COLUMBIA — After a half hour of heated debate during its Thursday meeting, the MU Faculty Council passed a resolution reaffirming MU’s diversity policy. The faculty council also approved a policy about texting between students and faculty and voted to move forward on the construction of a monument to honor slaves who helped build MU.

Before voting, Provost Garnett Stokes spoke about the creation of an enrollment management committee. The committee will examine which programs and schools have the most room to accommodate new students. Enrollment was down during the 2016-17 school year, and MU is anticipating another drop in enrollment next year.

"There is a goal for this campus to grow again. What we want to do is make sure that when we do, we’re growing in places where we’ve prepared resources for it," Stokes said.

Diversity

Vice President for Inclusion, Diversity and Equity Kevin McDonald provided the council with a draft resolution reaffirming the university's commitment to a diverse learning environment. One council member, Jeff Rouder, criticized the measure and read a speech, calling the resolution a "non-performative one." He said the resolution would not rectify MU's lack of diversity.

"We have a chancellor who fired a coach for standing with his black athletes and could not say as much," Rouder said. “We have a diversity budget that is smaller than the cost of a new, run-of-the-mill RMI scanner. Diversity on this campus may be more about validating white people’s anxiety about race, gender and sexuality and the like than demanding change."
“The conditions do not exist at MU for (the resolution) to do what it says it does,” he said.

Rouder’s statements were met with resistance by other council members, including Faculty Council Chair Ben Trachtenberg.

"Gradually, I have seen things moving towards having a better climate,” faculty council executive committee member Flore Zephir said. "If the boiling point that was reached in 2015 was not enough for something to be done about it, then I don’t know what is. I don’t want to see shooting and violence and bloodshed on this campus for us to say the conditions exist.”

Despite the debate, the resolution passed. Rouder was the sole dissenting vote.

**Texting**

The council also approved a draft resolution that would add a section to the student handbook prohibiting text messages between faculty and students from being official communication.

If given final approval, the resolution would mandate that students are not required to send or receive texts from faculty members. They could instead choose to opt in to receive them.

**Slave memorial**

The council voted unanimously to support a resolution calling for the creation of a memorial to honor slaves who helped build MU. Trachtenberg said if the resolution passes, he would speak to Interim Chancellor Hank Foley about creating a committee to oversee the process.
MU faculty council endorses Inclusive Excellence framework to support diversity efforts


By Alyssa Toomey

**The MU faculty council voted to endorse the "Inclusive Excellence framework" - a set of guidelines proposed to help Mizzou achieve its diversity, equity and inclusion goals at its meeting Thursday.**

Faculty members were divided over the document's approval, sharing concerns that the document is out of touch with MU's current conditions. Despite the issues raised, only one faculty member voted against it.

"It's a weak start, but a start nonetheless," one professor said.

Another faculty member asked others to remember that this is solely a framework, and there are only so many specifics it can include.

The endorsement comes over 16 months since the UM Board of Curators implemented a series of diversity, equity and inclusion efforts following racially charged protests on MU's campus.

Four goals are laid out in the framework. They include:

- Achieving a more diverse and inclusive undergraduate and graduate student body, faculty and staff

- Creating and sustaining an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations

- Engaging students, faculty, staff and alumni and volunteers in learning varied perspectives of domestic and international diversity, inclusion equity and social justice
Creating and sustaining an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan

The framework has specific strategies and draws from past diversity studies that were conducted by the American Association of Colleges and Universities as well as by a senior research professor at Claremont University.

"In this day and age, our work around diversity and inclusion needs to be metric-driven," Kevin McDonald, chief diversity, equity and inclusion officer for the UM System told ABC 17 News.

MU has a goal of doubling the percentage of historically underrepresented faculty by 2020. Currently, less than seven percent of MU faculty members are from underrepresented groups.

"If we increase the diversity amongst our faculty, staff and students, compositionally, then we've arrived," McDonald said.

The U.M. System has a $1.7 million recurring budget for diversity efforts. It's unclear how much of that will be given to Mizzou, but the university's diversity and inclusion office has almost $50,000 in withhold for the current fiscal year. Some professors at the faculty council meeting expressed concerns that the diversity budget is too low.

"Even amongst budget cuts, we have to continue to think creatively to move forward in a number of different areas, and diversity is no different," McDonald said.

In order to move to the implementation phase, the framework must also be approved by staff and students.

