



The mission of the Moore Reading Room is to maintain and provide access to a collection which explores the religious practices and experiences of people around the world and documents how approaches to the scholarly study of religion have evolved over time. The Moore Reading Room remains dedicated to this mission, but is poised to provide a dynamic space for learning and research on the north-east side of KU's campus.

# Window of Opportunity

The Strategic Development  
Plan for the Moore Reading  
Room

Department of Religious Studies  
University of Kansas

## **Window of Opportunity: The Strategic Development Plan for the Moore Reading Room**

Drafted by Patricia Cecil, Moore Reading Room Archivist

August 2016

The Moore Reading Room (MRR) is the departmental library of the Department of Religious Studies at the University of Kansas. The collection is made up of fifteen thousand volumes, acquired over a period of over one hundred years. The Moore Reading Room's mission is to maintain and provide access to a collection which explores the religious practices and experiences of people around the world and documents how approaches to the scholarly study of religion have evolved over time. This mission has served the Department of Religious Studies (and its previous institutional incarnations on Mount Oread) for one hundred and fifteen years, and has established the Moore Reading Room as a space for faculty and students of KU, as well as members of the Lawrence community, to discuss, study, and research religion.

The role of academic libraries, and libraries in general, however, has shifted in the past twenty years. In 2016, as budget constraints and funding reductions continually affect our state and institution, and as patron needs shift to reflect our increasingly digital world, the Department of Religious Studies is tasked to articulate the role of the MRR in the current and future ecology of KU. If the Moore Reading Room does not adapt to meet the changing needs of a new generation of scholars and students, as well as new ways of accessing information, University of Kansas administration will invest in other priorities and the MRR will atrophy and become a little used "museum of the book". This juncture should not be seen as a threat to the life and legacy of the MRR, but an opportunity for meaningful change and to renew the MRR's commitment to the intellectual mission of the Department of Religious Studies and University of Kansas. The Moore Reading Room is uniquely poised in 2016 to stay true to its original mission and purpose, but provide a dynamic space for learning and research on the north-east side of KU's campus.

### **About the Strategic Plan**

The Moore Reading Room will initiate a Strategic Development Plan that will articulate the highest aspirations for the MRR and strive to create meaningful change. The Strategic Development Plan will engage all members of the Department of Religious Studies faculty, the Department of Religious Studies Library Committee, KU Libraries, and the greater KU community to consider ways in which the Moore Reading Room can leverage our strengths to enrich the intellectual life of the Department of Religious Studies, and advance the mission of the University of Kansas. Our Strategic Development Plan will build upon shared goals and past accomplishments of the Moore Reading Room and align closely with university priorities. The Strategic Development Plan will set high-level goals and serve as a touchstone for decision making and a guide for committing resources for the most impactful strategic efforts and initiatives.

The Strategic Development Plan is a signature initiative of the collaboration between:

Moore Reading Room Archivist Patricia Cecil

Chair of the Department of Religious Studies Professor Daniel Stevenson

Members of the Religious Studies Library Faculty Committee:

Professor Timothy Miller

Associate Professor Michael Zogry

Associate Professor Molly Zahn

The Religious Studies Library Faculty Committee is comprised of faculty whose research interests coincide with the objectives and aims of the Religion in Kansas Project.

The above parties will implement the Strategic Development Plan over the academic year 2016-2017, carrying the plan's objectives through subsequent years with collaborators meeting to realign and set goals for continuing endeavors. The Strategic Plan will be posted on the Department of Religious Studies' website, [religiousstudies.ku.edu](http://religiousstudies.ku.edu), for members of the KU community and the public to view. The Moore Reading Room welcomes feedback on this process. Please contact Patricia Cecil, Moore Reading Room Archivist, at [pbcecil@ku.edu](mailto:pbcecil@ku.edu) or place a comment in our comments box at the front desk of the Moore Reading Room to submit feedback.

### **History of the Moore Reading Room**

The development of the Moore Reading Room collection began in 1901, when the Kansas Bible Chair was established by the Kansas Christian Women's Board of Missions and the women of the First Christian Church of Lawrence, to facilitate the study of the Bible at KU. A small farmhouse, on the present site of Smith Hall, housed the collection along with the Kansas Bible Chair. The mission of the Kansas Bible Chair gradually expanded to include instruction in the academic study of religions other than Christianity. Through the campus-wide efforts of the Council of Religious Workers, in 1921 the Kansas Bible Chair was reorganized as the Kansas School of Religion to better reflect the interdenominational and comparative religious study curriculum. Over the next fifty years, continuing acquisitions through donated funds and materials allowed the collection to grow. From the mid-1960s through the mid-1970s, an annual endowment from the Episcopal Church, along with other donors, provided funding for book purchases.

