University of
NORTH
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Educational Support and Administrative Review

Library Services

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Director

1. Overview of Department

   1.1   Brief overview of department/area
Library Services is responsible for developing and managing a collection of print and digital materials as well as services, in person and virtual, related to information research at the University of North Alabama. Library Services is located in Collier Library, the main campus library. The library's collection consists of print materials, DVDs, electronic books, electronic journals, streaming video, etc. Collier is also home to Special Collections. Library Services provides centralized material's processing services (acquisitions, cataloging, Integrated Library System support, etc) to the other campus libraries. The area continually expands its focus beyond traditional services such as reference, circulation, etc. to include an increased attention to information instruction, embedded librarian, research consultations, and various research related services. Library Services develops its goals and services in consideration of a number of factors including 1) technology 2) student learning needs 3) curriculum changes and 4) academic publishing.

   1.2   Mission statement for the department/area
Library Services provides responsive collections, staff, services, and environments that encourage the independent learning, teaching, and research of UNA students, faculty, staff, and others.

   1.3   Goals and objectives of the department/area

In 2004 Library Services adopted five (5) high level goals; these were reaffirmed in 2006. These goals or continuing processes serve as the framework for the continuing operation of the library system and guide its planning for the future. These goals, listed below, are interrelated and are of equal and ongoing importance.

   1) Access: Through ownership or formal agreements, to provide and support student, faculty, and staff access to information resources, in all appropriate formats, in support of the present and future curricular, research, and service needs of the university community.

   2) Information Resources: To acquire, organize, evaluate, and manage library collections in a variety of formats that support the present and emerging curricular programs of the University.

3) User Services: To provide services that promote awareness and effective use of information resources and that guide clientele in the development of lifelong learning skills through formal and informal instruction.

4) Physical Facilities: To offer functional, well maintained facilities, space, and equipment that accommodate access to library resources, facilitate study and learning, promote efficient library operations, and ensure the safety and security of library users, staff, and resources.

5) Organization/Administration: To provide appropriate administrative programs that encourage the systematic planning and evaluation of library operations; that secure adequate financial support and provide effective allocation of personnel and financial resources in fulfilling the library mission; that foster development of a skilled service-oriented staff and encourage professional participation; that promote positive public relations and support fulfillment of the University's mission.

1.4   Governance structure of the department/area

The Director or Library Services reports to the Vice President for Academic Affairs and Provost. The director supervises eight faculty librarians, many with departmental responsibilities, and an executive assistant. The remaining eight Library Technical Assistants (LTAs) report to the faculty librarians. The departments are as follows: Reference, Interlibrary Loan, Circulation/Periodicals, Acquisitions, and Cataloging.

1.5   Brief description of the national status of the department/area (including emerging issues and trends.)

Library Services adapts to changing technologies and educational shifts. Some of the current trends/issues include:

1) *Discovery and delivery*—as information proliferates, libraries look to recast the discovery and deliver of information. Old search architecture separated book, article, and digital object searching into silos. New "discovery" systems merge record data from multiple formats into a single pot. As a response, Library Services licensed EBSCO Discovery Service in 2011. While discovery layers also "deliver" information in the form of full-text, etc. work continues to improve delivery. The implementation of the ILLiad interlibrary loan system, which began in July 2012, will help expedite the delivery of non-local content to users. Behind the scenes a new cataloging standard, Resource Description and Access (RDA),

emphasizes finding and obtaining information. Education is essential to discovery and delivery. The role of librarian as instructor/consultant has never been more important. As users chase information on the World Wide Web and publishing enters realms of open access, the librarian's expertise is necessary to ensure that university students have the tools to navigate the information landscape, evaluate information resources, and produce meaningful research.

