Embracing Challenges in Times of Change: A Survey of the Readiness of Academic Librarians in New Jersey for Transition to the ACRL Framework

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Embracing Challenges in Times of Change: A Survey of the Readiness of Academic Librarians in New Jersey for Transition to the ACRL Framework

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Abstract

Many academic librarians in the state of New Jersey (NJ) have successfully integrated information literacy (IL) into the curriculum using the ACRL IL Competency Standards for Higher Education (Standards). These Standards formed the underpinnings of IL curriculum mapping and assessment plans, and have been adopted by administrators in higher education institutions across the state. The advent of the ACRL Framework for Information Literacy for Higher Education (Framework) prompted the author to survey IL coordinators to investigate how their institutions are embracing the opportunities presented by the challenge of looking at IL through this new lens. This paper presents a snapshot of NJ librarians’ readiness to adopt the Framework: challenges, opportunities, new approaches to IL integration, and gaining buy-in from relevant campus partners. This study is timely because the Standards were rescinded two months following the administration of the survey.

Keywords: ACRL Framework, ACRL Standards, NJ Academic Librarians


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Embracing Challenges in Times of Change: A Survey of the Readiness of Academic Librarians in New Jersey for Transition to the ACRL Framework

Introduction

The advent of the new ACRL Framework for Information Literacy for Higher Education (Framework) in February 2014 generated professional discourse among librarians from all types of institutions. Many hoped that they would see a co-existence with the ACRL Information Literacy Competency Standards for Higher Education (Standards). In fact, in January 2015, a group of librarians in New Jersey (NJ) penned an Open Letter (Dalal, 2015) specifically asking the ACRL Board that this be considered by stating, “the Standards do need revising, and in doing so can be mapped to the Framework to create cohesive documents that are used in tandem.” Notably, this letter garnered 352 signatures from 38 states. Those signing the letter represented medical, law, naval academy, online, state, and research institutions.

Co-existence of the documents was particularly important for NJ librarians. Significant strides were made working with faculty and administrators to integrate information literacy (IL) competencies into curricula, and to develop structured paths as students progressed through their academic careers from community college and beyond. Dempsey, et al. (2015) outline these accomplishments as:

1. The agreements involving transfer of credits from community college to a public four-year institution, which have been in practice since 2008 under the Lampitt Law's Comprehensive Statewide Transfer Agreement.
2. The use of Information Literacy Progression Standards (Progression Standards) (New Jersey Library Association, 2009) for “curriculum planning and course mapping, and for articulation agreements that guarantee credit transfer between institutions. They have also been used to discuss IL expectations with faculty to help integrate IL into the general education curriculum” (p.166).
3. The use of the Standards for “outcomes development, collaboration with faculty, and assessment” by those NJ institutions not using the Progression Standards (p. 166).
In addition, some NJ institutions are currently using an IL scoring rubric based on the Standards to determine IL benchmarks for community colleges and four-year institutions. These reasons suggest that a legitimate rationale for the co-existence of both ACRL documents was evident. Accordingly, the purpose of this study was to examine the following questions:

- How were NJ librarians embracing the Framework?
- How prepared were their institutions to adopt it?
- What existing courses had they identified as ready for integration/adoptions of threshold concepts?
- Did the Framework provide an opportunity to attract instructors who had traditionally not worked with librarians?
- How confident were librarians in communicating the changes inherent in the Framework, and what would help them to become more confident?
- How familiar with the Framework terminology were the relevant constituents at that point in time, including fellow librarians?
- Were any institutions faced with an impending accreditation visit and how would the Framework influence that preparation?

A survey of IL coordinators in NJ provided a snapshot (prior to the rescinding of the Standards) of how academic librarians were preparing to integrate aspects of the Framework into their IL programs. Findings revealed that 35% of NJ’s academic librarians felt confidence in communicating the changes presented by the Framework to their constituents, and 31% indicated that they would begin the process of moving toward the Framework in the new academic year. Further, having already adopted and integrated Standards-based IL into institutional documents, administrators had changed focus to other matters in higher education, such as retention and assessment. This new focus would make it very difficult to bring them back to a discussion of the needs presented by the Framework.

