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DeWitt Wallace Library and Media Services Update on Actions Taken Since 2010 External Review

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Introduction

The DeWitt Wallace Library and Media Services underwent an external review in October 2010. The review was conducted based on the suggestion from the Associate Provost in order to bring the library into the same ten-year review cycle as other academic departments that reported to the Provost. The library conducted a self-study completed in August 2010 which was shared with EPAG and the external reviewers. The completed external review report was received in January 2011 and a response to the report was submitted to EPAG in April 2011. Overall, we were very pleased that no major problems were identified and that we have been "very successful in fulfilling [our] mission." At the same time, we recognized the need to address the comments and recommendations made by the review team.

The Library and Media Services staff held a retreat in May 2011 and reviewed the recommendations to discuss next steps and identify areas on which we felt we should focus. We received the final recommendations from EPAG in September 2011. We also shared the External Review report, our response to EPAG, and the final recommendations from EPAG with the Library and Media Services advisory committee.

Summary Recommendations from the External Review

- Library needs to work to reorganize structures and create efficiencies to better support the core mission of teaching, learning and research
  - Rethink student employment in general
  - Restructure student work at help desks
  - Consolidate service desks
  - Reassign some activities to departments outside the library
  - Develop more efficient interlibrary loan operations
- Improve liaison system
  - Increase visibility
  - Adjust to expertise by disciplines or expertise by function
- Look at systematic ways to fold scholarly communication issues into information fluency program and into liaison librarian roles
- Develop assessment plan for instruction program
- Collections
  - Increase percentage of shelf-ready books
  - More electronic monographs; expand into Patron Driven Acquisition
- Increase cooperation with Information Technology Services (ITS)
- Increase marketing for Digital Commons and Selected Works
- Assign at least one staff person to special collections

- Expand library hours until 1 a.m. and during break periods

EPAG Response and Recommendations

- Staffing
  - Look closely at how students and professional staff use their time and for what tasks
  - Look at roles of Library Liaisons as there is a perception that they perform unevenly across the college; both the external reviewers and EPAG suggested we look to the AIA model of support for faculty
- Create closer connections with ITS in terms of technology support and shift some of the burdens to work that ITS performs
- First year course improvements – "create deeper connections with the faculty and their courses"
- Time and space – extended hours

Actions Taken

Services and Service Desks

- **Extended hours** – In response to the recommendation by the external review and at the urging of both EPAG and the Library and Media Services Advisory committee, the library extended hours to 1 a.m. for Sunday through Thursday evenings. In the spring of 2012 we kept usage statistics and as anticipated, use peaks during midterms, and during the week before and during finals. The 1 a.m. extension is now permanent.

- **Interlibrary loan** – Staff engaged in serious discussion on how to improve ILL services and relieve librarians so that they could focus on our instructional activities. As a result, interlibrary lending services have been transferred to circulation staff as well as the .95 FTE Library Specialist/Electronic Resources who supports ILL processing. In addition, our Evening/Weekend Supervisors also support ILL processing, so processing continues throughout the entire week. This transition has allowed us to reassign librarians to take on a role in providing support for projects that require the use of data, to develop an overall role of data curator for the library, and to support faculty projects requiring management of data, such as the NSF grant funded projects. This will be discussed further in staffing below.

- **Service desks** - In the summer of 2013 we received funding in order to consolidate the two service desks on the main level. This project allowed us to remove the wooden circulation and reference service desks and move to a single point of service in a new configuration. After the summer of 2013, we also stopped staffing the lower level service desk with student employees. The consolidation to a single service point has been hugely successful. In the summer of 2014, Media Services was relocated into the library and we have been working out details to provide support for Media Services from the single service desk. Access, Instruction, and Research Services staff have been engaged in evaluation of both these changes with a report coming in January 2015. More information on the desk transformation will be found in our 2013-14

- **Increased cooperation and technology support with ITS** – In addition to eliminating the technology support desk on the main level, the library began conversations that involved integrating Help Desk support within the library and effective with the fall of 2013 we had an ITS student at the single service desk. We also have been exploring processes related to imaging our desktop computers and managing printing with ITS. We have worked with ITS to manage the desktop images remotely and allow us to change the background images on a regular basis without having to touch each machine by hand. We continue to work with ITS on managing printing issues, and although we've had a few glitches this semester, we continue to monitor printing use and work on reasonable solutions to help reduce printing on campus. A recently implemented communication tool is a new Moodlegroups forum that shares information about computing issues in the library with all interested members of ITS and the library and Media Services. These changes have freed up one of the librarians and allowed him to focus on his liaison work, data management projects, and to develop a liaison newsletter for faculty.

