally true about today's college students:

- They are multi-taskers – it is routine for them to listen to music at the same time they are doing research online for a term paper as well as responding to instant messages.
- They believe in self-service – they bank, shop, look for jobs, do research, etc. without intervention or mediation by service personnel.
- They expect to be able to do everything at any time all the time. They do not recognize time limitations on service.
- When they do ask for help they expect that helper should be able to help with anything --finding obscure poems, creating spreadsheets, analyzing statistics, adding sound files to presentations, fixing the photocopier, writing an essay, supplying toilet tissue for the rest room, etc.
- They do not understand the concepts of plagiarism and copyright.
- They believe that any information that is accessed online is free.
- They believe that any information that is accessed online is accurate and trustworthy.
- They do not care about the format of the information.
- They prefer to find information, not search for it.
- They have limited patience.
- They tend to work collaboratively, not independently. They need places where they can gather and talk to each other and also have access to the Internet.
- When working alone, they want a fairly quiet environment.
- They use cell phones but hate to be disturbed by others using cell phones.
- They expect to be able to eat and drink anywhere at any time.

Section 6

Five Year Plan

Strategic Initiative	Goal	Action	Intended Result
<p>1 - User Services</p>	<ul style="list-style-type: none"> ◆ Enhance the Information Commons (IC) ◆ Enhance the student study environment ◆ Improve awareness of library services ◆ Re-structure traditional reference service ◆ Improve teaching effectiveness 	<p>2005</p> <ul style="list-style-type: none"> ◆ Cross-train reference and circulation staffs ◆ Establish a flexible schedule of service hours ◆ Implement Continuous Assessment/Continuous Improvement (CA/CI) in all IC services ◆ Add the Technology and Application Support Collaboration (TASC) to the IC ◆ Implement Help Desk Technical Support in the library ◆ Enforce quiet in the QuietQuads ◆ Establish a quiet computer lab ◆ Create "cell phone free zones" ◆ Provide information regarding "hidden" services such as two-sided photocopying, storing data on student U-drives, research appointments, etc. ◆ Improve technology training for reference librarians ◆ Enhance virtual reference ◆ Use assessment data to make sure that students learn what is being taught 	<ul style="list-style-type: none"> ◆ Provide seamless, efficient service regardless of staffing levels ◆ Provide staff for services when actually needed ◆ All services should be assessed routinely and the results used to improve operations ◆ Provide enhanced user services in one location, i.e. faculty and students can arrange for training, help with a projects, etc. ◆ Immediate help with Email Username and Password problems ◆ Expanded hours of service ◆ Students who work independently and who want a quiet environment will have specific areas that support them while the rest of the library supports collaborative work styles and provides active staff assistance ◆ Students will be less frustrated if they are aware of the assistance and the services that are already available ◆ Provide more sophisticated user assistance ◆ Collaborate with University College