Dr. William J. Moore, for whom the reading room is named, was appointed Dean of the Kansas School of Religion and the director of the Kansas Bible Chair in 1960. Under Dr. Moore's direction, Smith Hall (built in 1967) was designed with the book collection in mind. In their history of the Kansas Bible Chair, *The Bible on Mt. Oread*, Dr. Moore and co-author Dwight F. Metzler remembered that "from the start of the planning [of Smith Hall] the library was considered the most essential element in the new building." The integration of the impressive "Burning Bush" stained glass window, designed by Jacoby Studios in St. Louis and gifted by Mr. and Mrs. L. Allyn Laybourn, into the design of the reading room speaks to the importance of both the collection and the room's role in providing scholars and students with a place for research and reflection. In 1977, the Kansas School of Religion was officially disbanded and reconstituted as the University of Kansas Department of Religious Studies. Smith Hall itself would remain under ownership of the Disciples of Christ, and would not be purchased by KU until 1998. The William J. Moore Library was dedicated in honor of Dr. Moore on November 10, 1978.

From 1978 onward, the Moore Reading Room has continued to build, preserve, and provide access to the long-standing collection of the Kansas School of Religion, the only collection of its kind in the state of Kansas. In addition, the MRR is now home to two additional collections. One is the Hermes Peace and Justice Library, an eclectic collection of books and other materials established in 1985 to promote the study of peace and social justice issues, housed previously at the Community Peace House, the

Plymouth Congregational Church, and the Social Service League of Lawrence. In 2001, the library was moved to its current location in the Moore Reading Room. The second collection is the Religion in Kansas Project, an ambitious and ongoing archival endeavor to document the historical and contemporary role of religion in the lives of Kansans. Started by Dr. Timothy Miller in 2009, the Religion in Kansas Project partners with libraries, archives, museums, religious communities, and individuals throughout the state and greater Kansas City area to facilitate the digitization and preservation of resources documenting the diversity of religious tradition and experience in Kansas. It is a varied and highly used collection, accessed digitally by persons in over ten countries and averaging around seven thousand item views and five thousand item downloads a year.

Acquisitions for the Moore Reading Room are selected by members of the Religious Studies faculty and the Moore Reading Room Archivist, purchased with funds from an endowment made possible by the generosity of private donors.

### **SWOT: Strengths, Weaknesses, Opportunities, and Threats**

All good Strategic Development Plans contain an assessment of an institution's strengths, weaknesses, opportunities, and threats. The SWOT assessment for the Moore Reading Room in 2016 is below.

#### **Strengths**

A dedicated and beautiful space for the collection

A supportive faculty, chair, and department

A committed and independent board in the Friends of the Department of Religious Studies (FODORS)

Substantial support in endowment funds from FODORS

A dedicated student support team and archivist

Foundations laid by previous MRR administration for open access research

Supportive community of alumni and greater-Lawrence friends

Articulated mission

#### **Weaknesses**

No collection development plan

Low visibility and use among undergraduate students and students outside the program

No marketing initiatives

Damage from climate (light from window, temperature fluctuations from an imperfect HVAC system, and humidity) and pests on collection

No security system

Duplicates: there are duplicates within the collection itself and many books in the collection can be accessed from KU Libraries or KU Libraries online databases, increasing collection maintenance costs and lowering collection visibility

Outdated space configuration: limited outlets, a mix of study tables, stacks/shelves, and soft seating designed to serve individual users, and a minimal computer “lab”

Broad collection that has not always adhered to mission

Outdated formats and materials within collection

### **Opportunities**

With the westward move of campus, the MRR will be the only informal learning and information space on the north-east side of KU’s campus

KU Libraries welcomes a collaboration for preservation, storage, and material access

KU’s Bold Aspirations initiative gives the MRR the opportunity to clearly align its focus with that of the university

The 50<sup>th</sup> anniversary of Smith will be in 2017, giving the MRR a platform for marketing and visibility

A large incoming graduate student class, giving increased opportunity for internships and special projects within the MRR

The Religion in Kansas Project has established a successful record of open access scholarship

### **Threats**

Decreased state funding for the institution

Increased use of digital formats by scholars and students

Decreased use of library space by undergraduates

### **Plan of Action**

The Strategic Development Plan for the Moore Reading Room has two facets to its plan of action. The first facet addresses the collection; the second facet addresses the space. The goals for each will be assessed through measures before, during, and after the Strategic Plan is implemented.