2) *Workflow and staffing*—presents issues for all libraries. Rapidly changing technologies, the explosion of information, the omnipresence of Google, shifts in educational delivery modes, and changes in course-based assignments have outpaced university faculty and staff skills and facilities. Nowhere is this more obvious than in academic libraries. Backroom workflows need to address increased digital licensing and purchasing. In addition new levels of accountability and an increased demand for assessment have exposed old Integrated Library Systems as outdated and incomplete to meet rising expectations. In public services staffing issues and concerns exist. Retooling existing faculty and staff to meet the needs of today's user and making decisions on new faculty and staff to ensure that skillsets meet current and future trends are vital steps to a library's sustainability. Today's librarian already needs a different toolkit than one from five or ten years ago. Faculty and staff must be adaptable, quick learners who are cross trainable and have a high level of technology comprehension. Skills such as project management, digital data curation, contract negotiation, and programming are growing points of emphasis in academic libraries.

3) *Services*—advances in online access to information and changes in university level research assignments dictate evolution in library services. Libraries traditionally organized services around the print collection. Over the past decade librarians attempted to accommodate faculty who accept and work with online resources as well as those who do not. In addition brick and mortar buildings have transitioned from quite reading and research centers to bustling computer filled environments packed with students engaged in collaborative work. While some services have retooled to accommodate these shifts, most libraries have also insistently held to traditional services. Brick and mortar libraries need to refocus and look to service consolidation. Services need to emphasize rapid, efficient responses to users both in the physical facility and online. In addition, more emphasis needs to be placed on librarians as proactive teachers. Librarians must outreach to departments and students to ensure that information services (research consultation, embedded librarian, etc.) are exposed to target audiences. To make the necessary gains in the fight against information illiteracy, librarians must move beyond the library walls and engage faculty and students wherever they may be—student union, departmental meetings, etc.

4) *Library as Space*—buildings and aesthetics are increasingly important points of conversation among academic librarians. While some service need to expand beyond the brick and mortar building, the physical campus library must adapt and offer services that engage faculty and student in research, encourage information literacy and learning, collaborate with other units on campus, and assert the library and its staff as a vital part of campus life and student retention. Across the country libraries are re configuring space to meet user expectations. While the changing nature of education and advances in information technologies have driven some facilities changes, the competition to recruit and retain students has emerged as an influential factor. Welcoming, modern, state of the art libraries are good recruiting tools! Aesthetics and functional spaces are powerful recruitment tools for universities looking to encourage more students to live on campus. While faculty and students can interact with much of the information (journals, books, etc) outside the building, they cannot easily interact with each other in spaces that are not equipped with the technologies and assistance to support assignments and research. Library instruction spaces have remained standard; however, as with classroom instruction the traditional lecture room is evolving. Should library instruction take place with smaller class sizes in collaborative environments? How can libraries integrate faculty and undergraduate/graduate research into the library? What about the first year experience?

5) *Changing Technologies*—there is an increased emphasis on hosted vs. locally housed technologies. As digital storage cost fall and vendors transition to Software as Service (SAAS) deployment there has been a rapid increase in "cloud" based systems. Mobile availability is also important. Library Services must make the majority of its resources and services mobile friendly. With the emergence of the iPad and other such devices it is safe to say that future applications for library users and workers will appear.

6) *Collection Building and Management*—unique collections are a growing area of emphasis for academic libraries. As electronic availability increases and print acquisitions decrease, libraries look to bolster local/unique collections. As a result Special Collections are becoming centerpieces of academic libraries. Libraries are dedicating more staff and resources to cultivate, preserve, classify and display those items unique to the university, local community, or other areas of collectable interest. Patron driven acquisitions (PDA) is also presenting opportunities to build electronic collections of materials that users will use. In the past university acquisitions decisions have been left in the hands of teaching faculty and librarians. Libraries are finding that large sections of materials go unused. The situation for most academic libraries is that 40%-60% of the print book collection has never been touched. In addition, grey areas, such as interdisciplinary studies, are often neglected via the faculty/librarian selection process. PDA allows a library the ability to "expose" thousands of ebook records

via a discovery layer. Faculty and students then are able to request ebook purchases in real time. Once selected these become part of the library's ebook collection. While ebook PDA is the most common example, the process can also work with print materials. Some libraries are also turning to print on demand services.

