



CAROL GROTNES BELK LIBRARY

ENGAGEMENT THROUGH HIGH-IMPACT PRACTICES

Elon University, Elon, NC



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Elon University is the premier student-centered learning environment, preparing graduates to be the ethical leaders the world needs. Elon students are ambitious, curious, and compassionate, inspired to be big thinkers and creative problem-solvers.

Location: Elon, NC on 656 Acres

Founded: 1889

President: Constance Ledoux Book

Motto: Numen Lumen (Intellectual and Spiritual Light)

Core values: Diversity, Inclusion, Global Engagement

Emphases: Student-Centered, Globally Engaged, Experiential, Environment for Learning, Ambitious

Student Body: 6991, including 795 graduate

Faculty: 439 Full-time, average class size 20, faculty to student ratio 12:1

Programs Offered: 60 bachelor's, 10 master's

Student Success: 4-year graduation rate 81%



ABOUT ELON UNIVERSITY



ELON UNIVERSITY AWARDS

#1 SOUTHERN MASTER'S-LEVEL UNIVERSITY

U.S. News & World Report's "America's Best Colleges" ranks Elon the #1 Southern master's-level university, with #1 rankings for undergraduate teaching and innovation.

#1 FOCUSED ON STUDENT SUCCESS

Elon leads the nation in the 2019 *U.S. News & World Report* ranking of academic programs that **Focus on Student Success**, earning recognition for excellence in all eight categories of high-impact experiences. Elon is recognized for excellence in study abroad, undergraduate research, internships, learning communities, service learning, writing in the disciplines, first-year experiences and senior capstone.

#1 IN STUDY ABROAD

Elon is ranked the nation's top master's-level university in the number of students participating in international study by the Institute of International Education

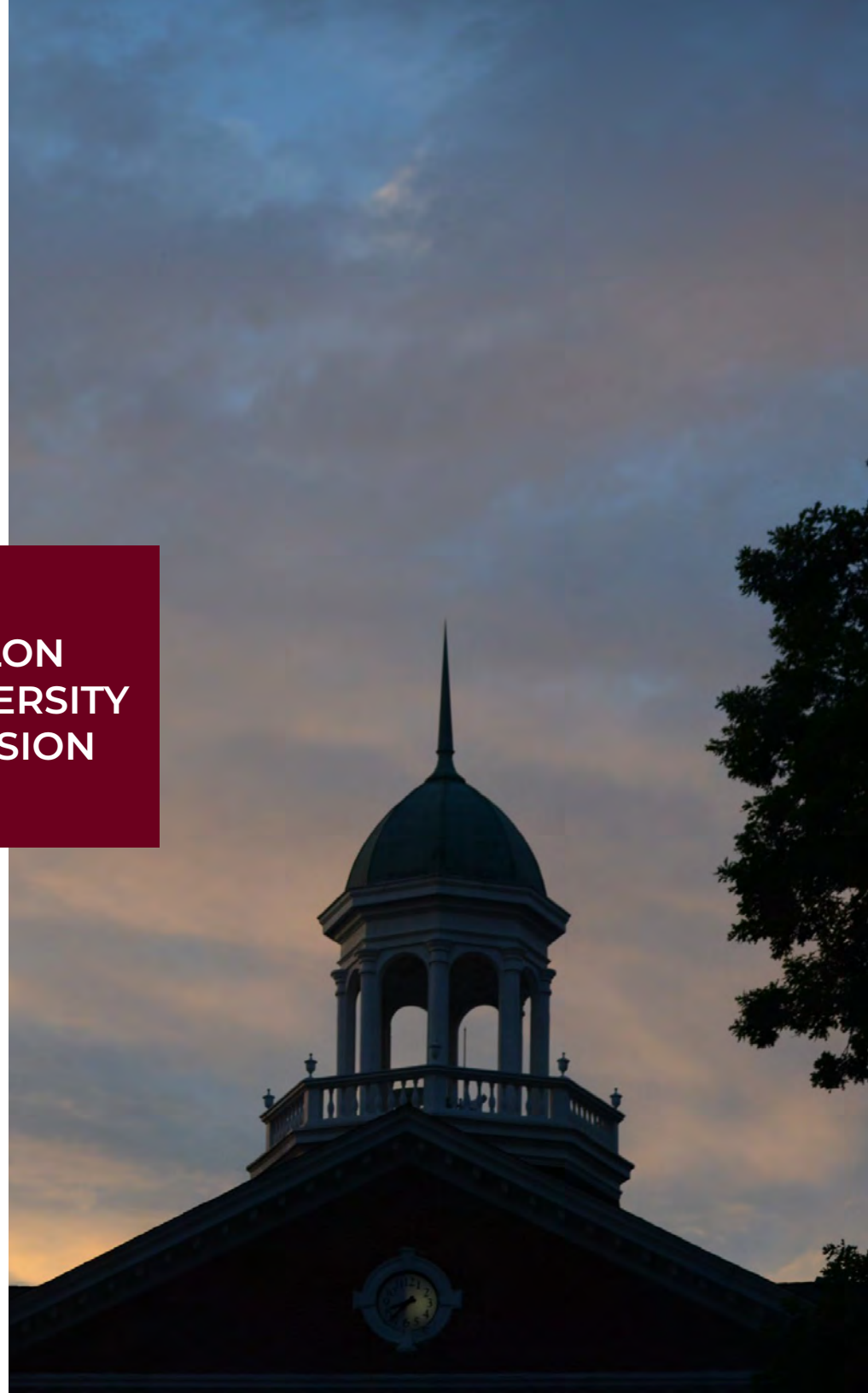
[Check out Elon's many awards and rankings.](#)

Elon University embraces its founder's vision of an academic community that transforms **mind, body, and spirit** and encourages freedom of thought and liberty of conscience.

To fulfill this vision, Elon University acts upon these commitments:

- ▶ We nurture a rich intellectual community characterized by active student engagement with a faculty dedicated to excellent teaching and scholarly accomplishment.
- ▶ We provide a dynamic and challenging undergraduate curriculum grounded in the traditional liberal arts and sciences and complemented by distinctive professional and graduate programs.
- ▶ We integrate learning across the disciplines and put knowledge into practice, thus preparing students to be global citizens and informed leaders motivated by concern for the common good.
- ▶ We foster respect for human differences, passion for a life of learning, personal integrity and an ethic of work and service.

ELON UNIVERSITY MISSION



CAROL GROTNES BELK LIBRARY



BY THE NUMBERS

- ▶ Open **143** hours/week
- ▶ **452** instruction sessions to **8572** students
- ▶ **395** personal librarian connections
- ▶ **5654** questions answered
- ▶ **315,958** visitors
- ▶ **1.7 Million** titles
- ▶ **61000** full-text serials
- ▶ **14** faculty librarians
- ▶ **9610** items from University Archives digitized
- ▶ **3794+** linear feet of processed collections in University Archives



We are mission driven

Carol Grotnes Belk Library advances the culture of **engaged intellectual inquiry** at Elon University. Our commitment to innovative service and dynamic partnerships enables our diverse community of learners to excel in their lifelong scholarship and artistic pursuits. We provide expertise, varied collections, spaces to meet, and we anticipate the evolving information needs of Elon University and strive to preserve the university's history.

Themes that infuse all of Belk Library's work:

- ▶ Dynamic Partnerships to Excel
- ▶ Information Resources to Achieve
- ▶ Expertise to Innovate
- ▶ Place to Inquire

Our creative building spaces energize group work and research projects, making us truly the academic heart of our residential campus.



CAROL GROTNES BELK LIBRARY STAFF

We are small but mighty!

With a staff of 14 faculty librarians, 11 FTE paraprofessionals and 20+ student staff, the Belk Library team is deeply engaged with the Elon University Mission.

