

Crisis Report to Marketing Tool: The Auraria Library's COVID-19 Report

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Abstract: When the Auraria Library building closed due to the COVID-19 pandemic on March 18, 2020, library staff documented the procedures taken to shut down and move services online. As the pandemic wore on, the document grew from merely tracking the spring 2020 service disruptions to a robust report outlining how the pandemic affected library usage and larger organizational structures. This was an internal document to be used by library staff; however, the library's communications coordinator saw a marketing opportunity: transform a crisis report into an external marketing tool. The communications coordinator used the Adobe Creative Cloud suite of software applications to create robust and rich media elements based on specific color themes that could easily be repurposed for multiple communication channels, in line with the "hub-and-spoke" model of content creation. The transformed report would be used to further the library's overarching brand story of being an impactful resource for research and student success.

Keywords: documentation, internal marketing, crisis communication, marketing communications

Introduction

The Auraria Library serves the students, faculty, and staff of three higher education institutions located on one campus: University of Colorado Denver (CU Denver), Metropolitan State University of Denver (MSU Denver), and

Community College of Denver (CCD). The Auraria campus is the only campus in the country that is home to three separate degree-granting institutions. In the 1960s, the land the campus is now on was home to hundreds of Hispanic and Latinx families and businesses. Through a bond measure passed by the majority of Denver's citizens, these families and businesses were forced to relocate. Though residents organized to oppose this measure, they were unsuccessful. Their homes and businesses were eventually razed to make way for the Auraria campus, which opened in 1976.

The philosophy behind the tri-institutional nature of the Auraria campus was one of consolidation and collaboration. It was designed so that a student could attend CCD to earn a two-year degree, transfer to MSU Denver to receive a bachelor's degree, and then earn a graduate degree at CU Denver—all on the same campus. This vision has changed over the years, however, with each of the institutions carving out its own space and identity on campus. The Auraria Library as well as the health center and student union building continue to be the campus's few remaining shared resources. Because the library serves three different institutions, it offers learning materials and services that support a wide variety of curricula, from the associate of applied science (AAS) emphasis in paralegal degree program to a PhD program in public health. The campus supports nearly 38,000 students and about 5,000 faculty and staff. MSU Denver and CCD are Hispanic-serving institutions (HSIs), and 48% of CU Denver's student body identifies as students of color. Auraria is a commuter campus with growing online degree programs; it is therefore especially important for library resources and services to be accessible 24/7 from off campus.

In early 2020, Auraria Library hired a communications coordinator. The library had been without someone in this role for two years but, even before that, marketing was not historically approached in a coordinated way. Annual reports and marketing materials were created ad hoc and sometimes last minute—for example, one of the schools' provosts needed library statistics for an upcoming meeting within the space of a week. No strategic marketing or communications plan was in place. When the communications coordinator was hired, that quickly changed. He began working on understanding the complicated nature of communication on a campus as large and unique as Auraria's—having three higher-education institutions means connecting with three separate communications offices.

Within two months of the communications coordinator's hire, the library was closed due to COVID-19 and all staff, resources, and services moved to remote, when possible. The communications coordinator's first-year goal of assessing the library's communication needs and its relationship with the three institutions was replaced with a need for a crisis communications tool. It became clear that library messages about maintaining services to the Auraria Campus community might be lost in the myriad messages sent across campus by neighboring institutions. Communication that was clear, concise, and visually appealing—to stand out in the crowd—would be needed.

Literature Review

Libraries typically think of emergencies in terms of collections recovery. The library literature bears this out in a multitude of articles across many kinds of journals. Indeed, whole books have been written on the subject such as Emma Dadson's *Emergency Planning and Response for Libraries, Archives, and Museums* (2012). These books are rife with practical advice on preparing a library for physical emergencies, such as floods and fires. In Krasulski's review of the book, one sentence sums up much of the work on emergency management in libraries:

Dadson's work is a call to action since her central thesis is that as keepers of the cultural record, libraries, museums, and archives have moral and ethical responsibilities to preserve and, if need be, rescue the cultural artifacts entrusted to them. (2013, p. 190)