**Literature Review**

Since the introduction of the Framework in February 2014, several works have been published that demonstrate how to use it, highlight the challenges that it presents, note opportunities that it offers, and present concerns on the local level. The literature reflects the debate that the Framework has spawned and demonstrates a polarity in viewpoints.
However, there is general agreement that the Framework is a valuable tool for revisiting how we teach IL, and for exploring evolving information habits, contexts of information creation, and the needs of students in a changing higher education landscape (Bombaro, 2016; Burgess, 2015; Carncross, 2015; Christensen, 2015; Dempsey, et al., 2015; Drabinski, 2016; Foasberg, 2016; Jacobson & Gibson, 2015; Oakleaf, 2014; Pagowsky, 2015; Seeber, 2015; Swanson, 2017; Witek, 2016). Drabinski sees the Framework as “one point and platform in the ongoing scholarly conversation about IL, one that draws on work within and beyond our field” (p. 384). Others agree that the Framework’s theoretical and philosophical language is useful when talking to students (Bombaro, 2016), faculty, and others in higher education (Echavarria-Robinson, 2015) about information literacy concepts. Dempsey, et al. (2015) conclude that “the Framework and the Standards serve different purposes and have different intended audiences and are thus both valuable to the profession” (p. 164).

Challenges associated with learning outcomes, assessment, and curriculum mapping that are raised by the Framework are addressed by Drabinski and Sitar (2016) and by Oakleaf (2014). Oakleaf acknowledges the assessment challenge presented by the Framework since it does not provide learning outcomes. She provides examples of creating learning outcomes that align with the frames, but she also notes that if librarians are looking to “connect their learning outcomes to institutional outcomes, accreditation standards, or professional association documents… [they] will need to seek an even greater level of agreement” (p. 512). Drabinski and Sitar (2016) see the Framework’s lack of standardization of IL learning outcomes as “[giving] up the platform on which librarians stand when making claims for resources at an institutional level” (p. 58).

Oakleaf (2014) and Jacobson and Gibson (2015) view curriculum mapping as a strategy that can still be employed under the Framework to scaffold our instruction. Oakleaf states that “all (instructional) approaches can be utilized to teach threshold concepts and other ‘big ideas’ via outcomes…” (p. 512). However, she cautions librarians to rely less on surveys and multiple choice type tests and to use more performance assessments that can provide formative and summative assessment opportunities. She believes that it is possible for librarians to report to stakeholders what threshold concepts have been taught.

Bombaro (2016) argues the Framework is elitist, given the “posture assumed by proponents of the document that eventually led to alarming rifts within the academic librarian.
community” (p. 553). These rifts revealed two groups of librarians: “philosopher librarians” and “practical librarians” (p. 555). The former group view the Framework from “highly theoretical perspectives” (p. 556) and are generally faculty at large academic institutions. The latter group do not have faculty equivalence and seek to apply the Framework in practical ways (p. 556). Bombaro also attributes elitism to the ACRL Board’s abrupt decision to rescind the Standards in June 2016 despite requests for co-existence with the Standards and for more assistance in applying the frames; in her view, librarians were left to “figure out for themselves how to proceed” (p. 561). Conversely, Farkas (2016) argues that the Standards seem elitist rather than the Framework, which makes allowances for diversity of population and the ability to create learning outcomes at a local level. She does agree that the ACRL Board was elitist in rescinding the Standards, given the call by the membership to allow the two documents to coexist.

The relevance of the Framework at the community college level is addressed in the literature (Craven, 2016; Dempsey, et al., 2015; Reed, 2015; Swanson, 2017). Reed (2015), by mapping knowledge practices of the Framework to the performance indicators of the Standards, finds that not all frames are applicable at that level. Dempsey, et al. (2015) report that faculty at a NJ community college described Framework concepts as “wordy, confusing, and irrelevant to the work done by community college students” (p. 167). Craven (2016) adds that “many community college librarians live in a results-driven world” (p. 3), and “for the purpose of communicating value in concise, compelling terms in a results-driven environment, it (the Framework) is a bug” (p. 4). Conversely, Swanson (2017) states that faculty “felt that the novice-expert trajectory outlined by threshold concepts presented a useful way to define the relation between faculty member, student, and learning outcomes” (p. 12).