Mizzou Researchers Find Weight-Bearing Exercises Can Improve Bone Health in Men

Generated from News Bureau press release: Weight-Bearing Exercises Promote Bone Formation in Men
Watch the story: http://mms.tveyes.com/PlaybackPortal.aspx?SavedEditID=3af16a3f-76ac-4bdb-abb-e37c202e1fc7
Reallocation: Does it make sense for UM?

As an abstract tenet of good organizational management, constant evaluation and occasional reprioritizing make utter sense, particularly for large, diverse, decentralized entities like a state university — and particularly for the University of Missouri, which has grown relentlessly since 1839.

Most of us would agree that as long as an institution remains in a growth mode and obviously underdeveloped, reallocation is a moot concept. For some time public higher education as exemplified by the University of Missouri has passed that stage. Funding from state legislatures has been dwindling while catalogs of program offerings grow. The constant challenge and easiest political route for campus managers is to sustain growth, led on by local chambers of commerce and other community developers who rightly regard the university as a primary engine of economic well-being.

If you live in Columbia, you want MU to keep growing. You have relatively less concern about the economic health of other Missouri communities or — let’s face it — of the quality of the university itself. As long as university budgets keep growing, we are satisfied with pronouncements about “excellence” and “greatness.”

So, in theory reallocation and retrenchment make sense, but on an ensuing battlefield blood will flow.

A serious test case occurred in 1982 when UM President James Olson decided burgeoning funding problems required reallocation. MU Chancellor Barbara Euhling and Provost Ron Bunn gave it their best, but as months went by and details became known, MU deans rebelled, campus faculty and constituencies from around the state rose from the woodwork, university curators began to waiver and legislators followed suit. Euhling and Bunn became isolated targets, and finally Olson decided the war could not be won. One small program was eliminated, but its remnants were kept alive by scattering them among other departments. The budget was not relieved, and the organizational chart remained incoherent.
The University of Missouri remains among the most "comprehensive" in the land, with something for everyone that guarantees the stretched-thin budget factor noticed by Bushing in 1982. If you were running a private organization, you would have developed priorities long ago, but a "comprehensive" public university is something else, thought to thrive by broad diversity of program offerings and the creation of fervent constituencies, the very characteristics that make it nearly impossible to govern with precision.

Into this vortex strides new UM President Mun Choi. Earlier this week he told the Columbia Chamber of Commerce that MU program cuts are looming. "We need to have not only new resources but reallocation of resources," he said. He mentioned criteria for judging programs similar to those Bushing and Bann used in their 1982 foray. "We can't be great at everything, so what are we not going to do so we can become better in the programs that are important to us?" Choi said, articulating why reallocation makes sense.

Are conditions today different enough to allow Choi to succeed? Budget realities make it clear MU won't be able to cover anticipated revenue shortfalls. Tuition is growing more slowly than in neighboring states. Choi accurately paints a bleak picture. Does he describe "exigency" without using the word?

Exigency is a state of dire operational stress that might give university presidents and chancellors leverage for making unpopular decisions, but what top administration sees as exigency, deans and their troops might see as calls to arms.

Perhaps the most significant difference that might allow serious reallocation to occur is today's public sentiment regarding the university. This is the poorest of reasons for supporting campus cutbacks, but the politics of reallocation have been more powerful than reasons why it makes sense. Reallocation has been devilishly hard because the polyglot organization can't agree on priorities from the grass roots. It's clearly a job for top management, but management has not been able to muster the strength and control to impose changes.

Without equivocation, President Choi proclaims an intention to try again. If he can pull it off, he will solve some budget problems but, perhaps more important, enhance excellence here and there. His criteria for picking programs for elimination make sense from an outside perspective. The deans and other defenders of the threatened bolwarks will raise hell, but in today's unpopular atmosphere will they be heard?

The process will be drawn out, necessary to prove decision makers are properly open-minded and concerned, but in the end Choi & Co. will have to implement unpopular decisions. They will, that is, if they are able to do reallocation at all. It will be a hard but potentially fruitful process.

*Status quo, you know, is Latin for "the mess we're in."*

Ronald Reagan
Union organizers file suit against the University of Missouri curators

By Ashley Jost and Ashley Lisenby St. Louis Post-Dispatch, 8 hrs ago

BELLERIVE ACRES • Union organizers involved in helping some faculty members at the University of Missouri-St. Louis have filed suit against the University of Missouri Board of Curators.

A group of UMSL faculty members and union organizers from Service Employees International Union announced the lawsuit Thursday afternoon at a gathering on the campus.