	<ul style="list-style-type: none"> ◆ Re-structure circulation services ◆ Enhance collaboration with faculty ◆ Improve user feedback mechanisms ◆ Improve awareness of Special Services ◆ Re-structure circulation services ◆ Enhance reference service ◆ Improve resource sharing through Interlibrary Loan (ILL) 	<ul style="list-style-type: none"> ◆ Integrate information literacy/management instruction into the general curriculum ◆ Explore ways to reach more students, e.g. online courses, participate in BSC 101 when implemented ◆ Explore use of ANGEL for e-Reserve ◆ Establish a liaison program where librarians are proactive in making faculty aware of library resources and services so that faculty can build them into the curriculum <p style="background-color: black; color: white; text-align: center; margin: 5px 0;">2006</p> <ul style="list-style-type: none"> ◆ Create a “digital comment card” and post responses on a Web page ◆ Make sure that new students and faculty are aware of the Handicapped Entrance and other Special Services ◆ Implement self-service check-out ◆ Provide reference librarians with laptop or tablet computers so they can help people anywhere in the building ◆ Implement user initiated ILL ◆ Maximize use of desktop delivery for ILL ◆ Implement the SUNY union catalog 	<ul style="list-style-type: none"> ◆ Provide desktop delivery of Reserve articles 24/7 ◆ Create a faculty that is eager to take advantage of library resources and services ◆ Develop students who routinely use library resources because faculty require it ◆ Help users to understand that their opinions count ◆ Reduce the perception that the library is not a welcoming place for disabled patrons ◆ Save staff time ◆ Reduce congestion ◆ Students will not have to travel to a specific desk for assistance ◆ Save staff time by eliminating staff mediation of requests ◆ Users will be able to get materials faster whether they are available locally or not ◆ Users will have access to all SUNY materials seamlessly
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	<ul style="list-style-type: none"> ◆ Improve liaison between the School of Education and the Curriculum Materials Lab ◆ Improve the Information Commons ◆ Evaluate the advisability of bringing other service units to the Information Commons ◆ Assess library services ◆ Provide users with seamless access to all information resources 	<ul style="list-style-type: none"> ◆ Meet with the dean, assistant deans, and faculty ◆ Remodel the circulation/reference/help desks to accommodate all IC services ◆ Improve proctor training ◆ Consider the Writing Center, etc. ◆ Administer LibQual+ nationally normed survey <p style="text-align: center;">2007</p> <ul style="list-style-type: none"> ◆ Establish a portal, federated searching or some other means of efficiently accessing library resources 	<ul style="list-style-type: none"> ◆ Provide services that support the goals of the school ◆ Provide better service with increased hours to users ◆ Provide competent assistance with MS Office, Degree Navigator, SABRE, etc. ◆ Provide students with more services in the one stop shop (i.e. the library) ◆ Provide services beyond traditional hours ◆ Understand strengths and weaknesses of library services ◆ Provide a clear and effective way to access any and all information resources regardless of format or source
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Strategic Initiative	Goal	Action	Intended Result
2 - Collections	<ul style="list-style-type: none"> ◆ Enhance collections ◆ Consolidate print periodical collections ◆ Add a leisure reading collection 	<p>2005</p> <ul style="list-style-type: none"> ◆ Implement OCLC WorldCat Collection Analysis software ◆ Weed systematically ◆ Inventory ◆ Acquire new materials ◆ Continue to develop electronic resources ◆ Determine how much shelving is needed to house the print periodicals ◆ Create a voluntary, honor system collection, i.e. bring in donations, borrow and return without processing 	<ul style="list-style-type: none"> ◆ Provide statistically valid data for selection and resource sharing decisions ◆ Provide users with an up to date collection in good physical condition with sufficient storage space and accurate catalog records, thus providing efficient access ◆ Minimize staff time in processing and handling the materials while satisfying the desire for recreational reading
	<ul style="list-style-type: none"> ◆ Review microforms 	<p>2006</p> <ul style="list-style-type: none"> ◆ Discard print periodicals that are duplicated electronically with PDF in reliable scholarly services e.g. JSTOR ◆ Consolidate print periodicals ◆ Inventory ◆ Catalog all uncataloged materials 	<ul style="list-style-type: none"> ◆ Have all print periodicals (from the basement and the first and second floors) in one location (perhaps BL 181) and in one alphabetical sequence ◆ Provide users with a collection in good physical condition with sufficient storage space and with accurate catalog records
	<ul style="list-style-type: none"> ◆ Provide appropriate space and shelving for media 	<p>2007</p> <ul style="list-style-type: none"> ◆ Remodel BL 218 or move to another location (perhaps 2-NE after the periodicals are moved) ◆ Acquire appropriate shelving, equipment, and furniture 	<ul style="list-style-type: none"> ◆ Create a secure, efficient, and attractive service area for media users
	<ul style="list-style-type: none"> ◆ Appropriate space and storage for microforms 	<ul style="list-style-type: none"> ◆ Remodel BL 218 or move to another location (perhaps 2-NE after the periodicals are moved) 	<ul style="list-style-type: none"> ◆ Provide accurate bibliographic access to the materials and a secure, efficient, and attractive