We meet the information needs of our busy community, whether on-campus or during global travel. Our liaison relationships with academic departments and programs across campus include both librarians and library staff and build powerful partnerships for student success. Our librarians and staff are engaged in meaningful leadership and service on our campus. To encourage the highest professional standards, we designed and implemented a path to promotion for faculty librarians. We find partners, collaborators and champions among our campus colleagues.



"Esse Quam Videri, 'to be rather than to seem' is the North Carolina state motto. In that spirit the faculty librarians and professional staff of Carol Grotnes Belk Library at Elon University set the ambitious (some might say audacious) goal of being the national model of an engaged academic library. Using the library's connection to each of the high-impact practices as the benchmark of success, Belk Library is the embodiment of the Elon spirit, 'ever becoming,' fostering and deepening connections to the HIPs even as those practices evolve and change on our campus."

- Joan Ruelle, Dean of the Carol Grotnes Belk Library

CAROL GROTNES BELK LIBRARY STAFF

Faculty Partnerships

Belk liaison librarians actively engage with the work of our faculty by supporting their scholarship and teaching needs.

Librarians work closely with faculty to build collections, teach curriculum-embedded instruction, and provide research support.

We advise on where to publish and help faculty evaluate and articulate their scholarly impact.

University Service

- ▶ Academic Council (Faculty Governance), Elected representative
- ▶ African & African American Studies Advisory Board
- ▶ Common Reading Committee
- ▶ Elon 101 Instructors
- ▶ Elon Commemoration Project
- ▶ Elon University Traditions Council
- ▶ Global Education Center Advisory Committee
- ▶ Global Education Curriculum Committee, Chair
- ▶ Latinx/Hispanic Working Group, Co-chair
- ▶ Life@Elon (Continuing Education Program)
- ▶ Phi Beta Kappa, President
- ▶ Religious and Spiritual Life Committee
- ▶ Residential Neighborhood Advisory Committees
- ▶ Staff Professional Development Committee
- ▶ It Takes A Village Project literacy tutors
- ▶ University Admissions Committee, Chair
- ▶ Women, Gender & Sexualities Studies Advisory Board

Campus Awards

- ▶ Algernon Sydney Sullivan Award
- ▶ Phi Kappa Phi Honor Society
- ▶ Phoenix Innovation Award, for Personal Librarian Program
- ▶ Project Pericles Service Sabbaticals
- ▶ Staff Representative Global Engagement Opportunity
- ▶ The Martha and Spencer Love School of Business Dean's Award for Exemplary Service
- ▶ Office Staff Member of the Year

HIGH-IMPACT PRACTICES

Elon's focus on engaged learning is achieved through its leadership in high-impact educational practices. Elon University is nationally recognized for its implementation of AAC&U Liberal Education and America's Promise (LEAP) initiative's [High-Impact Educational Practices](#). These high-impact practices are particularly beneficial for the development of undergraduate students.

Elon leads the nation in the 2019 *U.S. News & World Report* ranking of academic programs that "Focus on Student Success," earning recognition for excellence in all eight categories of high-impact experiences for four years in a row. Elon is recognized for excellence in study abroad, undergraduate research, internships, learning communities, service learning, writing in the disciplines, first-year experiences and senior capstone.



**First-Year Seminars
& Experiences**



**Undergraduate
Research**



**Common Intellectual
Experiences**



**Diversity & Global
Learning**



**Learning
Communities**



**Service Learning &
Community-Based
Learning**



**Writing-Intensive
Courses**



Internships



**Collaborative
Assignments &
Projects**



**Capstone Courses
& Projects**



HIPs AND BELK LIBRARY

Belk Library aspires to be, and to be recognized as, the **national model of an engaged academic library**. We use as our measure of success the library's engagement in each of the **high-impact educational practices** (HIPs) that are essential to our campus. The entire library staff collaborated in creating a five-year library strategic plan based on our involvement in high-impact practices, and every staff person's annual self-evaluation includes their contributions to the HIPs.

Belk librarians have built a **national reputation** around academic libraries and high-impact practices, presenting at the Conference for Entrepreneurial Librarians, ACRL, and NCLA. The Dean of the Library is currently editing an ACRL monograph, *The Engaged Library: High-Impact Educational Practices & Academic Libraries*, with five Elon librarians writing chapters for that book. Publication date is scheduled for 2019.



First-Year Seminars & Experiences

- ▶ Personal Librarian program
- ▶ Teach Elon 101 seminar
- ▶ Library instruction for ENG 110 and COR 110
- ▶ Course-related instruction for first-year athletes

First-Year Foundational Courses

Librarians strongly support students' [first-year foundational courses](#) in the Elon Core Curriculum, including COR 110 and ENG 110, the first-year writing (FYW) course. Including librarians as teaching partners allows teaching faculty for COR/FYW and librarians to share expertise in ways that contribute to better learning outcomes for information literacy. These curricular partnerships demonstrate to students that teaching faculty and librarians are equal partners in student success.

Librarians and FYW faculty collaborations have expanded to include assessment projects and presentations at writing and library conferences, including a joint presentation at the International Writing Across the Curriculum conference in May 2018. This new model of ENG 110 library instruction, including flipped instruction, reached 94% of fall sections and 79% of spring sections last year.

Belk librarians also **teach** the First-Year Experience course, Elon 101, and librarians provide special summer instruction for first-year Elon athletes.

Related Presentation

[Co-Owners in Engaged Learning: Reimagining the Library First Year Writing Partnership as a Community of Practice.](#)

Personal Librarians

Belk Library's highly-regarded Personal Librarian (PL) program began in 2011 and matches all first-year student with their own personal librarian. Librarians partner with individual sections of the First-Year Experience course, Elon 101, where each PL is assigned between 60-160 students.


The PL serves as a point of contact for Belk Library, reaching out through class visits and personal emails to students at stressful points in their first year and serving as library advisors who help students build skills to successfully navigate library resources and research.

Our outreach librarian who chairs this program is co-authoring the monograph, *Personal Librarians: Building Relationships for Student Success* (forthcoming 2019). She has presented on PL topics at ALA and the Personal Librarian and First-Year Experience Conference, and was awarded the University's prestigious Phoenix Innovation Award for her leadership of our PL program.

Related Presentations

[Strengthening Relationships and Experiences with Students through Personal Librarian Programs.](#)

[Assessing a Personal Librarian Program: An Evolving Process.](#)



“For years, we saw students anxious about entering the library or approaching a librarian to ask for assistance; this fear no longer exists. Those of us who teach English 110 at Elon truly see the librarians as our partners in teaching effectively.”

Dr. Janet L. Warman, Professor of English and Education



COMMON INTELLECTUAL EXPERIENCES

- Provide research instruction for Core Curriculum



COMMON INTELLECTUAL EXPERIENCES

“The hallmark of an Elon education is the Core Curriculum. These connected courses provide students with opportunities to study across disciplines, develop critical thinking skills, become effective communicators, and engage in transformative learning experiences. The outcome? Elon graduates are prepared for lives of meaning and careers in every field.”

Connie Ledoux Book, President

Core Curriculum and Required Common Courses

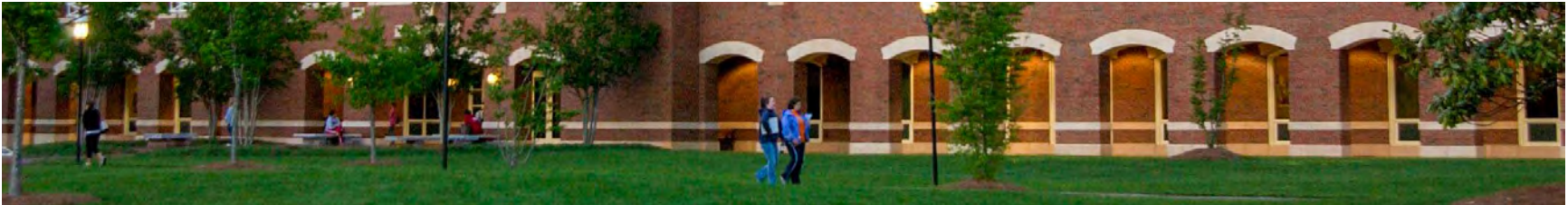
[Core curriculum](#) and required common courses are an integral part of a liberal arts education. Elon first-year students take COR 110, an interdisciplinary seminar taught by faculty from all departments. First-year students are beginning researchers in our library, and librarians meet with classes to provide assistance with search strategies and finding resources.