The pro-union employees and supporters said in the suit that they want the curators to issue new rules for an election to unionize. Organizers said the rules issued by the curators in October were “not how bargaining in good faith works.”

“The main thing we’re focused on today is the fact that a nonvote essentially counts as a no vote,” adjunct professor Michael Smith said about rules proposed by the board of curators. “So if you can’t make it out for the election then your vote essentially is counted as something you didn’t vote for.”

A University of Missouri system spokesman said school leaders didn’t comment on pending litigation.

Smith said the pro-union group believed filing a suit was the only way to guarantee a fair election process.

Among other frustrations outlined about the rules Thursday were grievances with who gets to be a part of the union, which some say is too broad.

According to the suit, the process adopted by the board of curators “requires all faculty at the UMSL campus to be included in a single campuswide bargaining unit consisting of all adjunct, nontenure track,
tenure track and tenured faculty, without regard to School or College.” The process also “prohibits groups of faculty that share a community of interest, unique common interests and working conditions from organizing into separate units for the purpose of bargaining collectively,” the suit reads.

Stacie Manuel, SEIU Local 1 organizing coordinator, said the process unfairly barred people from being able to organize and make improvements on campus.

Pro-union faculty also criticized the institution for racial discrimination and a gender pay gap. They believe unionizing will aid efforts for equality.

Under federal labor law, 30 percent of the overall population affected by unionizing must support the idea before an election can take place. UMSL has about 500 full-time faculty.

Several dozen faculty who are against the effort to unionize recently set up a website explaining their stance.

They argue that SEIU is the “wrong union” to partner with as the union is typically the organizer of health care workers, among other fields. SEIU backs a larger effort, Faculty Forward, that focuses on union options for faculty.

The push gained traction during the last year with unions for graduate students and adjunct faculty in particular at different schools.

SEIU is working with tenured faculty at Southern Illinois University Edwardsville, as well as adjunct professors at St. Louis University and Washington University, among others. This is the first lawsuit of this kind that SEIU has filed in Missouri.
Two big meetings at our university this week made the news.

One was celebratory, the other cautionary. They could hardly have been more different in setting or tone, but I took away from both an important common theme. I haven’t seen that theme reflected in the news reports, so I’ll explain.

On Monday, several hundred fans gathered in Mizzou Arena to welcome our new men’s basketball coach. It was a happier crowd than I’ve seen at actual games this season.

The huge scoreboard repeatedly flashed a set of impressive numbers: Playing in 6 of the last 9 postseasons, 23 conference championships, 26 all-time NCAA tournaments, four Elite 8’s. The last three seasons, for obvious reasons, weren’t mentioned.

When Coach Cuonzo Martin “came home,” as he put it, we stood and applauded. Mini-Mizzou played; the cheerleaders cavorted. Questions from the assembled sports writers were all friendly. We walked out smiling into the record warmth.

Wednesday afternoon in Jesse Wrench Auditorium, about 150 faculty members met our new boss, President Mun Choi. No band; no cheerleaders. Not much, in fact, to cheer.

Dr. Choi, just arrived from the University of Connecticut, gave what I thought was an impressive and sobering lecture. He showed his audience a lot more numbers than the Mizzou Arena scoreboard had and they were a lot less positive.
For the current fiscal year, the state has withheld $37 million that was promised. For next year, the cut increases to $41 million from the core budget, plus another $15 million from several collaborative programs across the state.

Overall, state support, which covered 62 percent of the university budget in 2000, now covers just 35 percent. Tuition and fees have increased from 29 percent to 52 percent. Neither state support nor tuition increases have kept up with neighboring states. (He made a little joke about the difference between being a “state-supported” institution and a “state-located” one. The laughter was muted.)

His charts showed that our research productivity, our federal grants, our national award winners, our faculty diversity all trail other state universities.

Faculty members asked some hard questions, which Dr. Choi answered with grace and candor. Afterward, as I walked back across the campus, the wind was chilling.

Thinking back on the events, I realized that their most significant content was really a kind of subtext.

It wasn’t stated, but it’s clear that the first thing Coach Martin and President Choi have in common is that both are starting from the bottom or close to it. Nobody mentioned Monday, but everybody knew that the Tigers finished last, again, in the SEC. And one of Wednesday’s charts showed MU as ranking 33rd of 34 public members of the prestigious Association of American Universities.

The other thing — the most important thing — that the coach and the president have in common is their obvious determination to change those rankings.