Some authors suggest ways to assist librarians with the Framework. For instance, Nichols Hess (2015) proposes that “those involved in designing professional learning…design and deliver learning experiences that incorporate transformation learning theory, use principles of social learning theory, and consider learners’ goal orientation and motivation” (p. 771). Still, Filbert and Ryan (2016) discuss the need for more clarification of the Framework:

ACRL’s “Framework for Information Literacy for Higher Education” is a tremendous conceptual structuring tool for our discipline, demonstrating clearly that “the library is a growing organism” embedded in and
corresponding with our world. But for a visioning frame to be successful it necessitates clarification and resolution for successful integration. (p. 201)

The literature includes a range of perspectives on the Framework; however, there are no studies or statistics on the readiness of libraries or librarians to implement it. The present study fills that gap and demonstrates how a segment of the profession is still trying to understand the document, while grappling with Standards-integrated curricula. This investigation is also noteworthy because the Standards were rescinded two months after the survey was conducted. Librarians in other states might find their own situation reflected in this work and may choose to replicate the study to find ways of embracing the challenges presented by the Framework in the absence of the Standards.

**Methodology**

The purpose of this study was to determine the level of preparedness of NJ libraries/librarians relative to the Framework and their prior work with the Standards. To that end, a snapshot of the IL practices in NJ was needed. Using Qualtrics software, an online survey (see Appendix) was distributed via a statewide listserv to academic librarians at community colleges, four-year institutions, research, state, for-profit, and private institutions. Those individuals whose job titles and duties indicated responsibility for IL coordination were invited to complete the survey. Pre-defined criteria for participation included working with library colleagues, faculty, and administrators. The survey included multiple-choice and open-ended questions, and it remained open for one month. The author sought to investigate how NJ institutions were addressing the challenges of looking at IL through the new lens of the Framework, and to highlight those challenges, the new approaches to IL, and the ways to gain buy-in from relevant campus partners.

**Results and Discussion**

The survey received 34 complete responses (74%) from all categories of post-secondary institutions. Of these respondents, 79% were responsible (solely or in part) for the integration of IL into the curriculum at their institution. While 28% were waiting for more examples from ACRL regarding how to integrate the Framework, 50% had already begun to work with fellow librarians, and 22% had done so with teaching faculty. Thirteen percent of respondents indicated that they were likely to transition to the Framework in the upcoming academic year, and 31% indicated that this was highly likely (see Figure 1).
A Snapshot of Librarians and Their Campus Constituents

By selecting ‘Yes’, 35% of respondents seemed to express confidence in communicating to their fellow librarians, teaching faculty, and administrators the needed changes to their instructional programs resulting from the Framework. Fifty-six percent selected ‘Maybe’, and 9% selected ‘No’. Those who responded ‘Yes’ were asked to select the campus colleagues with whom they felt confident: 83% selected fellow librarians, 59% chose teaching faculty, and 34% selected administration. Those who did not select ‘Yes’ were asked to state what they needed to gain confidence in the Framework. The common themes were:

1. More examples of how to implement the Framework
   a. Application in one-shot sessions
   b. Comparative approaches of Standards and Framework in an existing course
   c. Specific examples or cases, especially from smaller institutions
2. Simplification of the wording to communicate the Framework outside the libraries
3. Professional workshops
4. Link the Framework to the Standards, which already form the basis for institutional learning outcomes
5. Application at the community college level
6. More time for synthesizing the document and for experimentation in the classroom
It appears that these respondents who were not fully confident (65%) were aligned with the “practical group” of librarians—defined by Bombaro (2016, p. 555)—who were seeking concrete ways to implement the Framework. This would not necessarily exclude the other 35% who professed confidence in communicating the Framework. Accordingly, this latter group was not asked what they needed to feel more confident.

The results demonstrated that there were still gaps in the knowledge or understanding of the Framework among librarians who must in turn generate buy-in from teaching faculty. It will take time for the majority of IL coordinators to involve relevant constituents inside and outside the libraries in adopting the Framework; the majority of them indicated they did not feel fully confident in it. A need for the provision of learning opportunities at conferences and workshops and at the home library was revealed. As Nichols Hess (2015) notes, “shifting and integrating the new threshold concepts into everyday practices may require professional learning and training opportunities, both external and job-embedded” (p. 772). To that end, the ACRL Framework for Information Literacy Sandbox (Sandbox) was developed as a repository of materials to assist librarians with adopting and implementing concepts put forth in the Framework. However, there were just 68 contributors to this resource as of January 2017. Had the Standards been allowed to co-exist with the Framework longer, more NJ librarians would have had time for experimentation, professional development, and possible contribution to the Sandbox. Additionally, in an interview about the Framework, Lisa Hinchliffe stated that at a national level, “The examples we’ve seen of the good work with the Framework have mostly been at the individual librarian level innovating their own personal pedagogical practice” (Bombaro, et al., 2016, para. 8). This augurs well for the profession, but it will take time to generate examples and to share them in a structured way. Additionally, Sharon Mader stated in an interview that she would like to see “more online training...that integrates new and innovative online learning formats that allow for true interactivity for large groups” (Berkman, 2016, p. 49). As the survey results in the present study demonstrate, NJ librarians would welcome the provision of more professional development opportunities.