Core capstones are also required, giving upper-level students the opportunity to integrate and apply what they have learned throughout their education and challenging students to consider larger themes of ethical reasoning, personal and social responsibility, and global citizenship. Core capstones are research and writing intensive and lead to many one-on-one research sessions with librarians.

Liaison librarians work closely with faculty in their departments to design successful core research sessions. Often several librarians work with one core class, matching the interdisciplinary nature of the course with our own diverse expertise.

A librarian also serves on the campus Common Reading committee, helping to select the common reading for incoming first-year students and providing research support for faculty and students about the book's themes.



LEARNING COMMUNITIES

- ▶ Serve on neighborhood associations
- ▶ Provide office hours in neighborhoods
- ▶ Collaborate on programing efforts with Student Life & Residence Life
- ▶ Liaison to Living Learning Communities
- ▶ Create a Library Living Learning Community



LEARNING COMMUNITIES

Elon is committed to the impact of extending learning beyond the classroom through [Living-Learning Communities](#). Residential learning communities consist of groups of students who reside in the same residential area and who interact academically and socially with each other and with faculty and staff who share the same passion, interest, or academic focus. The residential learning communities at Elon are consistently ranked among the best in the nation by *U.S. News & World Report*. Residential learning communities provide students the opportunity to interact with one another and with staff and faculty mentors while attending events, speakers, and programs on or off campus. The students work together with the guidance of a faculty, staff, or peer advisor to shape their out of class learning experiences and take responsibility for their shared community.

Belk librarians are involved throughout the residential campus. Liaison librarians hold office hours that engage faculty and students in residential neighborhoods. Librarians serve on neighborhood advisory committees where they help develop programming. Oaks neighborhood students chose “adulthood” as their theme one year, and the librarian on their neighborhood association helped them coordinate a book club and taught a

cooking class. A librarian serves on the neighborhood advisory board for the Global Neighborhood to help discuss the neighborhood themes, schedule programming events, and plan promotion and assessment. Global Neighborhood hosts house dinners three times a semester, where librarians have served as facilitators for discussions. Two additional librarians serve on the neighborhood association serving the STEM LLCs, and the University Archivist serves on the Historic Neighborhood Association as a way of engaging first year students with Elon’s unique history

“Club Belk” – the Library LLC

Belk Library is currently creating a Library Living Learning Community (LLC) for students who love books, information, research and scholarship. The LLC invites students to participate more deeply in Belk Library, the academic heart of the residential campus. Students in the LLC will have the opportunity to develop research skills, build their academic toolkit and foster strong relationships with library staff. This leap into residence life exemplifies a new opportunity for the library to deepen involvement with intellectual and social life on campus. We are excited and look forward to meaningful interactions with our Library LLC students.

“Elon’s Belk Library is absolutely committed to enhancing the academic experience of our students not only inside but outside of the classroom and beyond the stacks. In leading and facilitating numerous and varied learning experiences for students in our residential communities, Belk librarians play a critical role in making Elon’s learning communities among the best in the nation.”

Shannon B. Lundeen, Ph.D., Director of Academic-Residential Partnerships and Associate Professor of Philosophy
Co-Chair, Residential College Society



WRITING INTENSIVE COURSES

- ▶ Elon Writing Excellence Initiative/QEP
- ▶ Renovate to create shared permeable space with the Writing Excellence Initiative
- ▶ Teach disciplinary research classes at all levels across the curriculum

Expanding the first-year writing (FYW) community to include librarians as teaching partners, rather than as adjunct or service providers, allows FYW faculty and librarians to share expertise in ways that contribute to better FYW learning outcomes for information and academic literacies. In-class conversations among faculty, librarians, and students demonstrate to everyone, but particularly to students, that faculty and librarians are equal partners in student success. Librarians and FYW faculty collaborations have expanded to working together on assessment, presenting at writing and library conferences, and to shared development opportunities at Elon.

Paula Patch, Senior Lecturer in English



Through the [Writing Excellence Initiative](#), Elon aspires to prepare every student to be an excellent writer. Elon's Center for Writing Excellence, including the Writing Center and Writing Across the University program, is housed in Belk Library, making research and writing support easily accessible to students.

While our instruction program has the greatest contact with first-year students through the University's foundational courses and Elon 101, liaison librarians also schedule instruction sessions with writing intensive middle-level Research Methods and upper-level Senior Seminars and courses in all disciplines, as well as with our graduate programs. We are beginning a major assessment project around our work in middle-level courses, beginning with faculty focus groups.

Partnering with the Center for Writing Excellence to create shared, permeable space.

During the summer of 2014, the first floor of Belk Library was extensively renovated to create a larger, shared space for research and writing in support of Elon's writing excellence QEP. The Center for Writing Excellence and the Writing Center are powerful partners in our building.

Elon University's Writing Center supports members of the Elon community — students, staff, faculty, and community members — who are encouraged to work with peer writing consultants to improve all writing projects. Librarians frequently refer students to the Writing Center, and writing consultants send students who need help with developing topics and finding sources to librarians.



UNDERGRADUATE RESEARCH

- ▶ Personal Librarians to Fellows Programs
- ▶ One-on-one research consultations emerging from liaison relationships
- ▶ Preservation of student research in University Archives
- ▶ Library liaison with Undergraduate Research Program

The [Undergraduate Research Program at Elon University](#) was established to provide students the opportunity to partner with faculty in scholarly activities. Our strong commitment to undergraduate research can be seen in the University's Spring Undergraduate Research Forum (SURF), our Summer Undergraduate Research Experience (SURE), and in our Lumen Scholarship program that supports students' research and academic potential.

Twenty-seven percent of the Graduating Class of 2017 completed an undergraduate research experience, resulting in nearly 500 projects and presentations. Liaison librarians frequently work to assist students with research in disciplinary courses and through individual appointments, and Belk Librarians have recently met with undergraduate research coordinators to explore greater systematic collaborations.



Elon has a robust fellows program that emphasizes research, and our Personal Librarian program includes librarians assigned to each of the six cohorts of fellows students (Honors, Leadership, Teaching, Business, College of Arts and Sciences, and Communications). Many of these librarian-student research relationships continue throughout the student's academic career while at Elon, and Elon librarians have even traveled to other area universities to assist students in their research projects.

Honors Fellows theses are housed in the Belk Library Archives and Special Collections and have been digitized by library staff so they are readily available to other researchers.

University Archives & Special Collections archivists provide primary source materials needed for undergraduate research projects. Archives staff collaborate with faculty on semester-long projects. These result in student exhibitions, presentations, and projects, which may be preserved in the University Archives.

"It is undeniable that Belk librarians support and deepen our students' engagement in this High-impact Practice in a variety of ways, both highly visible (e.g., in individual research consultations) and less so (e.g., building an excellent library collection, both physical and electronic). As a faculty member who mentors a great deal of Undergraduate Research, I count on our librarians as partners in student research and learning and am grateful for their teaching and mentoring of our high-achieving students."

Dr. Amy L. Allocco, PhD, Associate Professor of Religious Studies and Director of the Multifaith Scholars Program

"I wouldn't want to mentor students without Belk Library."