7) *Nature of Assignments*: The faculty trend of assigning articles or Internet information over books (physical or electronic) continues. Physical book circulation continues to decline nationwide. At universities this drop is, most often, tied directly to course assignment. It appears that the majority of faculty, especially in undergraduate courses, have moved away from book-based assignments. On a positive note most teaching faculty are now comfortable with library electronic resources, especially journals. Increased usage of library resources is a good sign. For a decade is was an uphill battle for librarians to convince many teaching faculty that the online version of a particular journal carries the same information as the print. This has mostly been settled with the increase in distance education courses and other market factors. Collaborative and group assignments have increased in recent years. Libraries note more groups (3 or more students) huddled around computers or sitting in groups as a result of the collaborative nature of course assignments. There are also more presentation-based projects. Libraries need to accommodate group study and research and offer presentation practice space. Could libraries not also offer group study consultation and assistance with presentation technologies?

2. Department/Area Evaluation

   2.1   Description of the means of assessment of department/area goals. [Means of assessing outcomes should be based on typical and/or accepted assessment measures within the department/area]

Library Services uses of a variety of assessment tools. It participates in the national *LibQUAL+* survey, most recently administered in 2009-10. In addition Library Services conducts local surveys including a *User Survey* (2008) and a *Spaces and Services Survey* (2012). Library faculty review survey results in light of national trends, budget, and other factors to develop new services or make other recommendations. In addition each department within the library (Circulation, Reference, Acquisitions, etc.) provides monthly statistics and annual reports to the director. Library Services also compiles statistics for two national surveys—*Academic Library Survey*, administered biannual, and the *ACRL Survey,* administered annually. Participation in national surveys provides opportunities for peer libraries in North America to compare services, budgets, staffing, and other elements.

2.2   Summary of the results of the assessment/s
Overall Library Services rated high in most assessments. Some of the findings/suggestions include:

- Need for 24 hour library services
- Facilities improvements—study rooms (too few), lack of coffee shop, lack of collaborative workspace
- Complaints about computer lab usage by community users and local children
- Noise
- Need for more scholarly journals, including more electronic
- More computers
- Climate Issues—too hot, too cold, etc.
- 73% of respondents reported finding information needed for research or school work via the Internet (Google, Yahoo, etc.)
- Difficulty locating materials with resources at hand

2.3   Recent improvements based on the results of the assessments

- Vending machines added in basement (2009)
- Policy on Children in the Library
- 24 hour study day option—not enough employees to provide this during finals week or on a regular basis (2011)
- Community users placed on time limits for public PCs—policy consistent with Florence Public Library and others (2011)
- Added EBSCO Discovery to alleviate some issues of finding materials (2011)
- Continue to add, when financially possible, access to electronic materials, especially scholarly journals (ongoing)
- Added additional mini laptops and a few extra computers in lab (2010)

2.4   Appropriate documentation to support the assessment of departmental/area goals

2.5   Brief analysis of those areas in need of improvement and an action plan for improvement in these areas

Facilities need improvement. There are a number of issues ranging from the deteriorating roof, fading carpet, etc. that need to be addressed. Collier's HVAC system is also old and in poor condition. There are constant student complaints about Collier's climate. In addition humidity issues negatively impact the physical collection, particularly items in Special Collections. Collier Library is also overdue for a reconfiguration it its overall layout. Public service areas need rearranging to fit currency, Special Collections is housed in a poor facility, and staff workspaces are either

non-existent or poorly conceived. Collier Library will develop a strategic plan to address all facets of the library ranging from facilities to services.

3. Facilities and Resources that address the adequacy of resources and support services to support the goals and objectives of the department/area

3.1 Equipment

For the most part existing equipment in Collier is well maintained. The Office of Information Technology changes out staff and student computers on a regular cycle, providing funding is available. Current equipment needs include: large screen monitors in the study rooms, large screen monitors for collaborative learning in the lab, and a new projector and screen in the library instruction room. It may be necessary to expand and reconfigure the computer lab in order to address collaborative learning needs. Library Services will, most likely, implement a new Integrated Library System in the next 3-5 years. While the existing system is housed locally the next system will most likely be cloud based. There will be cost involved to license software: however, there should be no physical equipment cost involved.