Pandemics are a different kind of emergency, however, and before COVID-19 there was very little literature about how libraries can navigate the effects of a pandemic. As of the writing of this article, a search in *Library, Information Science & Technology Abstracts* (LISTA) for "pandemic" and "academic library" from 2007 to the present results in 90 articles with all but one published in 2020 or 2021. These articles run the gamut from step-by-step outlines of how libraries had to adjust each service due to the pandemic to Martínez-Cardama and Pacios's article that analyzes libraries' pandemic communications via Twitter (2020). Martínez-Cardama and Pacio found that Twitter not only became a vital information-sharing outlet for libraries during the pandemic, but also "generated a climate of greater closeness with the community" through tweets of images of library staff working from home (Martínez-

Cardama & Pacio, 2020, p. 12). This article shows that some university libraries managed to use disruptions caused by the pandemic to improve their marketing. Walsh and Rana's outline of the changes the University of Toronto Libraries made to its library services to best serve its population is very similar in look and format to Auraria Library's COVID-19 report (Walsh & Rana, 2020). This article is written for library practitioners outside of the University of Toronto Libraries and so lacks the minute details provided in Auraria Library's report, which was written for internal use. Conference presentations are often able to address current issues more quickly, which was the case at the November 2020 Library Marketing and Communications Conference. Library marketing and communications consultant Cordelia Anderson presented on the nature of the COVID-19 crisis as it pertains specifically to libraries. Anderson's presentation explains how the pandemic is a unique example of something that transitions between the three most common types of crises identified in the marketing and communications field:

- Immediate crisis: A sudden incident, such as an industrial accident or natural disaster, that requires an immediate reaction and allows little time for research or planning.
- Emerging crisis: An issue that is brewing and that an organization knows could disrupt operations or affect its reputation.
- Sustained crisis: Continued negative impacts on an organization, most likely evolving from an immediate crisis.

As the pandemic continues and library staff around the world have time to reflect on this crisis, library literature around COVID-19 will inevitably expand.

What Is the Auraria Library COVID-19 Report?

Soon after it was announced the Auraria campus would close due to the COVID-19 pandemic on March 18, 2020, library leadership recognized it as an immediate crisis and began evaluating which services and resources could continue remotely and which could not. Services like online chat reference and access to electronic resources could, of course, continue with almost no changes. However, services that required in-person contact, such as physical material checkout and large-format printing, would have to be re-envisioned or suspended. It was also imperative that all staff had the equipment they needed to work remotely and any staff who oversaw in-person services had alternate work that could be done remotely. Additionally, the library had to be

closed safely. Essential emergency library staff needed to be identified, and important information about the situation had to be communicated to Auraria campus students, faculty, staff, and the public. Very quickly, the number of preparations became tremendous. Library staff also knew all these changes would eventually have to be undone.

The library needed a way to record all its plans and adjustments in an organized and comprehensive way that would not overwhelm library staff whose workload had just doubled. Documentation is important but can be onerous. The library decided to create a COVID-19 report to document all the procedures necessary to close the building. Staff added to it with no specific deadline. In the beginning, the report was merely a place to document the work being done.

Because of the nature of the pandemic—no facilities or buildings were damaged, no infrastructure was lost, no collections were harmed—many functions continued uninterrupted. The campus was closed, but classes moved online, all student services were conducted remotely, and no out-of-office replies were set up. It was clear the situation was evolving into an emerging crisis as library and university services were able to continue in some capacity and the only change was that now, everyone stayed home. While the library had many emergency-management plans that dealt with the loss of the building and collections, these tended to deal with handling physical collections rather than the steps needed to move services online. The library had no blueprint for this kind of disaster. The library staff mindset had to shift very quickly from library as place to library as services.