The goals set forth in this Strategic Plan strive to make the MRR’s collection more usable, accessible, and visible. Usability will be measured by the quality, timeliness, and relevance of materials in the collection and the services provided by technology within the Moore Reading Room. Accessibility will be measured by the ease in which patrons find materials in the collection and the service provided by Moore Reading Room staff. Visibility will be measured by the amount of growth in faculty, students, and community members utilizing the space and the success of the marketing plan for the Moore Reading Room in raising awareness of the space. It is acknowledged by the MRR that these goals, while outlined and implemented this year, may well take several years to fully affect change within the MRR. For that reason, specific 2016-2017 objectives are listed after the discussions of collection and space.

### **The Collection: Access and Protection**

*Fulfil our mission for the twenty-first century.* The traditional mission of the MRR has been to house a collection that explores the religious practices and experiences of people around the world and

documents how approaches to the scholarly study of religion have evolved over time. The Moore Reading Room will continue to adhere to this mission, while striving towards a more focused, user-friendly, and accessible collection that is responsive to current needs. To do so, the Moore Reading Room will enact a collection development plan and begin this year to shift from a large active collecting policy to a curation policy. Academic libraries have most always done two things, 1) purchased collections to support local communities or organizations and 2) curated special collections of unique or valuable items for the world. In the past, the first role was dominant. In the future, it will be the second that will become most important, with an emphasis on digitized content. The Moore Reading Room will meet this trend through the shift in our collection policy. Part of that shift will entail digitizing versions of our traditional special collections, but increasingly, it will be born-digital documents and digital research outputs, responsive to the current needs and initiatives of the Religion in Kansas Project.

Creating a collection development plan will focus our collection by creating guidelines to help the MRR decide what to actively collect, what to accept by donation, and what to decline (subjects and formats). It will also set guidelines for assessing our current collection, including setting collection evaluation methods (including weeding and preventing duplication of resources already available on campus, in other libraries, and online), collection depth indicators (study/instructional vs. research level collection), and subject matter breakdowns and assessments.

Shifting from an active collecting policy to a curation policy builds upon the Moore Reading Room's great success with the Religion in Kansas Project and makes the MRR an active contributor to university goals. Shifting from actively collecting materials to curating open access content and research gives the MRR a renewed purpose on campus and in the community. Shifting our policy will give faculty and students access to more high-quality scholarly material and encourage the production of accessible research, as well as provide research generated to the community-at-large. This change will be slowly implemented. The MRR will not cease active collecting, however, the MRR will focus on expanding the Religion in Kansas Project (utilizing KU ScholarWorks and helping engage scholarship for public impact), digitizing versions of special collections, encouraging patron's use of KU Libraries' electronic databases for periodical and media access, and curating Department of Religious Studies' faculty research in an open access format. A digital exhibition project will be implemented, increasing the use of collections and the visibility of the MRR. These digital exhibitions will highlight special collections within the MRR and subjects of interest to the study of religion. The digital exhibitions will increase the visibility of the MRR; they will be hosted and collected on our Department of Religious Studies website, as well as linked through KU ScholarWorks.

The shift from indiscriminately collected materials to a curatorial approach will enhance our resources, research potential, and the MRR's impact on the KU and Lawrence communities. This shift not only provides a rich opportunity to increase our visibility and use on campus, but will make the Moore Reading Room a leader in the region for the production of open access scholarship and a unique facility for research on religion. It is predicted that in the next twenty years, less than fifty percent of a library's collection-related investments will go in to purchasing collections and over fifty percent will go into curating digital content.<sup>1</sup> This shift will keep the MRR in-step with libraries across the nation, and

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<sup>1</sup> Lewis, D. W. "A Strategy for Academic Libraries in the First Quarter of the 21st Century." *College & Research Libraries* 68.5 (2007): 418-34.

solidify our contribution to KU initiatives: through research, push the boundaries of knowledge and to engage scholarship for public impact.