Kirstin Ringelberg, Professor, Art History Program



DIVERSITY & GLOBAL LEARNING

- ▶ Co-teach study abroad and study USA classes
- ▶ Partner with classes to support student research before, during and after travel
- ▶ Participate in LGBTQIA Ally training

“The collaboration between the library staff and the Elon in NYC program significantly enhances the academic quality of the program. Providing students the opportunity to work in the NYC Library with an Elon librarian enables the students to develop complex projects synthesizing their NYC experiences with appropriate academic resources. “

Stephen Braye, Professor of English, Faculty
Director of Elon in New York City

Elon University is a campus deeply committed to ensuring that global engagement is a hallmark of an Elon education. For Elon’s class of 2017, 79% of graduates had at least one study abroad experience and 16% participated in Elon’s Study USA program. Belk Library is an active campus partner in supporting diversity and global education.



Belk librarians team-teach global study courses in Europe, Africa, and Latin America. We also co-teach fall preparatory courses that deepen the academic content of Winter Term study abroad courses. Our librarians have co-written and developed new study abroad classes. Additional opportunities for the library staff include participation in staff development trips to London and language learning opportunities in Costa Rica. Librarians are consistently embedded in the Study USA course in New York, facilitating student research at NYPL, and have travelled with “The Business of NASCAR” class. Liaison librarians work closely with the Global Education Center, creating research guides as well as offering skype and chat sessions to support student and faculty research needs while they are away from campus.

Closer to home, we actively seek campus input to build collections to support inclusion and diversity work. Many library staff have completed campus LBGTQIA Ally training, and several of our librarians and staff have completed the extensive work to earn an Intercultural Competency Certificate.

Related Presentations/Publications

[Librarians on the Move: Innovation and Collaboration in Study Away.](#)

[“Diversity and Global Learning” chapter in The Engaged Library: High-Impact Educational Practices & Academic Libraries](#)



SERVICE LEARNING

- ▶ Participate in campus service learning
- ▶ Present original research on service learning & libraries
- ▶ Collect, preserve, and document service learning initiatives

Elon's [Kernodle Center for Service Learning and Community Engagement](#) prepares students for lives of active community engagement within a complex and changing world. The Center creates service opportunities through Elon Volunteers, Alternative Breaks, Campus Kitchen and Academic Service Learning. 89% percent of the Class of 2017 participated in one or more service experiences and Elon has received national recognition for work in this area.

Many library staff participate in campus service initiatives by volunteering as literacy tutors in the "It Takes A Village" project and as support for "Elon Academy" scholars and their families, programs that have a deep impact on our local public school system by building reading skills and promoting college access. Library staff members have also volunteered with Elon Campus Kitchen and the local service agency supporting people experiencing homelessness.

The university supports our dedication to service by providing 16 paid hours/year for staff to participate in community engagement work. Elon is a Project Pericles campus, promoting civic engagement within higher education. Belk librarians have received service sabbatical grants through Project Pericles to complete service work in other countries and on our campus, and we designate a liaison librarian to work closely with each cohort of Periclean scholars. Our librarians have attended and presented at North Carolina Campus Compact meetings, as well as conducting and presenting research at conferences focusing on service learning and academic libraries.

The Robert L. Sigmon Service-Learning Collection, consisting of the personal library and research of Sigmon, a service-learning pioneer and North Carolina native, is housed in the Belk Library Archives and Special Collections and has been digitized to be available online to researchers. This collection is a valuable resource for researchers seeking to learn about the foundation and principles of service-learning pedagogy.

Related Presentation

[\(How\) are academic libraries partnering with service learning initiatives on their campuses](#)

"The librarians at Elon University actively reach out to faculty, staff and students engaged with the community. They assist with academic service learning courses, co-curricular research projects and student initiatives. The librarians are part of community engagement work, on and off campus, and serve as educational partners every step of the way."

Mary Morrison, Assistant Dean of Campus Life/
Director of the Kernodle Center for Service Learning
and Community Engagement



INTERNSHIPS

- ▶ Liaison with Student Professional Development Center
- ▶ Assist with business research when exploring internships



INTERNSHIPS

The librarians of Belk Library have been invaluable to our work facilitating student internship experiences. From research assistance for students seeking opportunities to preparing students for an interview, to onsite research projects required of our Study USA students, our librarians have been a wonderful resource.

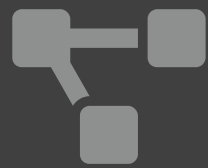
Cindy Sweeney, Associate Director of Career Services, Love School of Business

Internships are a critical part of engaged learning at Elon. Internships at Elon are administered through the Student Professional Development Center (SPDC), our career services office. There are also internship coordinators housed in the School of Communications and School of Business. 70% of the 2017 Graduating Class completed an internship experience for credit while at Elon, and 87% reported an internship on the graduation survey.



Librarians have a strong informal relationship with the SPDC, and our work with internships continues to be a growth area for us. The Business Research Librarian has recently been designated as liaison librarian to the SPDC, and she is formalizing these connections and creating a strategic approach to deepen and build upon these relationships. As a result of her work with this office, staff frequently contact her to assist them with company and industry research as they work to prepare students who are interviewing for a job or an internship.

SPDC staff have begun hosting drop-in hours in the library twice a month for students to receive assistance with their resumes and cover letters. We have begun utilizing SPDC staff to help our student library staff think of ways in which the skills they're building in their library positions are transferable to future employment and how these same skills can be best articulated to strengthen their resumes. Our strategic partnership with SPDC is improving an already excellent internships program at Elon. We're seeing the benefits to all stakeholders of this cross-campus collaboration.



COLLABORATIVE ASSIGNMENTS & PROJECTS

- Create collaborative spaces for engaged learning



COLLABORATIVE ASSIGNMENTS & PROJECTS

Collaborative assignments and projects are frequent features of engaged learning at Elon. Librarian instruction sessions often focus on student groups working successfully together. We encourage and teach the use of shared Zotero libraries to support group research projects.

The library also supports this work as we expand our variety of spaces that facilitate student group work. We model deep collaboration as we renovate and expand the library building, creating powerful partnerships to support student success. Elon has a long history of collaboration in the library going back to the 2000 construction of Belk Library as an integrated information commons, housing Media Services, Teaching and Learning Technologies, Tutoring Services and the Writing Center in the library.



Library renovations and recent upgrades of teaching labs have focused on flexible furniture and creative workspaces. A 2014 renovation removed the intimidating reference desk and created a large, common space for shared research, writing and technology assistance for students. In 2016, our primary library classroom received a major renovation that removed fixed tables and computers and instead offered movable furniture and multiple white boards to maximize engaged learning and group work. In summer of 2018, our second teaching lab received the same exciting renovations.

"Information Technology at Elon has long partnered with Carol Grotnes Belk Library to ensure that technological innovations are at the fingertips of students as a resource to further their academic work. In fact, the partnership has been so valuable, that our own Teaching & Learning Technologies group finds its home in the library, where IT staff can collaborate with Library staff to improve the student experience."

Christopher Waters, Assistant Vice President and Chief Information Officer

Related Presentation

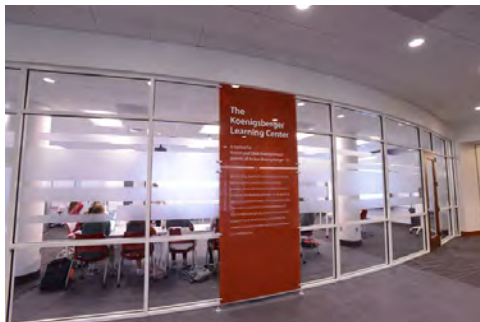
[Low fences make good neighbors: shared, permeable space in an academic Library](#)



COLLABORATIVE ASSIGNMENTS & PROJECTS



Expansion and renovation completed in 2018 added the new **Koenigsberger Learning Center** and brought additional partners into the building, making Academic Advising, Disabilities Resources and Learning Assistance our collaborative neighbors in an integrated learning commons. Continuing a commitment to **shared, permeable spaces**, the new renovation includes an innovative suite of 18 small rooms which are used for test proctoring by Disabilities Resources during the day. During evening and overnight hours, the same rooms are freely available as small study rooms and are heavily used by students.