Staffing

- **Staffing Plan** – part of our initial focus over the past few years was a focus on replacing three long-time staff members and determining what kind of job expectations we should have for the three replacement positions in the next few years. In the course of the past few years, we had an additional retirement and two additional transitions, which allowed us to make some changes. With the retirement of our long-time Evening/Weekend Supervisor, we made a significant change in staffing by hiring two part-time evening/weekend supervisors. This allowed us to cover all the evening and weekend hours that the library is open, and they also took on ILL and reserves work, thus extending these services into many more hours that the library is open. In the summer of 2014, we saw the addition of Media Services to the library and this led to transitioning the Media Services Librarian into our technical services workflow and assigning her new responsibilities. In the course of developing new positions and assignments, we were mindful of EPAG's observation that our culture and organization has enabled us to have "positive spirit and energy" and EPAG stated that though

    > "the reviewers recommended a simplified organizational structure, it appears very plausible that your flattened, discussion-centered model explains the kind of culture you have been able to maintain. Given that your community is the source of much of the positive spirit and energy you project, we do not urge you to take up the reviewers' suggestions."

    Our culture is based on a model of inclusivity for all staff members and we will be careful to ensure that we continue that preferred model.

- Changes in the past three years include:
    - **Assessment Librarian** – when we hired to replace one of our long-time reference and instruction librarians, we hired a librarian who could focus on leading our assessment activities. We have made great progress in that area as a result, with more details below.
    - **Archives/Special Collections Librarian** – as a result of our May 2011 retreat, we

decided that we would focus the efforts of one librarian on our college Archives and Special Collections. This has led to an opportunity to add to our Special Collections with Medieval manuscript materials that have contributed to the curricular support for the English and Art Departments. Ellen Holt-Werle, Archives/Special Collections Librarian and Terry Krier, English, provided a session at the CST this fall on how utilizing items in our special collection holdings can contribute to courses offered on campus. Course-integrated use of our special collections has quickly grown and we are now looking at how Ellen can be supported in this growing area. We have previously worked with French classes using some of the specialized materials we own, such as the Diderot Encyclopedia, and with Ellen's leadership are expanding to other departments to help take advantage of the special materials we have available for scholarship. Focusing Ellen's attention has also allowed her to participate in preparing with ITS a campus-wide Electronic Records Management proposal that is being shared with Senior Staff for further discussion.

○ **Publishing and Digital Scholarship Support** – As part of our staffing changes during the summer of 2012, we made job assignments to help support our Digital Commons and Selected Works projects. Our Office Manager has taken on a leading role in supporting publishing projects including campus journals, and our Archivist has taken on more responsibilities for the student Honors projects that are deposited in the Digital Commons. Our Office Manager is also going to supervise the overall management of the faculty research pages that are part of Selected Works. We expect to complete the project of reviewing every faculty page and making corrections so that all pages have a consistent look in 2015 based on the addendums submitted last spring. In January we will be communicating to all faculty and starting a greater outreach program to keep all Selected Works pages up-to-date in a more timely manner.

○ **Digital Scholarship and Services Librarian**- This librarian has intensified his outreach efforts and we are already seeing an increased demand by faculty to better utilize our ContentDM services as well as our DigitalCommons publishing features. In April 2014, we published a multi-media, book length publication, *Captive Audiences/Captive Performers* by Faculty Emeritus, Sears Eldredge. This open access publication explores music and theatre productions in POW camps in Southeast Asia during World War II. In addition to this work, with the increased emphasis on digital humanities, the Digital Scholarship and Services librarian and our special projects assistant have designed a program for the January Faculty professional development session on digital publishing. We see this as a major growth area for the library. We also have been working very closely with the AIAs on support issues. We have developed a Digital Scholarship web page (http://www.macalester.edu/digitalscholarship/) in close collaboration with the AIAs to outline the type of services and support we can provide in close collaboration with the AIAs.