	<ul style="list-style-type: none"> ◆ Enhance access to special collections ◆ Appropriate space and storage for archives and special collections 	<ul style="list-style-type: none"> ◆ Acquire appropriate shelving <p>2008</p> <ul style="list-style-type: none"> ◆ Digitize appropriate materials ◆ Create metadata for the digitized information bearing objects (IBO) <p>2010</p> <ul style="list-style-type: none"> ◆ Remove materials from the library basement where they are endangered by pipes, mechanical systems and outside leaks 	<p>service area for microforms users</p> <ul style="list-style-type: none"> ◆ Provide convenient access to microforms, microform equipment, and service personnel ◆ Reduce the amount of handling when patrons need to use these materials ◆ Eliminate the need for patrons to travel to campus use these materials ◆ Have the materials in one accessible, safe, and environmentally controlled location
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Strategic Initiative	Goal	Action	Intended Result
3 – Staff Development	<ul style="list-style-type: none"> ◆ Improve communication to and among staff ◆ Routinely communicate important information, e.g. promotions, departures, re-assignments, etc. ◆ Make staff aware of changes in campus and SUNY policies that affect library staff or operations ◆ Officially acknowledge and celebrate staff and departmental accomplishments ◆ Determine that staff are performing jobs appropriate to their titles ◆ Encourage staff to take advantage of training and opportunities to advance their understanding of library operations 	<p>2005</p> <ul style="list-style-type: none"> ◆ Enhance the use of email ◆ Establish a single means of making official announcements ◆ Iterate announcements from the <i>College Bulletin</i> and other sources emphasizing how each affects the library ◆ Include in official announcements, have awards ceremonies, staff appreciation social events ◆ Review all CSEA positions ◆ Identify more funding for travel and training ◆ Implement a formal training program for library faculty 	<ul style="list-style-type: none"> ◆ Eliminate rumors and misinformation ◆ Eliminate rumors and misinformation ◆ Foster staff awareness of the bigger picture ◆ Cultivate staff appreciation for others' accomplishments ◆ Staff need to understand that a change in technology or procedures does not constitute working out of title ◆ Create a staff that is current with developments in librarianship and in technology and more receptive to change
	<ul style="list-style-type: none"> ◆ Develop leaders ◆ Offer staff with leadership potential the opportunity to lead ◆ Increase the technical expertise available on the staff 	<p>2006</p> <ul style="list-style-type: none"> ◆ Encourage staff to take leadership training ◆ Offer staff opportunities to take on leadership roles ◆ Review administrative positions and functions regularly to determine if changes are necessary ◆ Hire technical expertise 	<ul style="list-style-type: none"> ◆ Create a motivated staff who can see opportunities for career advancement here or elsewhere ◆ Provide effective and creative management of library operations ◆ Provide enhanced user support, smoother transitions for hardware and software upgrades, more coordinated planning, etc.