An intentional partnership using the deep collaboration model is underway to keep the shared value of student success at the center of our co-location with building partners. By consolidating resources that support **student success** in one location, the library is cultivating a culture with the shared goal of facilitating easy access to experts, enhancing mutual understanding and referral between units, and destigmatizing asking for assistance.

Corresponding Presentation

[Yours, Mine, and Ours - Partnerships for Student Success.](#)

"The Koenigsberger Learning Center staff and student patrons realize advantages of co-located services in Belk Library... With so many services now co-located in the learning commons of Belk Library, advisors literally walk students to the writing center, or help students find a reference librarian or talk to an academic tutor... The collaboration among these academic support services and the convenience of proximity is a win-win for students, faculty, and staff. "

Becky Olive-Taylor, Executive Director of the Koenigsberger Learning Center and Director of Academic Advising



CAPSTONE COURSES & PROJECTS

- ▶ Teach library research in disciplinary and interdisciplinary capstones

"In my capacity as the coordinator of the Core Capstone courses and as faculty member who regularly teaches a Core Capstone course, I have seen first-hand how connecting our students with our librarians enhances and deepens the student and faculty experience. In my own capstone course, a team of librarians with a variety of expertise comes to class in the first few weeks of the semester to help vet research proposals. Engaging with the librarians this early in the process means that students are already in conversations about best research practices based on the materials we have at Elon or can access through our partnerships. Having helped spark (and offered support for) an idea for a research topic, the librarians assist the students across the semester and when possible attend the public presentations of the projects at the end of the semester. I would not teach this class without engaging the librarians in the process early and often. I regularly recommend this model to other faculty who teach Core Capstones and, in fact, when new courses are approved, the faculty member is introduced to our Elon Core library liaison who is copied on the approval email; signaling from the very first moments a course is being designed that Belk Library is one of our most important partners!"

EVAN A. GATTI, PhD, Associate Professor of Art History, Associate Director of the Elon Core Curriculum



Culminating courses at Elon are known as senior seminars or capstones. Within the Elon Core Curriculum, interdisciplinary capstones are required of all students. Liaison librarians work closely with faculty in their academic departments to provide advanced research support for senior seminars, and teams of librarians frequently work with Core Capstones. We provide tailor-made instruction, individualized

student research assistance and customized research guides for these classes. We frequently attend final presentations, poster sessions, and exhibitions that showcase the students' work.

As upper-level Core Curriculum strengthens at Elon, we are building innovative library partnerships with some classes. As students are developing and finalizing research topics, we send in a team of librarians with different disciplinary specialties. Students pitch their topics in a speed-dating kind of model, and librarians make suggestions for topic development and resources. Librarians are also doing a capstone-level assessment project, tracking how Core Capstone students are using our LibCal scheduling software to schedule in-depth, face-to-face research meetings with librarians.

Liaison librarians teach instruction sessions supporting senior seminars and interdisciplinary capstones, and graduate students meet with us to research their final projects. In 2017-2018, 14 librarians taught 424 library instruction sessions, 56% of which were in upper level courses. Frequently, these upper-level instruction sessions lead to additional one-on-one research consultations with students. Zotero instruction has skyrocketed as library promotion has helped faculty and students learn the value of this research and citation management tool.



WE ARE THE
HEART
OF CAMPUS





WE ARE THE HEART OF CAMPUS

Programming with Student Life

Belk Library partners with Student Life and Residence Life to provide fun programming in the library.

Each semester the library and the Interactive Software Association host game nights featuring computer games and board games.

This has led to an independent group of students who arrange to meet in the library on Friday nights for board games.

We've joined forces with The Maker Hub to host after-hours mini-golf tournaments in the

stacks. Library staff and students from multiple organizations team up to design, plan, promote and build a 9-hole mini-golf course each semester.

Prizes, food and refreshments are provided.



These venues offer late night weekend activities to support Elon's intellectual and social climate

initiatives. The partnerships establish solid relationships with campus groups that we can build upon for future outreach activities. The events are very popular and encourage students to feel comfortable in the library.

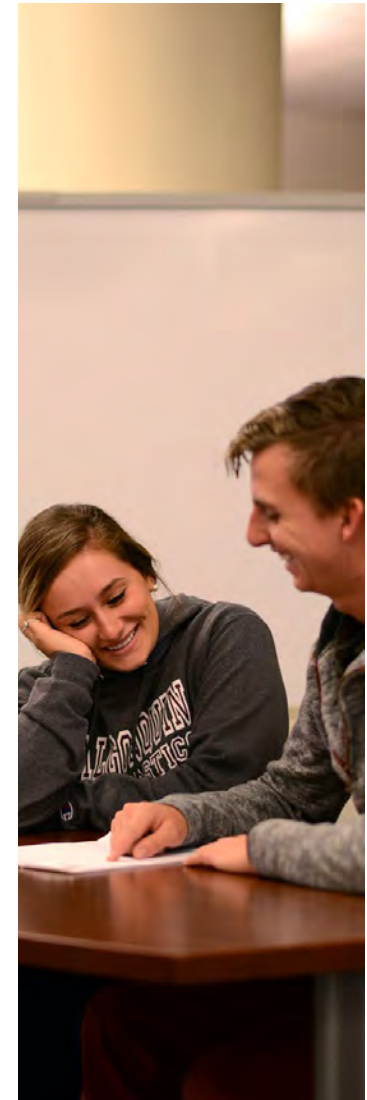
WE ARE THE HEART OF CAMPUS

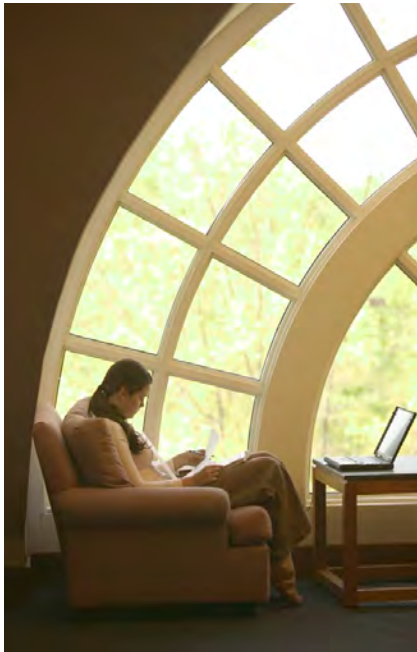
Human Library

Belk Library has hosted three Human Library events with our partners in the office of Inclusive Community and Well-Being, the Gender and LGBTQIA Center, and Residence Life. The Human Library Project began in Denmark in 2000 and has been hosted throughout the world in public, secondary, and academic libraries. The concept is simple, but the outcomes are powerful. At Elon students, faculty, and staff have the opportunity to be a Human Book or a Reader. Essentially the “books” create a book jacket describing who they are, part of their identity, or a part of their life that they want to talk about. Readers check-out the books for twenty minutes and have a conversation focused on information from the book jacket. Books guide the conversation so that it focuses on the areas of their

life that they want to share. Lots of library language is used which adds a bit of fun: book jacket, hold times, check-out period, etc. Both books and readers sign agreements stating that the conversation and questions will be based on respect, an environment of civility, honest curiosity, and “Books will be returned in the same condition in which they were loaned.” We as librarians have learned useful things from our colleagues that host the library with us. And our partners enjoy being “librarians for a day.”

“My Readers were able to ask direct questions with a kind of engagement that I don’t often see in classrooms. The simplicity, authenticity, and integrity of the interaction are what matter for the Readers.”
- Human Book





FORGING AHEAD

Belk Library's engagement in High-impact Practices is ongoing, student-centered work and aligns perfectly with Elon University's commitment to engagement and student success. The library leadership team regularly tracks, evaluates, and reports progress on our strategic plan as we explore ways to deepen our HIPs involvement and to share the word about how our focus on **high-impact practices** embodies our engagement with the University.