The first iteration of the report focused on services and was merely a list of what library staff were doing to move services online, when possible. The library director, the associate directors, and department heads had access to a shared OneDrive document and began to add notes about their specific areas of responsibility. The report was written for internal use and was divided into sections that aligned with the library's services. The sections included:

- Physical Collections
- Online Collections
- Selecting and Purchasing for Collections
- Collection Development
- Ask Us Services

- Library Website
 - Instruction
 - Research Help
 - Information Technology Support
 - Creative Technology Services
 - Borrowing from Other Libraries
-
- Interlibrary Loan

The sections were added as changes were made to services. Some sections, such as “Physical Collections,” were immediately impacted because access to collections was restricted; therefore, it was among the first sections in the document. As changes occurred with the physical collections, they were detailed in that respective section by the access and public services department head. All the other sections were populated in this way. Sections such as collection development were created more slowly. Library administration and staff originally imagined the building and campus would be closed for several weeks. Not until a month or so into the crisis did the library need to make collection development changes, such as ceasing to purchase print books. When this happened, the collection development section was created in the document. Because of the way the crisis moved from an immediate to a sustained crisis, the document had to be fluid as well as easily editable and accessible by everyone involved in its creation.

As the pandemic wore on and the situation became a sustained crisis, it became apparent that library staff would not return to the building in spring 2020 and that the building would be closed through the summer. It was decided the report would cover the spring semester, from the building closure on March 18, 2020, to the last day of the semester, May 16, 2020, and another report would be created to cover changes and updates that occurred during the summer period. In light of the knowledge that the building was not going to reopen, the report changed in two ways. The first change focused on impact and statistics. Because remote services were going to continue indefinitely, library leadership wanted to understand how use of the library had been affected by the building closure, the move to remote, the changes staff had made, and the pandemic’s other myriad impacts. This was important for several reasons. First, library leadership needed to know if staffing levels fit services appropriately. Did ILL borrowing requests skyrocket because the building was closed? If so, the library would need to reallocate staff to that

area. Secondly, library leadership knew budget cuts were coming and, possibly, layoffs or furloughs. It was important to have statistics ready to show university leadership that students and faculty were still using library collections, still asking library staff research questions, and that faculty were still requesting library instruction and doing research. Adding statistics to the report would assist the director in her budget talks with university administration.

Another benefit of using the report to collect statistics was realized in hindsight and had to do with recognizing staff and their hard work. Library staff were busy, some feeling like they had never worked harder for the library before, and many more had spoken about increased stress levels. This was in part because none of the library staff had ever worked remotely. Encouraging staff, recognizing their hard work, and supporting them is extremely important, especially during a crisis. Being physically in the library gave rise to all sorts of positive interactions, in-person thank-yous, and recognitions of progress and accomplishment that were very hard to convey when staff found themselves remote for the first time. The library had no systems or processes in place to recognize staff in a specifically virtual environment. Tangible statistics such as the number of reference questions answered, ILL requests filled, and articles downloaded felt especially important for showing how hard staff were working. Without being in-person and seeing colleagues working every day, without seeing how busy the library was and how many students were studying in the group study rooms, it was more difficult to understand that work was still being done: Students were still being served, staff were still working as hard as ever. Keeping statistics in mind during times like this seemed especially important, though there is no way to measure if it boosted staff morale in a scientific way.

Because the report was growing to include numerous statistics, more library staff were recruited to contribute to it. The contributor list grew from supervisors to staff who were directly responsible for services, along with unit and project leads. Some of the statistics were surprising, such as an overall decrease in website visits from the previous year at the same time. Others were understandable. When all courses on campus were moved online, many classes were cancelled. This led to a decrease in the number of instruction sessions library staff conducted. It was also helpful to see the significant increases in both online chat reference usage and interlibrary loan lending—these numbers

resulted in requests to hire back the student employees who were laid off at the end of the spring semester.

The last major change to the spring COVID-19 report was the addition of five more sections that pertained to structural, library-wide units. The Auraria campus college and universities were cycling through many discussions about when and how to open the campus, how many classes, if any, could safely be held on campus, the budgetary implications of the pandemic and various enrollment calculations, university wide layoffs, early retirement offers, furloughs, and hiring freezes. These larger conversations and eventual decisions caused significant changes to the library's organizational structure and strategic plan. The COVID-19 report became the place where these larger, complicated adjustments and changes were recorded. So, the following sections were added to the report:

- Facilities
- Communication
- Strategic Planning
- Human Resources
- Budget

The building remained closed throughout the summer of 2020. Library leadership was writing a comprehensive plan for partial reopening for fall 2020 but were still maintaining and fine-tuning remote services. The second COVID-19 report for summer 2020, built on that work and the statistics associated with it. This report covered May 16, 2020, to August 17, 2020, and followed the format of the spring report. Small adjustments were made as different services were offered or as adjustments to existing services were made. For instance, the library reopened a book drop on May 26, 2020, to allow for return of physical materials, which was noted in the summer COVID-19 report.