Fifty six percent of respondents agreed to varying degrees (strongly agree, agree, somewhat agree) that they thought academic administrators were conversant with the term IL Standards (see Figure 2). This is supported by the fact that the Standards are found in institutional agreements: namely, the Comprehensive State-Wide Transfer Agreement (New Jersey Presidents’ Council, 2008) and the Progression Standards for Information Literacy (New
Jersey Library Association, 2009). Respondents also indicated that IL, based on the Standards, had been integrated into the following institutional documents: library mission (73%), institutional goals (35%), and learning outcomes (76%). Survey responses also show that the Standards were evident in general education goals, strategic planning documents, and campus wide assessments.

Figure 2: How conversant are your constituents with the following IL terms?

Craven (2016), states that “Demonstrating value in terms meaningful to our stakeholders is an ongoing, crucial task for many of us in two-year college settings. Now we find ourselves trying to tease that message out from a Framework which is not designed to convey it, or looking elsewhere for acknowledgement of generally recognized, measurable information literacy skills” (p. 4). This comment is substantiated by the fact that survey respondents from a variety of institutions indicated that they thought that 20% of administrators were conversant with terms like “Framework” and “threshold concepts” as they relate to IL. One respondent commented that “this does not seem to be a high priority for administration at this time.” Another stated that, “administration is mostly interested in…graduation rates (retention).” Dempsey, et al. (2015) highlight this predicament by arguing “While the Framework can improve our teaching on an individual level and encourage us to think
more broadly about our goals for students, for many of us real change needs to come at an institutional level and requires stakeholder support…” (p. 167). Furthermore, Drabinski and Sitar (2016) assert, “Given a higher education environment where compliance and accountability are standards-based, the Framework attends in interesting ways to the critical concerns of classroom practice, but obscures the very real operations of power that produced that classroom in the first place” (p. 60).

Therefore, NJ academic librarians must try to rework entrenched institutional documents by collaborating with administrators who had already embraced Standards terminology. The situation became especially critical when the Standards were rescinded in June 2016; as highlighted by Drabinski and Sitar (2016), documents from a profession’s governing body “should enable librarians to fulfill institutional mandates and make claims for institutional resources” (p. 54), and furthermore, the “Framework…makes it harder for librarians to do this” (p. 54). This seems to be the most challenging aspect of the transition for NJ librarians: namely, the level of entrenchment of Standards-based IL in institutional documents.

Eighty two percent of respondents indicated that their IL programs were supported by teaching faculty, which was echoed by the NJ academic librarians in their Open Letter to the ACRL Board (Dalal, 2015). Further, 37% of the respondents indicated that teaching faculty were ready to work on adopting the Framework. Therefore, NJ librarians were poised to move toward the Framework while leveraging the connections already made with their faculty. Indeed, 22% had already begun to work with their faculty on this transition in April 2016. If the ACRL documents were permitted to co-exist, “librarians would be able to continue the theoretical discussions that may resonate in the ‘philosophical’ circles and also with some faculty, while still giving the ‘practical librarians’ a set of statements they can use to satisfy the requirements of lesson planning, self-study and accreditation” (Bombaro, 2016, p. 561). Still, because of the large number (82%) that stated they had faculty support for their IL instruction, these relationships can be leveraged for transition to the Framework.