	<ul style="list-style-type: none">◆ Broaden staff experience◆ Encourage ambition	<ul style="list-style-type: none">◆ Cross-train and train backups; have them routinely practice new skills◆ Make CSEA staff aware of promotional exams◆ Make UUP staff aware of promotional and other job opportunities	<ul style="list-style-type: none">◆ Will be prepared to deal with attrition, illness, vacations, etc. seamlessly◆ Create a happier work force
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Strategic Initiative	Goal	Action	Intended Result
4 - Technology	<ul style="list-style-type: none"> ◆ Establish wireless network access throughout the library ◆ Provide Special Services equipment and resources in StudyQuad ◆ Improve support from Computing & Technology Services (CTS) 	<p style="background-color: black; color: white; margin: 0; padding: 2px;">2005</p> <ul style="list-style-type: none"> ◆ Work with CTS and other organizations to make the entire library a “hot spot” ◆ Acquire laptops or tablet PCs or PDAs for staff and to be checked out to users ◆ Install special software on more computers ◆ Move specialized equipment to a location there ◆ Support the appointment of a CTS administrator for Academic Affairs ◆ Coordinate the timing of installation of new equipment, equipment replacement, software changes, etc. ◆ Implement Help Desk technical support in the library 	<ul style="list-style-type: none"> ◆ Provide Internet access everywhere in the building ◆ Users will be able to work anywhere in the building ◆ Full reference service could be available throughout the building ◆ Enhance collaborative activities work spaces without capital investment ◆ Provide ADA-compliant access to Special Services 24/7, just as other services are provided ◆ Minimize disruption of services to users ◆ Provide on the spot assistance and problem solving
	<ul style="list-style-type: none"> ◆ Enhance the catalog 	<p style="background-color: black; color: white; margin: 0; padding: 2px;">2006</p> <ul style="list-style-type: none"> ◆ Explore FRBR (functional requirements for bibliographic records) ◆ Add more data (tables of contents, notes, summaries, etc.) to the bibliographic records ◆ Set and implement policy regarding cataloging electronic resources ◆ Determine whether to make it possible to access electronic resources through the catalog from off campus ◆ Work toward implementing the most recent version of the ExLibris software 	<ul style="list-style-type: none"> ◆ Provide better access to the collections ◆ Improved functionality is available in the more recent versions

	<ul style="list-style-type: none"> ◆ Improve collection and reporting of statistics ◆ Standardize staff technology ◆ Approve a policy regarding the management of digital objects ◆ Consider the next Library Management System ◆ Review special services needs ◆ Add media production capabilities 	<ul style="list-style-type: none"> ◆ Implement the capability of users checking their own circulation records ◆ Centralize and automate statistical reporting procedures ◆ Systematically replace staff computers ◆ Have all staff on the same version of software ◆ Implement SUNY resources or those from commercial vendors <p style="text-align: center;">2007</p> <ul style="list-style-type: none"> ◆ Evaluate ALEPH and report to SUNY ◆ Upgrade and enhance technology ◆ Provide digital cameras, MP3 players, etc. for students to check out ◆ Train staff to assist students in using the equipment 	<ul style="list-style-type: none"> ◆ A convenience for users and fewer overdues ◆ Provide more consistent data and make completing surveys much easier ◆ Improve efficiency and productivity ◆ The library will take a leadership roll in the organization, storage, and retrieval of digital objects on campus ◆ Be positioned to handle the next system migration ◆ Offer services for special students to help them succeed academically ◆ Students will be able to create audio and visual components for presentations, etc.
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Strategic Initiative	Goal	Action	Intended Result
5 – Facilities, Space and Security	<ul style="list-style-type: none"> ◆ Assert value of Library as Place ◆ Provide more quiet space for patrons ◆ Provide quiet computing space ◆ Provide more group study space ◆ Improve security for patrons, staff and materials 	<p>2005</p> <ul style="list-style-type: none"> ◆ Continue providing space for Student Scholarship and Creativity Celebration each April ◆ Encourage staff to host programs that support the use of library resources; e.g., poetry readings, lectures, etc. ◆ Do more to enforce quiet in the two QuietQuads ◆ Include group study rooms in any building renovation plans ◆ Acquire more flexible furniture ◆ Work with University Police (UP) to enhance the function of the UP Student Assistants (UPSA) <p>2006</p> <ul style="list-style-type: none"> ◆ Upgrade or replace emergency exit security systems ◆ Add more cameras to the existing digital recorder system ◆ Any plans for controlling access to the building by creating a barrier at the entrance should be part of a larger plan to address all lobby issues, e.g. cold air entering in the winter, 	<ul style="list-style-type: none"> ◆ Library is a recognized venue for intellectual exchange and cultural enrichment ◆ Provide an environment conducive to study and learning ◆ Provide the appropriate environment for collaborative learning ◆ Students will create their own collaborative work spaces in a wireless environment and when furniture can be moved ◆ Will minimize the number of accidental or purposeful uses of emergency exits ◆ Will improve the identification and appropriate disposition of violators ◆ Create a welcoming entrance that still protects patrons and staff from off-campus undesirables and a lobby that is not so cold for staff who work at the café and at the IC