On August 17, 2020, the library partially reopened, allowing campus affiliates access to the library café space and began a new grab-to-go service. Both were major changes to the fall and summer library operations. The fall 2020 COVID-19 report will reflect these changes and will cover August 18, 2020, to December 31, 2020. As of this writing, the fall 2020 COVID-19 report is due to be completed by a March 1, 2021, deadline. This is the longest period

covered by a COVID-19 report so far; the later due date gives staff time to calculate statistics and reflect on the fall semester's work.

As the pandemic continues to affect library operations, the COVID-19 report has become useful in two other ways. While the campus has not given the library a definitive date to reopen the building, the library is drafting a reopening plan. Because the COVID-19 report provides a historical record of all the processes and procedures that were adjusted to cope with the crisis, it will act as a kind of checklist for the reopening plan to ensure all closing processes are, in essence, reversed. The hope here is that nothing will be overlooked when restarting services since all changes—from locking certain book drops to adjusting overdue notices were recorded in the report. And lastly, as the deadlines for the annual ACRL Academic Library Trends and Statistics Survey and Integrated Postsecondary Education Data System (IPEDS) report approach, the COVID-19 report will be used to explain aberrations in reported data. There will be vast differences in statistics, especially for in-person services like instruction sessions and physical item checkout. The report will give those library staff who are responsible for compiling both the ACRL survey and the IPEDS report the information they need to explain the wildly different statistics from the previous year.

How the COVID-19 Report Became a Marketing Tool: Aligning Format and Function with the Target Audience

Once the Auraria Library's Administration Team released the first edition of the internal Auraria Library COVID-19 report, the library's communication coordinator was tasked with transforming the report into an external piece of marketing content that aligned with the library's refreshed brand and was more approachable for the target audience: institutional leadership at the University of Colorado Denver, Metropolitan State University of Denver, and Community College of Denver.

While the internal report was an in-depth look at the changes COVID-19 brought to the library's internal workflows, usage data, and partnership relations, it was clear that institutional leadership had little time or bandwidth to review such an in-depth report. At the time of the report's internal release, institutional leadership teams across the Auraria Campus were facing the continual waves of COVID-19's everchanging effects on their respective

institutions. Understanding that the target audience had numerous reports to be reviewed, it was clear the Auraria Library COVID-19 report would need to take a different direction in form and function.

The communications coordinator decided to transform the internal Auraria Library COVID-19 report into an external Auraria Library Impact Report—an approach aiming to synthesize the available data in the COVID-19 report into a single medium that could then be broken down into smaller chunks that could then be repurposed across all the library’s available communication channels. This technique is often referred to as a “hub-and-spoke” content marketing strategy, with a single piece of content being the hub and pieces of that content are sent out across available communication channels as “spokes” (Huber, 2018). Following this strategy, the new impact report is the hub content and highlights only the top-level data with the greatest impact to the Auraria Campus community in a more visually approachable format: [a digital half-page flipbook](#) (Appendix A).

The digital flipbook was created so that its visual assets and data could become the spokes in other communications, such as social media posts and web articles, with few changes needed. For example, graphics from the flipbook could become elements in a web article, while impactful lines of copy could become social post captions. Both social media and web articles require information to be formatted in a specific way that resonates best with their audiences, thus the need for the impact report to be easily repurposed via the hub-and-spoke strategy.

Making Marketing Content Approachable for Leadership

The first step in transforming the internal COVID-19 report into the external impact report was rewording library terminology and jargon to make the data more approachable to external institutional leadership. The communications coordinator identified terms and acronyms most often misunderstood, such as interlibrary loan and library catalog (Kupersmith, 2012), and either replaced them or provided additional context.