*Cross-campus collaboration.* The Moore Reading Room will start a partnership with KU Libraries to streamline the collection and increase collection accessibility for users, whether they are in the Moore Reading Room, across campus, or off campus. The MRR will collaborate with campus wide and national efforts to preserve, collect, and provide access to content, including deduplication for what is already present in KU Libraries' collections. The MRR will make use of KU Libraries Annex space for items less circulated (these items will remain searchable in the catalog and accessible to users, but will be housed within the Libraries Annex) and promote the use of digitized journals and scholarship. Research shows that collections that are deduplicated and have materials less utilized removed from the collection show increased use and ease of accessibility amongst patrons. Doing so will create more space for alternative learning spaces, as well as updated resources, within the MRR.

Once the plans for the second floor of the MRR are complete (see "space" discussion, below), the Moore Reading Room will apprise our area studies partners of the opportunity our revitalized second floor space will provide to access media and current resources bearing on the study of religions around the world. The new space will provide an inclusive place on the north-east side of campus for the interdisciplinary study of religions, languages, and global issues to thrive. It is the hope of the Moore Reading Room that our area studies partners will come to regard the space as not only for the Department of Religious Studies, but for our partners and their students to come explore, learn, collaborate, and create new scholarship embracing the world-wide study of religions.

*A marketing plan for the Moore Reading Room.* Few on KU's campus outside of the Department of Religious Studies and its students are aware that the Moore Reading Room exists. This Strategic Plan sets a goal to establish marketing initiatives for the MRR. This will include educational events, informal presentations and colloquia with faculty and students on current research and contemporary issues, and various other activities in the Moore Reading Room. The annual newsletter for Religious Studies will become fully digitized, disseminated through email and posted on the website, increasing our digital presence and the reach of the newsletter. The Moore Reading Room will implement a social media campaign, giving the MRR a current voice in the KU social media environment. Such initiatives will increase communication across campus and outreach to students, faculty, staff, alumni, KU community members, and the general populous across the state. The display cases outside the Moore Reading Room will be updated regularly with exhibits highlighting religion in Kansas, the history of Smith Hall/the Moore Reading Room/the Department of Religious Studies, as well as subjects of interest and special collections in the MRR.

*Protection and preservation.* While beautiful, the MRR space itself is not ideal for the preservation of books and archival or ephemeral materials. Damage from climate (light from our window, temperature fluctuations from an imperfect HVAC system, and humidity) and pests is a very real concern for the books in the MRR. Building our collaborations with KU Libraries, the Moore Reading Room will take advantage of the preservation resources available at KU Libraries: the Library Annex and the Spencer Research Library/University Archives. High-risk and/or valuable materials, once digitized in the Moore Reading Room if they meet the criteria as outlined in the Collection Development Plan, should be moved to the Spencer Research Library. Important documents relating to Smith Hall and the Kansas School of Religion will be moved to the University Archives. Books not commonly circulated or relevant will be

moved to the Library Annex. This will also make the books searchable through the KU Libraries database and retrievable for scholarly use. Implementing these goals will help preserve the longevity of items in our collection, strengthen our ties with KU Libraries as a cross-campus partner, and help make the Moore Reading Room collection more accessible, usable, and safe.

*Identify and pursue new funding initiatives.* The Moore Reading Room will begin new funding campaigns to support the expansion and curation of the collections. We will target the creation of specific endowment reserves through donations from alumni and community partners to continue the work of the Religion in Kansas Project, digitize special collections, and expand our curation of open access scholarship. The Moore Reading Room, in conjunction with Department of Religious Studies' faculty, will research and apply for external grants that support digital archives, community-based research, and open access scholarship from sources such as the National Endowment for the Humanities and the National Historical Publications and Records Commission of the National Archives. Such efforts will be coordinated with the larger Digital Humanities initiative at KU.

### **Space: Active Learning for the New Century**

The space in the Moore Reading Room has an outdated library configuration: a mix of study tables, stacks/shelves, and soft seating designed to serve individual users, and a minimal computer "lab". As students increasingly rely on a mix of digital and traditional mediums, it is imperative that the MRR update its space to reflect the changing needs of patrons and reflect on the role of the MRR when it no longer needs to be a warehouse of books and when users can obtain information without setting foot inside its doors. First established in the mid-twentieth century to be a "place of quiet contemplation," the space now needs to be redeveloped into a fluid learning space for new generations of users. It is the goal of the Strategic Development Plan to create a dynamic space where students can interact with each other and simultaneously utilize multiple library resources and technologies. The MRR will strive to be a place to create, as well as access, knowledge in the twenty-first century.