Opportunities for **deep collaboration** with our building partners are on-going and have already led to joint conference presentations. Students taking classes in the new multi-purpose classroom or visiting the offices of Academic Advising, Disabilities Resources and Learning Assistance services in the new Koenigsberger Learning Center can easily access research support through the library, technology support from Teaching & Learning Technologies and writing support from the Writing Center. We will continue working in engaged exploration of how we can all be better together and how we will add value for each constituent unit as well as for our shared patrons of the Elon community.

The rise of Elon University to national prominence in recent decades has been attributed to a commitment to careful **strategic planning**. As the university and library begin our next phase of strategic planning, Belk Library will continue to align ourselves with major campus initiatives that promote student engagement and success.

A group of people, mostly women, are standing in a line, looking towards the right. They are in a room with large windows in the background. A whiteboard is visible in the foreground, partially obscured by a semi-transparent white box containing text. The whiteboard has handwritten notes in blue and red ink. The text on the whiteboard includes: "What questions do you", "- Will the load remain/will there", "- Will 20 min. park", "- Will there be golf", "- Will there be a sto", "- Where will mail b", "picked up?", "- Will carpet be replace", "- Where's the coffeeshop?", and "- Entrances? Security Gates".

SELECTED LIBRARIAN PUBLICATIONS & PRESENTATIONS

The Writing Center
Center for Writing Excellence



Post-it
Let's get it done
Don't let it slip away

What questions do you

- Will the load remain/will there

- Will 20 min. park

- Will there be golf

- Will there be a sto

- Where will mail b
picked up?

- Will carpet be replace

- Where's the coffeeshop?

- Entrances? Security Gates

SELECTED LIBRARIAN PUBLICATIONS AND PRESENTATIONS

PUBLICATIONS

The Engaged Library: High-Impact Educational Practices & Academic Libraries

Joan Ruelle, Editor

Chicago: ACRL (Forthcoming 2019)

Personal Librarians: Building Relationships for Student Success.

Lynne Bisko, Heather Buchansky, Brian C. Gray, and E. Gail Reese.

Santa Barbara, CA: Libraries Unlimited (Forthcoming 2019)

Partnering with Students and Disciplinary Faculty: A Case Study.

Peter Felten, Kristina Meinking, Shannon Tennant and Katherine Westover.

In *Building Teaching and Learning Communities: Creating Shared Meaning and Purpose*. Sharon Mader and Craig Gibson.

Chicago: ACRL (Forthcoming 2019)

SoTL Difference: The Value of Incorporating SoTL into Librarian Professional Development.

Peter Felten, Margy MacMillan, and Joan Ruelle.

In *The Grounded Instruction Librarian: Participating in the Scholarship of Teaching and Learning*

Chicago: ACRL (Forthcoming 2019)

Appreciative Inquiry and Shared Values: a Case Study.

Joan Ruelle.

Journal of New Librarianship, pp. 224 - 228

SELECTED LIBRARIAN PUBLICATIONS AND PRESENTATIONS

RECENT PRESENTATIONS

Catalogers can be Personal Librarians too! Recruiting Technical Services Staff as Personal Librarians.

Shannon Tennant

Personal Librarian & First Year Experience Library Conference, Cleveland, OH, March 22, 2018.

Design Stars: Partnerships for Active Learning Spaces.

Holly Hodge, Patrick Rudd, Shannon Tennant

Librarian's Association at the University of North Carolina at Chapel Hill (LAUNC-CH) Conference. Chapel Hill, NC. 2018.

Yours, Mine, and Ours - Partnerships for Student Success.

Joan Ruelle, David Woodbury

Triad Academic Library Association Paraprofessional Conference, NC A&T, 2018.

Reassessing Information Literacy: Methods and Findings from a Collaborative Assessment of College Writers' Source Use.

Teresa Lepors, Paula Patch, Patrick Rudd, Li Li, Dan Burns

Making Connections, 14th International Writing Across the Curriculum Conference, Auburn, AL. 2018

Mapping Understandings of Global Engagement.

Joan Ruelle, Maureen Vandermaas-Peeler and Tim Peebles

Toward a Learning Culture, International Society for the Scholarship of Teaching and Learning, Bergen, Norway. 2018.

Librarians on the Move: Innovation and Collaboration in Study Away.

Lynne Bisko, Amanda Glenn-Bradley, Dianne Ford, Patrick Rudd, Shannon Tennant

Panel at the 62nd North Carolina Library Association Biennial Conference, Winston-Salem, NC, 2017.

Campus Collaborations: Library Integration in High-Impact Educational Practices.

Dianne Ford, Teresa LePors, Joan Ruelle, Patrick Rudd, Shannon Tennant

Workshop at 62nd North Carolina Library Association Biennial Conference, Winston-Salem, NC, October 17, 2017.

SELECTED LIBRARIAN PUBLICATIONS AND PRESENTATIONS

RECENT PRESENTATIONS

Full Steam Ahead: Library Integration in High-Impact Educational Practices.

Chrystal Carpenter, Dianne Ford, Teresa LePors, Joan Ruelle, Patrick Rudd

Workshop at ACRL, Baltimore, MD, 2017.

Charting Your Course: Engaging Your Library in High-Impact Teaching and Learning Practices.

Dianne Ford, Patrick Rudd

Poster presentation at ACRL, Baltimore, MD, 2017.

A Model for Collaboration: The Human Library

Patrick Rudd

Triad Academic Library Association Paraprofessional Conference, Elon, NC 2017.

Instruction is for Everyone: Including Technical Services Staff in Library Instruction Programs.

Shannon Tennant

Triad Academic Library Association Instruction retreat, Greensboro, NC, 2017.

LEAPing for the Stars! Belk Library as an Entrepreneurial Model of an Engaged Academic Library.

Dianne Ford and Patrick Rudd.

Entrepreneurial Librarians Conference, Greensboro, NC, October 2016.

Strengthening Relationships and Experiences with Students through Personal Librarian Programs.

Lynne Bisko, Heather Buchansky, Brian C. Gray, and E. Gail Reese

American Library Association Annual Conference, Orlando, FL, 2016.

Assessing a Personal Librarian Program: An Evolving Process.

Lynne Bisko

Second National Personal Librarian and First Year Experience Conference, Cleveland, OH, 2016.

Co-Owners in Engaged Learning: Reimagining the Library First Year Writing Partnership as a Community of Practice.

Paula Patch, Patrick Rudd

The Innovative Library Classroom Conference, Radford, VA 2016.

SELECTED LIBRARIAN PUBLICATIONS AND PRESENTATIONS

RECENT PRESENTATIONS

Co-Owners in Engaged Learning: Reimagining the Library First Year Writing Partnership as a Community of Practice.

Paula Patch, Patrick Rudd

Georgia International Information Literacy Conference, 2016.

A Librarian, an Archivist, and a Professor walk into . . . a Collaboration that Matters.

Patrick Rudd and Shaunta Alvarez

Society of North Carolina Archivists / South Carolina Archival Association Joint Conference, Charlotte, NC 2016.