Along with replacing misunderstood terminology, the communications coordinator sought to soften the tone of the report by rewriting data-heavy and academic-toned sentences with a more conversational tone, with emphasis on the impact to the Auraria Campus. This included using simple and

easy to understand words, shortening complex sentences in favor of brevity, writing in active voice, and using bullet points and other visual elements to break up text (Zulauf & Meier, 1990).

Developing the Visual Structure—On Brand

Though the Auraria Library is administered by CU Denver, the tri-institutional nature of the library's mission does not allow the library to adopt the CU Denver brand. The Auraria Library has a unique brand unrelated to any of the three institutions it serves; however, the brand had not been universally adopted by library staff in either their internal or external communications practices.

In the beginning of 2020, the library set out to formalize the elements of its brand and bring cohesion to its visual identity. The communications coordinator worked quickly to establish brand guidelines to ease the adoption of the brand amongst library staff before the full brunt of the COVID-19 pandemic reached the campus. The timing of the internal COVID-19 report and the subsequent development of the external Auraria Library Impact Report shortly after the library brand refresh made the impact report the perfect opportunity to express the refreshed brand and show an example of the creative opportunities within the brand.

The Auraria Library Impact Report uses colors from the library's brand palette to divide content based on the departments and units within the library. Custom graphics, light and bright imagery, and icons break up the text or call attention to impactful statistics within the colored sections to add an additional layer of interest for anyone quickly skimming the report. The library brand font, Fira Sans, was used throughout the report to create consistency and cohesion in the design.

The Adobe Creative Cloud's suite of software, including Illustrator, Photoshop, and InDesign, were used in the transformation. Adobe's "library" feature allows for the syncing of assets across the software and proved very beneficial for creating more content, like social media posts, from the impact report. For example, when graphic elements were created in Illustrator for the impact report, they could easily be saved in the Adobe Creative Cloud library and drag-and-dropped into other Adobe applications to create social content.

Stretching Content

The goal for the first impact report was not only to create buy-in and awareness of library services among institutional leadership but also practice creating a single piece of content that could be repurposed, mixed and matched, or easily have new content created from it for different communication channels and audiences.

For libraries with small-to-no true marketing and communications staff, like Auraria Library, it is important to learn how to create dynamic content that is flexible and easy enough to alter across all available communication channels, rather creating new content for each channel or sharing a single piece of unaltered content across all channels. This creates a more efficient workflow and frees up time for marketing and communications staff to work on other projects. Dividing the library's impact report into colored sections with chunks of information in bulleted form greatly increased the ability to mold it for other communication platforms. By creating content specifically for repurposing, the impact report could move beyond its original target audience and be tailored for additional audiences, like students and the public.

An Evolving Tool

Transforming the Microsoft Word format of the final COVID-19 report into the dynamic impact report created a greater level of flexibility for communication. Qualitative feedback from institutional leadership showed they much preferred the more visual approach to the previous text-based approach used in the earlier library reports. More precise quantitative feedback would have been welcomed; however, the impacts of COVID-19 limited the campus community's interest in giving feedback when this report was released. Feedback would thus be prioritized in future reports when COVID-19 would be less of a distraction. Nonetheless, the Auraria Library Impact Report helped build advocacy among institutional leadership because it made our information more approachable and easier to understand, increasing awareness of our services and impact.

Though the Auraria Library Impact Report was well received by institutional leadership, the hope is to transform the content even further. Future impact reports will feature less quantitative data and more qualitative

data, such as quotes and interviews from students about how the library impacted them as well as comments from faculty and staff about their use of library services. Understanding the common marketing and communications mantra that “people want to hear from people,” future impact reports will aim to do just that by utilizing the storytelling aspect of marketing strategy. The concept of using qualitative data such as user success stories to build an overarching narrative that illustrates quantitative data is discussed in “The Dreaded Library Annual Report: How to Create a Masterpiece that Showcases Your Library’s Value and Inspires Your Readers” by Angela Hursh, library marketing expert and former content team leader for the Public Library of Cincinnati and Hamilton County (2021). Prioritizing the user story is a concept that has gained further traction after having been showcased in the American Library Association – Core: Leadership, Infrastructure, Futures webinar “Developing Your Storytelling Skills for Library Assessment” by Amanda Sexton, Assessment and User Experience Librarian at Kennesaw State University (2021). If future Auraria Library Impact Reports are to live up to their “impact” name—the reports will need to show the result—the impact they are having on our students, faculty, and staff. There is no better way to show impact than to hear about it from the source directly.