Coach Martin’s goal, he said, is “to be the last team standing” when the championship game is played. To reach that goal, he vowed, he will recruit worldwide to bring in players hungry for success on the court and “25 or 30 years on.” Another possible homecoming, that of the Porter family, would help him toward that goal.

President Choi’s challenge is, if anything, even more daunting. He told us some programs will have to be cut, some resources reallocated. But we will also have to increase enrollment of top in-state and high-
paying out-of-state students, improve research productivity, bring in more gifts and convince the public and the legislature of our value.

He promised to be “transparent and accountable.”

These are early days, of course. Neither the coach nor the president has had time to deliver. But both, it seems to me, are off to a strong start. That’s cause for at least cautious optimism, don’t you think?

Visiting professors talk about sleep patterns and obesity risks


By Khaki Martin

COLUMBIA - A packed audience learned about the connection between obesity and sleep problems Thursday in the Monsanto Auditorium at the University of Missouri.

Eve Van Cauter, the director of the Sleep, Metabolism and Health Center in the Department of Medicine at the University of Chicago, talked about the difficulty with obesity when people have deregulated or poor sleep.

"Sleep disturbances are increasing common in 21st century society," Van Cauter said. "Modern man in industrialized society just doesn't go to bed as much."

Van Cauter said lifestyle factors, like the blue light that emits from television and laptop screens, greatly contribute to sleep loss.

Common sleep disturbances, such as sleep apnea, in turn affect our circadian rhythms, glucose levels and eating schedules.
"It's what you eat, and what time you eat that can have metabolic consequences," Van Cauter said.

Rotating night shift workers are especially at risk for the negative consequences of not enough sleep.

Van Cauter was in Columbia for the MU Department of Nutrition & Exercise Physiology's annual Nutrition & Exercise Research Day.

The department has publicly promoted health awareness to the public for half a century.

"This started about 51 years ago as 'Nutrition Emphasis Week.' So Mizzou’s had a long and strong history in nutrition, said Christopher Hardin, the department chair for the Department of Nutrition & Exercise.

In the last decade, the departments focus has shifted to focus more on the obesity epidemic.

"About nine years changed it from Nutrition Emphasis Week to Nutrition and Exercise Research Day for a couple of reasons. First, to incorporate exercise with our focus on obesity, that’s the other side of the coin in terms of energetics and energy metabolism, secondly we love the acronym [NERD]," Hardin said.
Hospital trustee candidates weigh in on medical tourism concept

By Brittany Ruess
Columbia Daily Tribune

Candidates for the Boone Hospital Center Board of Trustees discussed the concept of medical tourism and making Columbia such a destination at a forum Thursday.

In September, Columbia Mayor Brian Treece introduced an initiative to make Columbia a destination for medical tourism for out-of-towners and the city council later appointed residents to explore the idea.

Treece called the effort "an opportunity for an unprecedented partnership between competing health care providers" during a news conference in City Hall, surrounded by representatives from Boone Hospital Center, University of Missouri Health Care, orthopedic surgical centers, hoteliers and more.

Candidates for two open seats on the board shared their thoughts on strengthening local health care at a Columbia Chamber of Commerce forum Thursday. Gordon Christensen, a former physician at Truman Memorial Veterans' Hospital and University Hospital, is competing for the five-year term against Randy Morrow, former vice president and chief operating officer of Boone Hospital.

Bob Wagner, who currently sits on the board, is running against Taylor Burks, director of distribution, inventory and asset management for the University of Missouri System and a lieutenant in the U.S. Navy Reserve, and Rick Shanker, a local electrician, for a one-year unexpired term.

The seat was left vacant afternow Southern District Boone County Commissioner Fred Parry resigned. Christensen said hospitals and health care providers should explore telemedicine as a way to collaborate and enhance services for patients. Boone Hospital currently does not use telemedicine, said Ben Cornelius, a spokesman for the hospital. In an email earlier this week, Christensen said the community could benefit from the knowledge of Karen Edison, director of the Center for Health Policy at the University of Missouri School of Medicine, who is well-versed in telemedicine.

"There’s really nothing stopping us from using her expertise and her contacts to develop telemedicine as the glue that helps health care in general throughout Missouri and also helps to develop health care here in Columbia," he said.

Morrow said Columbia becoming a medical destination only will be possible if the major local hospitals — Boone Hospital, University Hospital and Truman VA Hospital — the new CenterPointe Hospital,
business leaders and the public come together. Columbia Public Schools and Columbia Regional Airport also should be promoted to attract people to the area when they’re searching for medical services, he said.