Low fences make good neighbors: shared, permeable space in an academic library

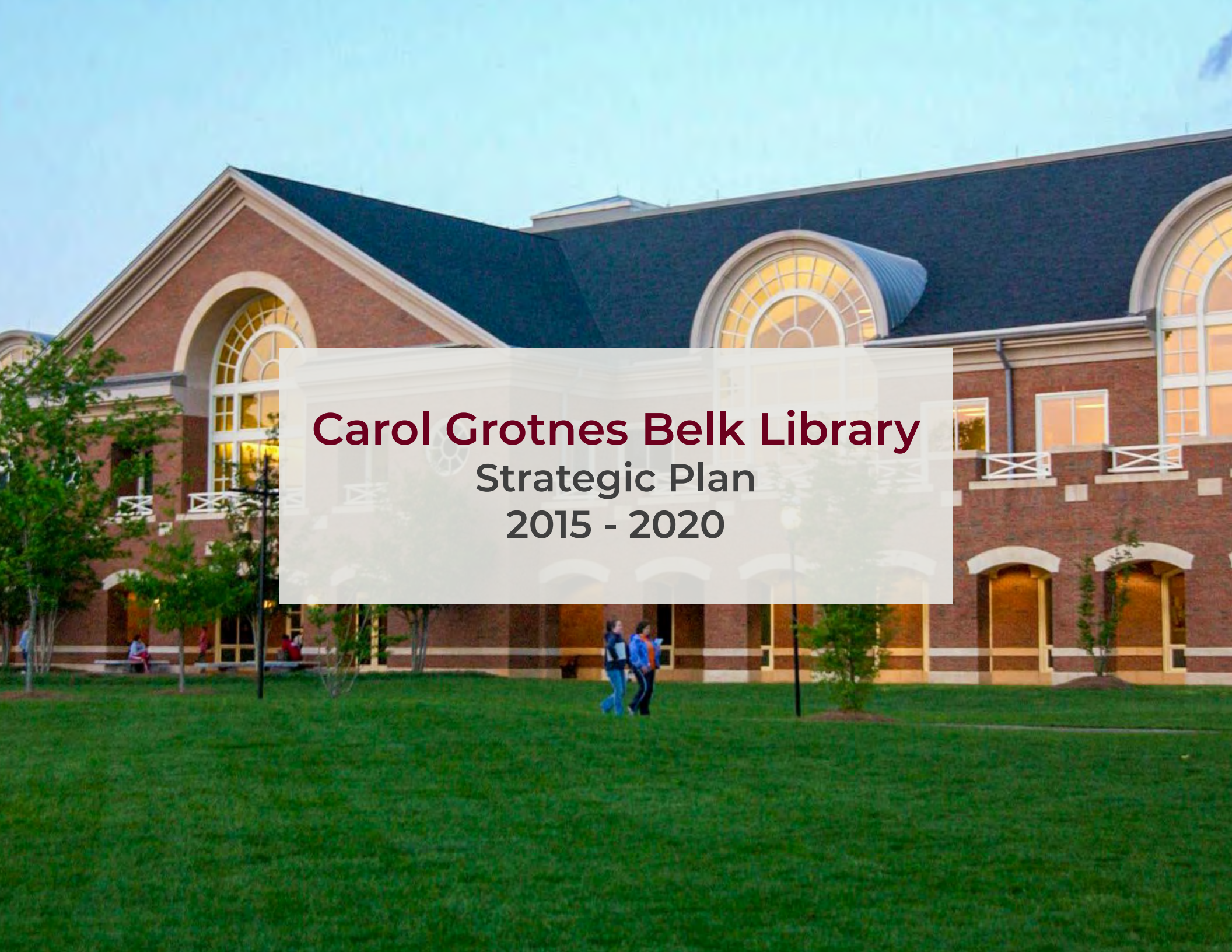
Joan Ruelle

Make it Matter, NCLA biennial conference, Greensboro, NC 2015.

(How) are academic libraries partnering with service learning initiatives on their campuses?

Joan Ruelle

Libraries and the public purposes of higher education colloquium, 2016.

The background image shows the Carol Grotnes Belk Library, a large brick building with a dark blue roof and several large, arched, multi-paned windows. The building is illuminated from within, and the sky is a soft blue. In the foreground, there is a green lawn with a few small trees and two people walking. A semi-transparent white box is overlaid on the center of the image, containing the title text.

Carol Grotnes Belk Library

Strategic Plan

2015 - 2020

STRATEGIC PLAN 2015 - 2020

Mission Statement

Carol Grotnes Belk Library advances the culture of engaged intellectual inquiry at Elon University. Our commitment to innovative service and dynamic partnerships enables our diverse community of learners to excel in their lifelong scholarship and artistic pursuits. We provide expertise, collections, and spaces to meet and anticipate the evolving information needs of Elon University and to preserve the university's history. Co-Owners in Engaged Learning: Reimagining the Library First Year Writing Partnership as a Community of Practice.

Themes that infuse all of Belk Library's work

Dynamic Partnerships to Excel

Information Resources to Achieve

Expertise to Innovate

Place to Inquire

STRATEGIC PLAN 2015 - 2020

1. Be the national model of an engaged academic library

Be essential to every high-impact practice for engaged learning on Elon's campus.

- 1a. Build upon the successful partnership between Elon 101 and the Personal Librarian program to connect students to Belk Library resources and services in their **first year**
- 1b. Expand upon the innovative integration of library instruction to scaffold support for **middle and upper-level courses** that are **writing-intensive** and/or foster **common intellectual experiences**
- 1c. Make and promote the library as the **academic heart of the residential campus**
- 1d. Build upon our existing partnerships to **co-locate services and resources** in **shared, permeable spaces** to support one-stop service in support of student success
- 1e. Partner with faculty to teach students how to successfully engage in **collaborative resource-based research**, and create spaces that foster innovation and **collaborative work**
- 1f. Expand our support and connection to all **undergraduate research**
- 1g. Continue to partner with campus colleagues to support **world-class faculty and staff research and scholarship**
- 1h. Build upon our successful integration of library resources (collections and people) to facilitate deeper engagement with **global study, leadership** and **service learning** experiences
- 1i. Continue to support **capstone experiences** through liaison librarian partnerships
- 1j. Expand partnerships with Student Professional Development Center to support **internship** success for all students
- 1k. Advance **research on engagement** in academic librarianship

STRATEGIC PLAN 2015 - 2020

2. Be the best starting point for information at Elon

Provide access to information resources to meet the needs of the Elon University community.

2a. Enhance and simplify access to all library materials through implementation of a **new integrated library system** and **comprehensive redesign of the library website**

2b. Strive to **deliver** information wherever, whenever, in whatever format our patrons need

2c. Evaluate, curate and provide resources uniquely **tailored to** the life-long learning needs of the Elon University community

2d. Engage in **evidence-based** collection **decision-making** to be best stewards of our resources

2e. Provide **expertise** in the use of information resources

3. Lead the Elon campus in conversations about scholarly communication and data services

Educate ourselves and our colleagues to better prepare Elon to respond to emerging changes in scholarly publishing, information dissemination and data needs (OA, OER, data management, data visualization).

3a. Develop library staff's **awareness and expertise** on current issues and emerging trends in scholarly communication and data services

3b. **Engage and**, where appropriate, **educate** campus partners around issues of scholarly communication and data services

STRATEGIC PLAN 2015 - 2020

4. Cultivate University Archives and Special Collections

Curate and promote unique collections to advance scholarship and preserve Elon University's legacy.

4a. Enhance and increase **discoverability** of archival materials & special collections to **promote visibility and increase access**

4b. Actively engage with **campus partners** to preserve, document, and promote Elon's history

4c. Streamline archival practices and create effective processes to support a robust and nimble archival **repository**

5. Support a world-class library staff

Cultivate an organizational culture that supports and equips all staff (including student staff) to perform at their highest level as well as contribute to the library profession.

5a. Seek and support professional development opportunities for staff to **build expertise**, expand professional networks, become aware of emerging trends, and **enhance Elon's reputation**

5b. Recruit, develop and retain a diverse staff dedicated to supporting an **inclusive community** and modeling intercultural competence



SUPPLEMENTAL MATERIAL

LEARNING

"This building is indeed spectacular. However, most inspiring of all is Elon's courage and wisdom to place the KLC in the heart of campus attached to Belk Library." — ROBERT KOENIGSBERGER P'17

With the addition of the two-story Koenigsberger Learning Center, Elon is redefining how to serve the needs of all students.