Going Forward and Conclusion

Using the positive qualitative feedback from the first edition of the impact report, the communications coordinator hopes to reflect the same visual structure and design principles in future reports with varying level of intensity. For example, if one were to imagine the Auraria Library Impact Report as the complete visual transformation of a report’s data and located at the far end of a transformational spectrum, while the original text-based COVID-19 report is at the far opposite end, surely there is a visual balance between the two which can be implemented in other reports. This makes room for the process to be implemented not just in COVID-19 reports, but in any report created by Auraria Library. Different design elements, such as icons, fonts, shapes, and color palettes, could easily be copied into future reports in varying amounts from the original Auraria Library Impact Report, elements which have been saved in Adobe Creative Cloud’s library feature. Future reports could be, for example, multipage reports with design elements only in the header and footer or postcard-sized infographics.

The flexibility of this design process points back to the ultimate purpose of the report: to take visually uninspiring information and translate it into impactful marketing tools, grounded in a uniform visual design, to build awareness of the Auraria Library's efforts.

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Appendix A

Auraria Library Impact Report, Spring 2020



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This report covers:
March 18, 2020 to May 16, 2020.



From the Director

As COVID-19's impact increased across the Front Range in early March, the reality of a closed Auraria Campus was clearly on the horizon. The Auraria Library sprang into action, following guidelines to close the building and transition physical services into the digital realm. This created ripple effects in our services, resources, and remote work, while impacting statistics on library usage.

The details outlined in this report are only part of a larger narrative consisting of amazing work accomplished by our library teams to improve services, not just during these challenging times but as an ongoing effort to support the students, faculty, and staff of the Auraria Campus.

Preparing for COVID-19's Impact

- Prepared library budget scenarios to address FY 20-21 projected cuts
- Established budget priorities and values:
 - Preserving existing permanent positions
 - Preserving existing levels of resources and services
 - Health and safety of all library employees and users
- Purchased tools to ease the transition to remote work

1



Physical Collections

On March 18, 2020 access to the library's physical collections were restricted with the closure of the library building. All checked-out resources were given extended due dates and overdue notices were withheld. External drop boxes for materials were locked so no returns could be made.

Online Collections

A vast majority of the library's resources are available online—including databases, e-books, streaming audio/video, and other resources. They were not affected by the closure of the library building and were still available for checkout after March 18, 2020.

[Off-campus access stats for resources utilized can be found here.](#)

Collection Development

- All vendors held shipments of incoming physical items such as standing orders of print journals, and print books. Payment for these items continued in order to fulfill spending requirements for the FY 19-20 budget.
- Purchasing continued as planned but with an emphasis of transitioning to e-books and other digital formats. In situations where digital options were not available, alternatives were suggested.
- Renewals and new subscriptions of online materials continued as normal; the acquisition impact was minimal.
- Some publishers offered free access to materials for a limited time in light of COVID-19. The Auraria Library did not take advantage of these "deals" as we did not want our users to become reliant on resources with limited-time offerings.
 - This highlights the importance of Open Educational Resources (OERs): Once confronted with the inability to easily share traditional textbook supplier resources online, professors expressed interest in transitioning to OERs.

Total Number of Print Books Purchased:

The amount of print books purchased were reduced in 2020 since print books were being held by online vendors or the Tattered Cover bookstore until we could return to the physical library.



Additional e-book Purchases:

The Library purchased \$10,000 worth of e-book versions of our top circulating print books.

More than 90% of the budget for learning materials goes toward electronic resources.