“But no one entity can do it by” itself, Morrow said. “We have to do it as a community.”

Burks also said the hospitals need to collaborate and stop undercutting one another to make the best use of the local pool of physicians. He denounced the use of the phrase “medical tourism.”

“When you’re looking for health care, you’re not a tourist,” Burks said. “You’re someone seriously in need of serious health care.”

Doctors’ groups need to be included in the discussion, Wagner said. “There’s an opportunity here if we’re patient enough and smart enough and ambitious enough in bringing together some of these entities,” he said. “The discussions have started and I think it’s going to be better. When? The timetable is a little bit harder to quantify.”

Shanker referred to his primary position that Boone Hospital Center should be autonomous.

“I’ve been told by people that Boone Hospital can’t go alone, that we need to be part of a bigger conglomerate,” he said. “And this is probably the same line that Anheuser Busch gave to Flat Branch Brewery, Broadway Brewery and Logboat Brewery.”

bruess@columbiatribune.com
573-815-1722

Inside
- Columbia Board of Education candidates tackle issues in forum: Page A3.
- First Ward council candidates focus on homelessness, poverty: Page A5.

Online
See videos from the forum at www.columbiatribune.com.
MU says all students in London are accounted for and safe

By Caileigh Peterson

COLUMBIA — Following terror attacks in London Wednesday, the University of Missouri said it has been in touch with all students studying abroad in London.

30 Mizzou students were in London during the attacks. MU said all students are safe and accounted for.

"We do stay in touch with our students while they are overseas and make sure they are aware of any state department warnings. When an incident happens, we get in touch with every student to make sure they are safe and offer any help or advice that they request. We do have the ability to bring them home on a moment’s notice if they, or we, feel their safety could be compromised. Their safety is our top priority," MU spokesman Christian Basi said.

Media coverage of Islam examined at MU talk

SARAH WYNN BOBBI WATTS, 9 hrs ago

COLUMBIA — Muslims are reported more negatively than any other topic in the news, and education about Islam can combat negative coverage, said MU journalism student Humera Lodhi.
About 30 people listened attentively to Lodhi, who talked to community members in a classroom in the MU Student Center about coverage of Muslims in the news. Audience members challenged Lodhi during the event, and the conversation got heated at times.

Lodhi listed examples of negative news coverage of Muslims and discussed how readers can stay educated. The Islamic Center of Central Missouri hosted the event.

Lodhi mentioned Wednesday's attack in London, where four people were killed outside London’s Parliament after a knife-wielding man plowed a car into pedestrians on Westminster Bridge and then killed a police officer inside Parliament gates. Forty people were injured, and the attacker, who was Muslim, was shot and killed by a police officer.

“That attack was labeled a terrorist attack,” Lodhi said. "It gives me pause to think that if that would have been someone of a different origin, whether it would have been covered the same way."

News outlets portray Muslims in a one-sided way, she said. She referenced the 2015 Charlie Hebdo attacks in Paris, when Muslim gunmen killed 17 people at the satirical newspaper, a kosher grocery store and the Paris suburb of Montrouge.

Lodhi noted that headlines stopped at the word Muslim, without giving more complete coverage of the attacker’s identity. She added that Muslims in Europe face different forms of discrimination than Muslims in the U.S.

"Muslims in America are predominantly middle class, whereas Muslims in Europe happen to be working class or lower class," said Lodhi. "The marginalization Muslims in France face is going be different than Muslim Americans face. That wasn’t something that was really talked about."

Lodhi spoke positively of the Arab Spring movement, a social media-based advocacy movement that young Muslims used to promote democracy. Muslims demonstrated in the streets as part of the movement and spread the word through social media.
"A lot of times, we focus on Muslims who are doing the censoring instead of people who are fighting for freedom of press," said Lodhi.

Social media can prompt people to advocate for countries facing turmoil. Lodhi cited 2015 terrorist attacks in Paris as an example. Following the attack, Facebook created a filter of the French flag that users set as an overlay on their profile pictures. The phrase "We stand with France" swept social media in the days following the attacks, which began at a concert hall and killed 130 people.

But that sense of unity was absent following attacks in predominantly Muslim countries, Lodhi said.

"Around the same time, there were attacks that were carried out in Turkey, and we never saw any Facebook filters or 'We stand with Turkey,'" Lodhi said.