	<ul style="list-style-type: none"> ◆ Enhance the appearance of the library ◆ Improve security in the stacks ◆ Enhance the cleanliness of the library ◆ Expand StudyQuad ◆ Enhance the comfort of the library, i.e. warm-up the cold areas ◆ Improve accessibility 	<p>entering/exiting on the right instead of the left, replacing lobby furniture with hospitality furniture, remodeling the IC desk, etc.</p> <ul style="list-style-type: none"> ◆ Acquire new furniture, e.g. lounge furniture for more areas, replace bentwood chairs, etc. ◆ Replace furniture in the International Students Reading Area ◆ Continue to acquire art for the building, e.g. StudyQuad ◆ Continue to exhibit student work <p style="background-color: black; color: white; text-align: center; margin: 5px 0;">2007</p> <ul style="list-style-type: none"> ◆ Increase UPSA patrols ◆ Add security cameras ◆ Add security cameras or Web cams in the stairwells and staff hallways ◆ Decrease dependence on UPSAs; rely on technology or hire guards ◆ Encourage the employment of more custodial staff ◆ Remodel 2-SW (BL 218) to create a second story on StudyQuad; perhaps it could be the quiet 24/7 computer/study area ◆ Work with Campus Services <p style="background-color: black; color: white; text-align: center; margin: 5px 0;">2008</p> <ul style="list-style-type: none"> ◆ Eliminate the steps on the west second floor corridor ◆ Make the Roof Garden accessible ◆ Enhance the safety of the first floor ramp 	<ul style="list-style-type: none"> ◆ Students treat an attractive environment with greater respect than one that is shabby ◆ Discourage “incidents” in the stacks ◆ The library is open to the public 7 days a week and in some cases 24 hours a day. There has been no increase in the size of the custodial staff ◆ Meet demand for additional 24/7 computer access, for quiet, and for more seating ◆ Staff as well as users will be more comfortable ◆ Will improve access for everyone and will meet the spirit of ADA
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	<ul style="list-style-type: none">◆ Provide appropriate and adequate storage	2010 <ul style="list-style-type: none">◆ Create spaces in the building or in another building to house media, microforms, archives, and special collections plus older, little used materials	<ul style="list-style-type: none">◆ Provide for proper environmental conditions for preservation and access to these materials
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Strategic Initiative	Goal	Action	Intended Result
6. Fund Raising and Grantsmanship	<ul style="list-style-type: none"> ◆ Grantsmanship ◆ Fund Raising ◆ Revitalize Friends of Butler Library 	<p>2005</p> <ul style="list-style-type: none"> ◆ Write grants to secure support for specific projects ◆ Collaborate with faculty and staff to fund joint projects ◆ Library administration should actively suggest grants and/or projects <ul style="list-style-type: none"> ◆ Work with the BSC Foundation to develop fund raising goals <p>2006</p> <ul style="list-style-type: none"> ◆ Sell donated books and CDs ◆ Assign fund-raising as a task for a specific librarian or professional ◆ Provide training opportunities to learn fund-raising ◆ Cultivate corporate sponsors ◆ Cultivate faculty donations <ul style="list-style-type: none"> ◆ Create services and programming for Friends ◆ Cultivate campus neighbors, former library student assistants and proctors, BSC graduates who went on to become librarians, etc. ◆ Cultivate student organizations 	<ul style="list-style-type: none"> ◆ Successfully implement projects without having to rely on state funding ◆ Successfully implement projects without having to rely on state funding ◆ Acquire furniture, window treatments, art, and amenities that are not generally funded ◆ Receive financial and materials donations ◆ Fees that Friends pay enhance collections ◆ They might include the library in their service goals or as a fund raising recipient