3

Borrowing Between Libraries (Interlibrary Loan)

- All borrowing and lending of physical materials between Auraria and other libraries was suspended on March 18, 2020.
- Requests for most electronic journal articles and e-book chapters were unaffected by COVID-19 closures, and have proceeded uninterrupted.
- Some e-book borrowing and lending is available through Occam's Reader (a secure digital lending interface) for participating libraries.
- If print items are requested, we attempt to borrow e-books copies of the books if available from other libraries. If unavailable, we attempt to purchase the e-book version.
- Disruptions with interlibrary lending services occurred as student employees transitioned to working from home and again as Access and Public Service staff replaced student employees after student employee positions were not renewed by CU Denver.



20%

increase in requests for Auraria Library materials by other libraries



50%

decrease in Auraria Library request for materials from other libraries

The Auraria Library is part of a consortium of libraries across Colorado and the world who share materials through a process called Interlibrary Loan.

4

Ask Us Services

[View the weekly breakdown.](#)

- Access and Public Service (APS) staff worked with the community through phone and email to continue raising awareness of campus closures and disruptions to library services.

Information Technology Support

- Facilitated the transition to remote work for staff by installing software, providing hardware, training, enabling remote desktop, and monitoring servers. Prepared Ultimaker 3D printer for loan to the Make4Covid initiative at Inworks.

Library Website

- COVID-19 response page was created, along with an emergency banner, and additional COVID-19 information was added across the website pertaining to available online resources and building closures.
- Conducted remote website user testing with students to ensure the website continues to provide a delightful user experience.



33%
Increase visits to Ask Us page



1,000+
COVID-19 Information page views

5

Instruction

- In the Spring '20 semester, Education and Outreach Services (EOS) distributed a survey to 160 instructors to determine what kinds of resources would best support online instruction in the Fall term. Preliminary results indicated an interest in video tutorials, library management system content, and some other curricular support materials including lesson plans and worksheets.
- Researcher Support Services transitioned Savvy Researcher Workshops to an online format via Zoom and was able to host nine workshops over five weeks, covering all three institutions.
- Both RSS and EOS saw an uptick in requests for online instruction prior to COVID-19 and began exploring options to fulfill that need. This allowed these departments to make the migration fairly easily after campus closed.



130
sessions taught in person prior
to campus closure.



23
sessions moved online after
campus closure.



Research Help

- On March 13, 2020 face-to-face Research Tutoring was suspended.
- An expanded schedule with double staffing of Auraria Library personnel on Ask Us chat was put in place to reduce the number of questions fielded by Ask Academic—our weekend and after-hours service.
- A COVID-19 FAQ document was created and shared between staff to ensure they provided consistent and up-to-date information about the campus closure.
- The option for face-to-face consultations was removed. No other substantial updates to the consultation scheduling process was needed because an option for users to have consultations via Zoom was already in place prior to COVID-19.



955

questions answered via Ask Us chat.



113

research consultations conducted.



7

Creative Technology Services

- On March 18, 2020 the physical spaces of the Innovation Garage, Digital Media Studio, and Discovery Wall were closed.
- Discovery Wall events and Digital Media Studio appointments were suspended.
- Innovation Garage media support services moved to digital consultations.
- Faculty were contacted about the changes.
- Digital media assistance such as creating videos for online workshops, instruction, and digital poster creation was extended to Auraria Library staff.



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Communications

- New position. Hired during the Spring '20 semester.
- Established a weekly internal newsletter for library-wide updates related to COVID-19.
- Revived social media as a viable communication channel.
- Established visual identity for consistency in communication across library staff.
- Regained access to Google My Business listing for COVID-19 updates.
- Fostered new relationships and communication channels with campus institutions.

Human Resources

- Conversations continue among library leadership about the strategic management of our human resources.