*Revitalize the second floor space.* The large space upstairs in the Moore Reading Room provides a great opportunity to develop precisely the space described above. This space will be transformed into an area where students can work together or individually and utilize unique online language programs provided by the Department of Religious Studies. The stacks that currently comprise subjects BQ-BX will be moved from the center of room and relocated parallel to the east wall. This will open up a large space in the center of the room. Within this space the Moore Reading Room will provide informal learning areas, which will include new seating configurations, computers, additional outlets, and a religious languages center that will concentrate resources unavailable in other places on campus. Those resources may include international news networks, digitalized religious canons and literatures, and research guides to other relevant resources. (The specifics of this project will be planned under the guidance of the Faculty Library Committee.) This revitalization project will foster a collaborative, diverse, and inclusive atmosphere -- creating a space where students can collaborate and learn together in an informal space, energizing the educational environment and helping transform our campus.

*Integrate library resources and space as a partner in Department of Religious Studies' courses.* The traditional role of providing reserve materials for Religious Studies courses will be expanded to provide a more effective interpretation of resources and tools relevant to ongoing research and instruction in the department. Faculty and students enrolled in courses can individually and jointly make use of the space to pursue everything from thesis research to the tracking of contemporary religious developments

around the world. This will create an active learning environment, integrating blended and active-learning courses and classrooms and fostering a collaborative atmosphere.

*First floor space.* This Strategic Plan recommends a change in space in the first floor of the Moore Reading Room, as well. It is understood that these goals may not be met in the first year, but may be carried on to the next year's Strategic Development Plan. The Moore Reading Room will focus and weed the reference materials for relevancy and to create space for the Hermes Peace and Justice Library. Electrical outlets for student devices will be installed around the tables in the main study area of the first floor. Media capabilities, including a built-in projector and updated computer resources will be installed.

*Identify and pursue new funding initiatives.* The Moore Reading Room will begin identifying and applying for new funding sources to support its projects for space revitalization. The Moore Reading Room archivist, in conjunction with the Library Faculty Committee, will identify and apply for external grants that will support upgrades in our technology and space from entities such as the American Library Association and the Institute of Museum and Library Services.

### **Specific 2016-2017 Objectives**

These objectives will be completed during the coming academic year:

1. The MRR's circulation and cataloging services will be resorted, as well as the maintenance and continuation of the Religion in Kansas Project
2. A Collection Development Plan will be written and implemented
3. The collection housed on the second floor of the MRR will be weeded
4. In conjunction with the Library Faculty Committee, a revitalization plan for the informal learning space on the second floor will be implemented

### **Measures implemented**

The goals of the Strategic Development Plan will be measured before, during, and after the Strategic Plan. Surveys will be distributed to patrons, to assess the needs and perceptions of users. These surveys will be conducted at the start of the academic year and at the end. The number of patrons using the MRR on a day-to-day basis will be tracked, as will reference questions and service requests. This data will be analyzed for successes or failures throughout the year.

### **Timeline**

The following is a timeline to guide implementation of the Strategic Development Plan. However, it is recognized that the archivist position was vacant for an entire calendar year, which brings hazards of its own, including reinstating the MRR to full functioning capacity. It is therefore suggested that this timeline is idealistic, and the archivist and Faculty Library Committee will revisit the timeline throughout the academic year to re-align goals and re-structure the timeline, if needed. Goals that are not met in the first year will be carried over to the following year. The specific objectives for 2016-2017 (listed above) will be completed by the end of the academic year.

### **August 2016**

Strategic plan and collection development plan written by MRR archivist

Set meetings with library committee; solicit approval for Strategic Development Plan and Collection Development Plan at first meeting as well as vision plan for second floor space

### **September 2016**

Archivist and student support staff begin weeding and shelf reading, cross-reference holdings with that of Watson/KU libraries. Weeding will occur if an item is: held by KU Libraries (excluding reference), damaged, a duplicate. Little circulated items will be sent to the Library Annex, special collections moved to Spencer Research Library or University Archives where appropriate (pulled for digitization within MRR before move).