Since the survey showed that 65% of NJ librarians did not feel fully confident with the Framework, it will be a significant task for those who coordinate IL to influence the individual librarian’s integration of it into their own instruction. If a librarian does not recognize the potential benefits of adopting the Framework, it will be a challenge to gain their buy-in or that of their faculty. Oakleaf (2014) underscores this by stating, “For many librarians, threshold concepts are unfamiliar constructs, represent a different way of
thinking about instruction and assessment, and require a concerted effort to integrate into practice” (p. 510). Further, librarians may need convincing to move in the direction of the Framework if they feel like Bombaro (2016): “This transformation (from Standards to Framework) in one swift stroke, could potentially undo my 13 years’ worth of work based on the Standards for Information Literacy for Higher Education” (p. 552). To this point, one survey respondent commented, “We just worked like crazy to get them to embrace the current (now rescinded) Standards.” Moreover, since the IL coordinators were waiting for professional development assistance themselves, the transition to the Framework will take some time. Fortunately, 83% of those librarians who had confidence in communicating the Framework to institutional constituents felt positive about communicating with fellow librarians.

A Snapshot of the Curriculum that can Potentially Accommodate the Framework

Fifty-eight percent of the survey respondents confirmed the existence of academic programs at their institutions that collaborate with their libraries and lend themselves to adopting characteristics of the Framework. These programs include first year experience, English composition, core curriculum, freshman writing, and biology. Notably, several respondents listed first year writing programs. The characteristics of listed programs included the following: IL embedded into syllabi (88%), partnerships with teaching faculty (69%), support from library administrations (64%), support from institutional administrations (25%), integrated course assignments (69%), and embedded librarians (50%) (see Figure 3).
In order to move forward with the Framework, an inventory of courses that already have a strong IL presence might be in order. Considerations of the characteristics of these courses, as identified above, might illuminate the best paths to take in the transition to the Framework. Courses that already have faculty support for IL could become models or represent the early adopters of the new approaches. Leveraging the relationships that already exist around IL instruction could also accelerate the integration of the Framework.

From a different perspective, 71% of the respondents identified programs or departments lacking buy-in that can be approached with the Framework (see Figure 4). Current IL integration seems mainly focused on freshman classes and writing programs that are also appropriate for the frames. According to Christensen (2015), “By focusing program development and course design (via the Framework) on incoming first-year students, organic program development may occur: as students progress through their undergraduate years...teaching based on the Knowledge Practices and Dispositions may advance along with their studies” (p. 98). It also appears that the Framework has the potential to support IL integration across the curriculum including capstone and science courses.
Librarians seeking curricular areas for advancing their IL instruction programs can use the range of existing courses that seem favorable for the Framework presented in Figure 4. Another approach might be to seek partnerships with untapped faculty or departments. Librarians can use the Framework to start new conversations that might not have been possible previously.

A Snapshot of the Status of Assessment and Accreditation

Thirty eight percent of respondents indicated that they have an IL Assessment Plan. Among these participants, 17% indicated they were certain that their institutions use the AACU Information Literacy Value Rubric. Seventeen percent selected ‘Definitely Yes’ indicating that they had identified ways of aligning the IL Assessment Plan with the Framework; 58% selected ‘Not Sure at This Time’, and 17% chose ‘Definitely Not’.
Fifty seven percent of the respondents indicated that their institutions have Middle States Commission on Higher Education (MSCHE) accreditation visits scheduled between 2016-2019. Of these, 53% affirmed that the Framework will influence their preparation. Libraries seeking to move their IL agendas forward on a campus level and to demonstrate institutional value might have to look elsewhere for authority. Since there is no longer endorsement of the Standards, libraries might leverage conversations with faculty and administrators by considering what Hinchliffe refers to: “the IFLA Guidelines on the Information Literacy for Lifelong Learning, the AAC&U VALUE Rubric, and/or the Lumina Degree Qualifications Profile language on research and information use” (Bombaro, et al., 2016, final para.).

A Snapshot of the Most Challenging Next Steps for Academic Librarians in NJ

The final survey question was asked to determine the most challenging next steps in adopting the Framework. Using the Qualtrics software, a word cloud was generated to convey the results of an analysis of these open-ended comments. The most frequently occurring words are represented from larger to smaller font (see Figure 5). The need to gain buy-in from faculty regarding the changes brought about by the Framework is of great concern as seen in frequency of the words ‘faculty’, ‘Framework’, ‘change’, ‘concept’, ‘buy-in’, and ‘communicate’. Further, the results suggest there is need for more direction from ACRL and concerns relative to administrative acceptance.