3.2 Space

Collier is tight for space. Some of the stacks have reached limits for expansion. To ensure growth space, Library Services is undertaking a deselection/ weeding project to alleviate some space issues. Collier needs redesign in several areas. The need for the addition of study rooms, work on the ground floor to accommodate a learning/information commons featuring collaborative spaces, and the re-imagining of service points that fit today's information user's needs are all important. In addition, Special Collections needs work to ensure collections are maintained in an appropriate environment. Some of the space issues may warrant an investigation to add an additional floor to Collier. Plans were drawn up a few years ago; however, these need new consideration as needs have changed.

3.3 Staff

Library Services staffing levels have remained flat since the 1980s. There has been no accommodation as expectations, information, and services evolved. Library Services will develop a comprehensive strategic plan to address staffing.

3.4 Other

Collier's roof, in most areas, is well past its lifespan. Although carpet was replaced in higher traffic areas a few years ago, it has issues including serious bubbling that could prove hazardous to students or other users. On the upper floors the carpet is worn and faded. The recommendation is to replace all carpet with carpet squares; however, this should not precede a redesign. Security throughout the building needs to be addressed by installing security cameras with monitoring.

Revenue is important to the growth and sustainability. Libraries, unlike academic departments, do not bring in tuition money. The library is solely dependent on the administration for funding. Funds for materials remain stable thanks to administration's support. Unlike many libraries nationwide Collier has not had to make extensive cuts to materials. Library Services faculty and staff have also worked diligently to make transitions where needed, such as moving materials to online only or negotiating with vendors to keep subscription increases low. At the same time the personnel and facilities budgets remain flat. University libraries across the nation are growing and changing in great strides. An increasing number of libraries either receive portions of campus technology fees or a dedicated library fee. While no one wants increased fees there is some positive connection to such fees when students can clearly see that funds are being used to renovate facilities, purchase cutting edge equipment, bolster staff, etc. There are also university libraries that have dedicated development staff.

4. Achievements
   - Hired a new director in 2010
   - Established a standing committee structure with reporting to the director
   - Moved to a "discovery" interface to allow for more exposure to cross format materials
   - Currently installing ILLiad Interlibrary Loan software to streamline processes and allow for new ILL offerings
   - Installed LinkSource (OpenURL Reslover) to facilitate access to full-text articles between resources including Google Scholar
   - Works to improve library outreach and image including National Library Week, Co-sponsoring 24 hour study day and Coffee & Doughnuts with SGA, etc.
   - Installed mobile friendly site
   - Installed Facebook and Blog presence
   - Installed LibGuide—online replacement for print based pathfinders
   - Continued move from print to online journals when feasible
   - Addition of streaming video products
   - Developed Weeding Criteria

5. Responses to Previous Review Recommendations
   NA

6. Vision and Plans for the Future of the area
Long term planning without a certain amount of risk is not possible given the changing nature of technologies and libraries. By monitoring national trends and educational shifts, Library Services will continually enhance its facilities and services. This includes developing spaces (collaborative spaces, presentation spaces, etc.) that reflect current

curriculum and class assignments. In addition to competitive facilities, outreach services are critical to secure the library as a central node of the research and education process. As the availability of information proliferates so does the demand for assistance and guidance in the information discovery and research process. Building strong print collections are still important; however, the development of the online library and support services is equally critical. Library Services will begin a Strategic Planning process to define its future services and spaces.

7. Unit Recommendations

7.1 Recommendations for changes, which are within the control of the department/area, if appropriate

Designing change to facilities and services are the responsibility of the library faculty and staff. Implementing services to support learning and foster research, designing facilities that are aesthetically pleasing, implementing programs and services that support the University's mission of teaching and learning are all important. Library Services' strategic plan will map out a vision for the future.

7.2 Recommendations for changes that require action at the Vice President, Provost, or higher levels.

A) Ensure that existing facilities are well maintained B) Support growth in both faculty and staff in Library Services to ensure that important services grow appropriately and that new skillsets are introduced into the work population C) support for services and facilities redesign.