Shakir Hamoodi, a community leader at the Islamic Center of Central Missouri, said media outlets need to become more educated on Islam. Journalists should know and use words such as Muslim, Sharia and Islamic, he said.

After Lodhi's talk, an audience member asked what words people should use for people labeled as Islamic extremists, such as 'Islamist.'

Lodhi quickly noted that "Islamist" was not a word.

"Religion followers are Muslim. You don’t hear people saying Christianists," she said.

Education and diversity in the newsrooms could improve coverage of Muslims, Lodhi said. Newsrooms need more Muslim reporters, she said, and people should take steps to diversify the information in their social media newsfeeds to include a variety of opinions and sources of information.

"The crucial factors in covering any topic is to learn about it, be ethical, and avoid alternative facts," Hamoodi said. "Respecting your audience via providing them with the truth is the best service you may provide to the society."
Terrorist attacks or other acts of violence committed by Muslims do not represent the entire Islamic community, Lodhi said.

"When I’m here, I’m going to be talking about Islam, not necessarily Muslims, because I can tell you what Islam teaches," Lodhi said. "I can’t tell you how 1.6 billion people are going to act."

---

'**The Library Has Never Been More Important**'

Arizona State U, known for rejecting norms of traditional campuses, will invest more than $100 million in its library, seeking to serve on-campus and a growing online study body.

**NO MU MENTION**

*By Carl Straimsheim March 24, 2017*

Arizona State University will spend “well more than $100 million” over the next few years to renovate and rethink its libraries, the clearest indication yet of how the library fits into the institution’s plan for the public research university of the future.

The university later this year plans to close the Hayden Library on its Tempe campus for a two-year renovation. At the same time, the university will continue to work on expanding the library resources and services available to its roughly 26,000 degree-seeking online students and the hundreds of thousands more taking at least one class online from the university.

“The library has never been more important,” President Michael M. Crow said in an interview. “The library turns out to be absolutely central to our logic of building our educational enterprise - - central in the sense that it is the tool which connects our students wherever they are.”

Plans for renovations have been in the works for years, but now, Crow said, "We have the green light. We're moving ahead. And we don't move slowly."
Many other universities are reorganizing their libraries as they see an increase in the use of electronic resources and demand for cafes, multimedia classrooms, maker spaces, writing centers and other spaces devoted to teaching, learning and research. ASU, which under Crow's leadership has relentlessly pursued an innovation agenda, joins their ranks to argue for the benefits of libraries at a time when federal funding is on the cutting block.

The university in October 2014 hired James J. O’Donnell, a classical scholar who previously served as provost at Georgetown University, to lead the university library through the reorganization process. In an interview, he said one of his priorities since taking the job has been to figure out what to do with the 4.5 million physical items in the library’s collections.

“It’s time to realize that all of our users are primarily online users of our collections,” O’Donnell said. Reorganizing a university library around that concept “means changing your service model, your staffing structure and organization, and bringing in a bunch of new people,” he said.

Some of those new people might be embedded at EdPlus, ASU’s innovation unit, or might work with instructional designers to embed library resources into course syllabi. O’Donnell said he hopes to hire around 25 people, bringing the library staff up to about 200 people.

The university last year received a $50,000 grant from the Andrew W. Mellon Foundation to support that work. O’Donnell said he plans for the renovated library to highlight a “carefully chosen print collection.” Its special collections feature prominently in those plans, as they will be moved from their current location “hidden away on the fourth floor” to the main floor, he said.

“We want it to be a place that says libraries are important because libraries have the good stuff,” O’Donnell said. “Libraries have and manage access to the best-quality learning and research resources, and we have the wizards to help you find what you need. We can take you to lots and lots of places that the open internet just can’t plain take you, and we can show you how to get there.”

O’Donnell also said the library is considering a future in which it will feature smaller “thematic exhibits” with accompanying events on a rotating basis. One semester might be devoted to Italy; the next, sustainability.

The library is taking some cues from the retail world on how to design the rotating exhibits to invite visitors to attend and explore, O’Donnell said. The retail angle extends to how the library is talking about its operations. The library will store the rest of its collections in off-site shelving on its Polytechnic campus, some 20 miles away from the Hayden Library. But librarians don’t refer to the off-site shelving as “storage,” he said. Instead, they are being encouraged by Crow to see it as a “fulfillment center,” similar to those used by online retailers.

An informational website that the university set up to raise awareness about the library renovation completes the comparison to Amazon. It explains that books “will remain accessible to the ASU community through expedited delivery options similar to the Amazon Prime service.”
Story continues.