Facilities Services contacted for logistics of moving shelves on second floor

Move Hermes Peace and Justice Library; tapes and other little used collection formats weeded

Marketing plan in place

### **October 2016**

Collection weeding continues

Special collections digitization continues

Book move and shelf-shifting on second floor begins, if Facilities Services (FS) timeline allows

### **November 2016**

Collection weeding continues

Special collections digitization continues

Book move/shelf-shifting on second floor continues

Facilities Services moves stacks to east side/wall, if timeline is allowed by FS

Faculty committee briefed on upstairs setup and space, finalized vision in place

Furniture, technology, and other services ordered for second floor space

### **December 2016**

Collection weeding continues

Special collections digitization continues

Book move back to stacks on second floor continues

### **January 2017**

Collection weeding continues

Special collections digitization continues

Installation of new furniture/technology/services on second floor

Begin 50<sup>th</sup> anniversary celebration event planning

**February 2017**

Collection weeding continues

Special collections digitization continues

Installation of new furniture/technology/services on second floor

**March 2017**

Collection weeding continues

Special collections digitization continues

Marketing campaign for second floor/grand opening of new second floor

Begin digital exhibition project

Begin new Religion in Kansas Project, such as the Vinland Church (organize and hire new interns)

**April 2017**

Collection weeding continues

Special collections digitization continues

Marketing campaign for second floor

Continued planning for October 2017 50<sup>th</sup> anniversary celebration

**May 2017**

Collection weeding continues

Special collections digitization continues

New Religion in Kansas Project continues

Continued planning and marketing for October 2017 50<sup>th</sup> anniversary celebration

Friends of the Department of Religious Studies Annual Meeting

Annual awards ceremony and banquet

**Conclusion**

The Moore Reading Room has a window of opportunity to bring new life into its mission and purpose in 2016. Embarking upon our Strategic Development Plan this year, the MRR's collections and services will become more usable, accessible, and inclusive. In doing so, the Moore Reading Room will not only create a space where our mission thrives for another one hundred years, but where fulfilling strategic goals links us to a wider university endeavor to transform our community and the lives of our students.

Through goals outlined in the Strategic Development Plan, The Moore Reading Room will align itself with university-wide initiatives, creating unity within our institution and garnering support for our cross-cultural and collaborative endeavors. The MRR will energize the educational environment, revitalizing the space and collection in the Moore Reading Room and creating a place to access and create knowledge. Through an increased use of the space, students will feel connected to the Moore Reading Room intellectually and emotionally, with the MRR supporting the education of students from their first-year seminar to their capstone experience. Taking part in the Religion in Kansas Project will offer students an opportunity for experiential learning, completing field work collecting oral histories and contributing to an active, digital archive. The Moore Reading Room will engage scholarship for public impact, through open access research curation and endeavors such as the Religion in Kansas Project, both of which will connect the work of faculty and students to the lives of all Kansans in a highly accessible and visible format. We will drive discovery and innovation by digitizing our special collections, continuing the born-digital outputs of the Religion in Kansas Project, enhancing our open access research, and creating a space for interdisciplinary and inclusive partnerships. The second floor of the MRR will provide a unique space on campus for students to access international news sources, language learning tools, and interdisciplinary collaboration for the study of world religions. The second floor revitalization project will also develop infrastructure and resources; as campus moves westward, the Moore Reading Room will be the sole informal, active learning space on the north-east side of campus. We will provide a service to students, faculty, and community members that will be unavailable anywhere else on this section of campus – a space to access library (KU Libraries and Moore Reading Room holdings) resources, find assistance for research, and collaborate within and across disciplines. Moreover, the Moore Reading Room, through the goals outlined in this Strategic Development Plan, will become more sustainable, useful, and a better steward of state and endowment resources.

The work that needs to be done within the Moore Reading Room, and the changes that will take place over the next academic year, are at the core of what the Moore Reading Room has always strived to provide – the preservation and accessibility of knowledge. As we create meaningful change in the coming year, the Moore Reading Room will use new and different techniques for doing so. But our underlying values need not change. Indeed, with the goals outlined in this plan we are seizing the opportunity to raise the expectations we have for ourselves, guide the aspirations we have to advance knowledge at a higher level, and invigorate the hopes we have for the positive difference the Moore Reading Room can make in the world. Like the burning bush our signature window represents, our values will not be extinguished, but burn all the more brightly for our endeavors.