Facilities

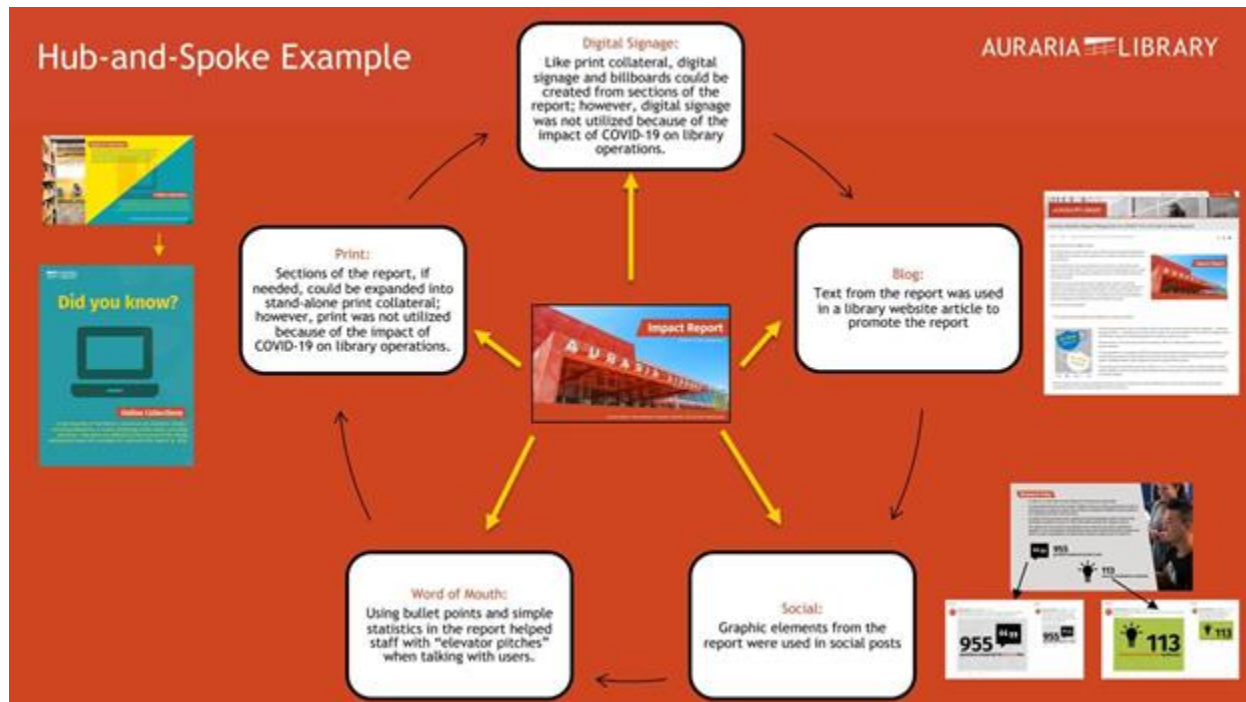
- Despite the campus closure, building operations continued: projects, preventative maintenance, custodial services, and security were managed remotely and in person.
- Capital projects, including those with vendors, were suspended indefinitely.
- Security was left to campus safety and the Neighborhood Community Officers. Communication with Auraria PD was crucial in this transition.
- Shipping and receiving at the library was coordinated with USPS, vendors, and AHEC receiving. Operational supplies have become unavailable to faculty and staff, resulting in higher expensed purchases.
- A large portion of facility efforts were directed toward building cleaning and disinfecting to ensure CDC guidelines were implemented and sustainable.
- Worked to align library facility operations with campus and university objectives and priorities.
- Building design and layout is currently being reviewed to conform with CDC, university, and campus guidelines for social distancing upon return.



**Serving the Community College of Denver,
Metropolitan State University of Denver, and
the University of Colorado Denver.**

Appendix B

Hub-and-Spoke Example



About the Authors

Sommer Browning is an associate professor and the associate director of technical services at the Auraria Library. Auraria is the library for the Community College of Denver, Metropolitan State University of Denver, and University of Colorado Denver. Her articles have appeared in *Collaborative Librarianship*, *Collection Management*, and elsewhere, and with Shannon Tharp she edited *Poet-Librarians in the Library of Babel: Innovative Meditations on Librarianship* (Library Juice Press, 2018).

Alexander Freedman leads the Auraria Library's marketing and communication strategies to better tell the story of its amazing students and dedicated staff who support them within the unique tri-institutional Auraria Campus in Denver, Colorado. For 12+ years, Alex has developed integrated marketing campaigns to drive ROI, taught data-driven strategies, built strong relationships, and mastered storytelling in higher education.



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