Figure 5: In your opinion, what is the most challenging next step for you in adopting the Framework?
Conclusion

The results of this investigation suggest that although the ACRL Board invited feedback from librarians when the Framework document was introduced, more time was needed for librarians to digest it and to start to work locally to integrate the concepts, and to have more examples of implementation. Accordingly, the author would argue that the rescinding of the Standards was premature. Although this survey focused on NJ librarians, the 352 signatures on the Open Letter (Dalal, 2015) demonstrated a sentiment among many members of the profession for a co-existence of the Standards and the Framework. Perhaps an investigation on the readiness of librarians nationwide or in another state would be appropriate to provide a broader understanding of the progress being made. Still, NJ librarians are preparing to transition to the Framework, and they are identifying potential steps forward: for instance, leveraging strong faculty partnerships around the Standards to adopt the Framework. Further, NJ librarians are seeking new opportunities to form productive Framework partnerships with faculty.

More guidance, from ACRL and through peer-sharing, is recommended for integrating the Framework into institutional curricula. The Sandbox is a useful start; the generous culture of the IL community should help to move the agenda forward collectively. Information literacy coordinators will need to convince their fellow librarians to transition to the Framework by providing local professional development. Getting administrators to embrace the new terminology will be difficult since other issues take priority. Although great effort will be required to get to the stage of transfer agreements using the Framework, NJ librarians are embracing the challenge.

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Charles

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**Appendix: ACRL Framework IL Coordinators Survey Questions: Spring 2016**

1. I have read the above consent form and desire to participate in this study.
   - ☑ Yes
   - ☐ No

2. Are you responsible (solely or otherwise) for the integration of Information Literacy into the curriculum at your institution?
   - ☑ Yes
   - ☐ No

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*Charles*

*Embracing Challenges in Times of Change*
3. Which best describes your academic institution? Select all that apply.

- Community College
- 4-Year institution
- Research Institution
- For-Profit institution
- State institution
- Private institution

4. Is Information Literacy stated in your... (Select all that apply)

- institutional goals?
- library mission?
- learning outcomes (departmental or otherwise)?
- Other
- Comments ____________________

5. Which best describes the status of your institution with regard to adopting the ACRL Framework? Select all that apply.

- Waiting for more examples from ACRL regarding how to integrate the Framework
- Still working with the ACRL Standards
- Working with Librarians on integration of the Framework
- Working with teaching faculty on integration of the Framework
- Comments ____________________
6. I am confident that I can communicate the changes needed in light of the ACRL Framework to my constituents.

☐ Yes
☐ Maybe
☐ No

7. What do you need to help you become confident about communicating the changes needed in light of the ACRL Framework?

8. I am confident that I can communicate the needs of the ACRL Framework to... (Select all that apply)

☐ teaching faculty
☐ fellow librarians
☐ administration
☐ Comments ______________________

Charles
Embracing Challenges in Times of Change
9. On a scale from 0-10, how likely are you to begin the process of integrating the Framework into your curriculum in the next academic year 2016-2017?

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

10. The Information Literacy program at my institution is supported by teaching faculty

- Strongly Agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
11. Please answer each question in this matrix.

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<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
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12. Select the constituents at your institution that you think are ready to work on adopting the ACRL Framework. (Select all that apply)

- teaching faculty
- fellow librarians
- administration
- Comments ____________________

13. Does your institution have an Information Literacy Assessment Plan?

- Yes
- No

14. Does your institution utilize the AACU Information Literacy Value Rubric?

- Yes
- I am not sure
- No

15. Have you identified ways of aligning the IL Assessment Plan with the ACRL Framework?

- Definitely yes
- Not sure at this time
- Definitely not
- Comments ____________________

16. Is there an academic program that collaborates with the library and currently lends itself to adopting characteristics of the ACRL Framework?

- Yes
- No
17. What's the name of the program?

18. Select all the characteristics of the program that apply:

- IL is embedded into the syllabus
- Strong partnership with teaching faculty from that department/program
- Strong support from library administration
- Strong support from institutional administration
- Integrated course assignment
- Embedded Librarian
- Other ________________

19. Is there a program/department with which the library does not yet have buy-in that can be approached with the Framework to gain buy-in?

- Yes
- No

20. Name the program and please state why this would be favorable for the Framework.

21. Over the next three years: 2016-2019, Do you have an upcoming visit from the Middle States Commission on Higher Education?

- Yes
- No

22. Will the Framework influence how you prepare for this visit?

- Yes
- No
- Comment ________________
23. In your opinion, what is the most challenging next step for you in adopting the Framework (in whole or in part)?