BY MADISON TAYLOR

Samantha Eastman discovered her favorite study spot on her first day of class. The first-year student from Falls Church, Virginia, explored Carol Grotnes Belk Library only three days after moving in on campus. As she wandered from floor to floor and room to room, she saw the perfect place on the second floor. She went through a mental checklist. Comfortable seating? Check. Privacy? Check. Power outlets? Check. A dynamic view for those times when a little distraction from reading is required? Check. "I love this space," she says. "The design allows for collaboration between groups of people. This is going to be one of my favorite spots to study."

Unknown to Eastman, she had discovered a space on Elon's campus not many students had visited yet when she found the Koenigsberger Learning Center, a new 11,000-square-foot, two-story addition on the east side of Belk Library. Perched on seating located under a large picture window that overlooks the Inman Admissions Welcome Center and the Moseley Center, Eastman has a perfect view of the quad. "I can look up and see things outside then go right back to my work," she says. "This provides all the things I'm looking for in a study space."

Joan Ruelle, dean of the library, and Becky Olive-Taylor, executive director of the Koenigsberger Learning Center and director of Academic Advising, both smile at Eastman's reaction. It's what they hoped to accomplish when planning the construction, renovation and addition of the learning center to the library. The result from this partnership is a one-stop site incorporated into Belk Library that reimagines how college students study and how they access academic services and resources.

The center is now home to the Academic Advising, Learning Assistance and Disability Resources programs. It includes improved offices for academic advising; two multi-purpose meeting/seminar rooms; an assistive technology lab; a large first-floor classroom; and dozens of sites scattered throughout where students can work in groups or individually at high-top tables, booths or easy chairs. In addition, 5,000 square feet of space in Belk Library was renovated to improve the flow between the old and new buildings. A periodicals area with shelves was removed and stored at another site on campus to connect the second floor study areas. The former tutoring office on the first floor of Belk is now a research center and meeting space.

"We rearranged a lot of furniture to accommodate the various ways students study," Ruelle says. "We created a collaborative study space."

DREAMING OF A LEARNING COMMONS

The groundwork for the Koenigsberger Learning Center was laid a few years ago. Elon is committed to a central library, Ruelle says. A renovation of Belk Library's first floor in 2014 reflected the greater physical and operational integration of the Writing Excellence Initiative, as well as consolidation of key academic expertise—research, writing, technology and tutoring—in one



(President Connie Ledoux Book joins Dilek & Robert Koenigsberger for the Sept. 28 ribbon-cutting dedication of the new Koenigsberger Learning Center.)

convenient location. Since the Writing Center and peer tutoring services were already in the library, the focus then shifted to partner with academic advising and disabilities resources, which were located then in Duke Building. It was about this time that Olive-Taylor and her team started dreaming about an even bigger integration of services as they worked on a five-year plan. So when a donor who shared that vision came along, Ruelle adds, “We were able to make a strong case that this is a place where all students can get their work done, no matter what that work is.”

Inspired by the idea of enabling the success of all students, Elon parents Robert and Dilek Koenigsberger P’17 made the dream a reality with a game-changing \$5 million gift to build the learning center and establish an endowment that will fund its annual operations, including adding new staff positions and technology resources. It was their goal to help students take advantage of everything Elon has to offer. “Our family has benefited and has been enriched by Elon and its culture of partnership, humility and gratitude. Elon is not simply a university, but rather a lifelong community,” Robert Koenigsberger said during a Sept. 28 dedi-

cation ceremony. “This building is indeed spectacular. However, most inspiring of all is Elon’s courage and wisdom to place the KLC in the heart of campus attached to Belk Library. This permits convenient, seamless access to all these essential programs.”

Ruelle and Olive-Taylor both call the combined Belk Library and Koenigsberger Learning Center a “learning commons,” but there is little common about it in higher education. While a small number of university libraries offer similar services in one site, the strong collaboration among all the partners at Elon—the KLC, the library, Teaching and Learning Technologies and the Center for Writing Excellence—is unusual. “Joan is incredibly progressive and student-centered in the ways libraries offer support,” Olive-Taylor says. “There are libraries that would put up roadblocks to the idea of shared space, but Joan embraced the idea from the start.”

STUDENT-CENTERED SERVICES

One consistent theme with the learning center addition is improving students’ access to resources and services. Belk Library is among the most visited places on campus—it received roughly 315,000 visits last year, with the highest amount of traffic between 4:30 p.m. and midnight. Belk Library is open 143 hours a week, and around the clock five days a week. The library also noted almost 4,500 visits between 2 a.m. and 7 a.m.

Ruelle and Olive-Taylor want to make sure the library’s space is maximized to meet the needs of all students and at the times most needed. In planning the learning commons, the pair emphasized the value of “permeable space,” sites that can be shared across time by different students. On the second floor, a hallway area with 18 private testing spaces connects Belk Library to the Koenigsberger Learning Center. During the daytime, the rooms are used for private testing of students with learning disabilities and the Belk Library doorway is locked. After 5 p.m., the learning center’s doorway to the corridor is locked and the Belk Library door opened so students can use the rooms as individual study space. Offering a diversity of spaces, Ruelle says, gives students flexibility to choose to work in the space that is most comfortable and conducive to their work, whether they are meeting with their academic adviser, a librarian or a writing consultant. “We wanted seamless flow between the spaces and to minimize barriers and delineations between services,” she adds.



With the addition of the Koenigsberger Learning Center, Belk Library is a one-stop site that redefines traditional library services into a space that facilitates success for every Elon student.



{ Associate Director of Academic Advising and Director of Academic Support Jim Donathan advises a student in his office on the center's second floor. }

Privacy for students with disabilities is a high priority. Disabilities services is located on the second floor as is the assistive technology lab. The door to the lab is locked and only accessible with a swipe card. The lab contains computers, hardware and software designed to help students with not only learning disabilities but vision or mobility issues. The tools include specialized keyboards, mice and LiveScribe pens as well as software designed to address a range of needs. These include magnification software, screen readers and powerful text-to-speech tools, among others. There will also be tools in the lab with the capability to convert inaccessible documents to alternative formats. An endowment funded by Richard and Gail Morris and their son, James '19, will help provide regular updates or additions to these learning enhancement tools in the future.

The offices for learning assistance and academic advising are also on the second floor. Large meeting spaces with detachable white boards are on both the first and second floor. Dozens of study tables, nooks and chairs are scattered throughout. Tutors and advisers can meet students in their office or at any site in the building. "I've been pleased, and a little surprised, to see how quickly the Academic Advising Center and Disabilities Resources have been incorporated into the day-to-day activities of Belk Li-

brary," says Jim Donathan, associate director of Academic Advising and director of Academic Support. "I've found myself advising students and then walking with them to Disabilities Resources, the Writing Center or the Learning Assistance space to show how convenient those services are now."

Ruelle and Olive-Taylor are pleased with the development of the learning commons created by adding the Koenigsberger Learning Center to the library. They see it as a win-win for all involved, especially the students. But both agree the work is just beginning. They plan to study how students and others use features in the new learning commons and make changes accordingly. In many ways they are walking a fresh path with only the students to guide them. "We have to be willing to learn from our students. We have to watch how they learn," Ruelle says. "We're making a road by walking it."

And while the space is lovely, Olive-Taylor says it's the dedication of the partners in the space that will realize the hopes and dreams for it. "All the partners are committed to student success and making this happen," she says. "We are more than the sum of our parts and pledge to become a model of supporting cooperation in the service of student access and success." ♣

The image shows the exterior of the Carol Grotnes Belk Library at dusk. The building is constructed of red brick with large, arched windows that are illuminated from within, casting a warm glow. A prominent green clock tower stands on the left side of the building. In the foreground, a grassy lawn is visible, and several people are walking or sitting on benches. A semi-transparent white box is overlaid in the center of the image, containing the library's name and website.

CAROL GROTNES BELK LIBRARY

www.elon.edu/library