○ **Data Curation Librarian** – As mentioned above, the day-to-day responsibilities for interlibrary loan that were handled by two of the reference librarians has been shifted to three staff members in the Circulation area. This transfer addresses some of the concerns by the external reviewers and by EPAG that we look at what tasks were being done by

staff and students. This transfer of responsibilities will allow us to focus on providing services for courses and departments that utilize many of the data services we offer, such as ICPSR (The Interuniversity Consortium for Political and Social Research), our census data and related databases, as well as serve as a resource for faculty working on NSF grants that require data management plans. We have set up a [Data Management Resource page](http://www.macalester.edu/dataresearch/) (http://www.macalester.edu/dataresearch/) for faculty and students and assigning a librarian to this specific responsibility will ensure better outreach and promotion of our services.

- ○ **Revised Liaison Structure and Responsibilities** – In revising job descriptions in 2011, we did address the reviewer's comments regarding scholarly communication and liaison librarians. We developed [a job description framework for liaisons](#) (updated and approved in November 2014) which includes scholarly communication as part of everyone's job responsibilities. This had already been discussed as part of every librarian's role, but we made it more specific by including it in the new job descriptions and evaluating performance in terms of each librarian's contribution to outreach and promotion for our efforts in increasing awareness of open access, our institutional repository, and digital publishing.   In January 2013 we determined that we would transition to a slightly different structure for liaison librarians. Following the model of the AIAs, we made the shift to focusing on the four disciplines - Sciences, Fine Arts, Humanities, and Social Sciences - and making liaison assignments based on those disciplines. We currently have one science librarian, and we paired librarians for the Fine Arts & Humanities, and for the Social Sciences. We have one interdisciplinary librarian, along with two librarians who have responsibilities in specific service area of Data Curation.

- **Student Employment** - along with staffing changes and merging of service desks, we made a significant number of changes in student employment. Supervision of students has been consolidated with the merger of the desks along with changes in student employment roles in Collection Development and Discovery. Student roles in CD&D have broadened to reflect the move toward more integrated workflows, allowing for all CD&D students to support the work of acquisitions, cataloging, periodicals, and preservation.

- **Reporting Structure** - in addition to staffing assignments, several direct reports to the Library Director were re-assigned to either Access, Information, and Research Services or Collections and Discovery. The direct reports to the Library Director were eventually reduced from eight to five. The current five include the Director for Media Services, the Associate Library Director, and the Assistant Library Director.

Assessment Plan

- **Information Fluency -** Our librarian in charge of assessment has helped developed several programs to collect data and start us on a process of evaluating our first year efforts. With data from individual classes taught along with the Research Practices Survey which was administered in the fall of 2012 and taken by every incoming first year student, we will be producing some reports based on a follow up survey in January.

  - ○ **Student Learning Goals** – As part of the campus-wide assessment program, the library has produced an assessment plan that connects the library instruction program with the

Student Learning Outcomes and demonstrates how we contribute to student achievements in these areas. This plan will be shared in January and become part of the Student Learning Map being developed for the entire campus. In addition, we have been working on student learning and student employment in the library. The model we have developed has been shared with Employment Services and may become a model for other units on campus.

- **Library Assessment -** In the spring of 2014, we proposed a roadmap for library assessment for 2014-2018. We separated responsibilities for assessment so that there is a coordinator for student learning assessment and the director oversees the overall library assessment activities working with the group that coordinates assessment activities. Our plan is to focus on one or two specific projects in addition to the student learning assessment each year and include them in our annual goals. These projects would last for two-three years and then we would address a different topic. The purpose is to not take on too many projects at any one time, but review, collect data, and make process improvements on small incremental projects over two to three years.

Collections

- **Expanding percentage of shelf-ready books –** Based on work completed in 2013, we have fully implemented this into our current acquisitions process and we have already seen the results in terms of improved efficiencies. We have been able to reduce our cataloging load and are able to look at focusing on other projects related to producing metadata for our digital collections. This effort has been a tremendous success in just the short time we have focused our efforts.
- **Expanding in ebooks –** Expanding our ebook collection has been a bit more challenging. Our efforts are based on ensuring that we are able to lend and share our ebook collection in the same manner as our print collections. Publishers are very reluctant to work with libraries to allow this continued sharing, and our efforts within the consortium have met with more resistance than cooperation by publishers. This has become a national issue and a priority advocacy by our professional association, ALA (American Library Association). A small group in the library prepared a document outlining what we wanted to see in terms of acceptable standards and created a web page dedicated to our ebook advocacy efforts. In March 2014, the Oberlin Group shared a statement on ebooks that was largely based on the work we had done. We continue to look at our options, but our growth in this area will be slower than hoped.

First Year Course - The librarians and AIAs spent the summer of 2012 working on course improvements, and each summer review plans. We have focused our sessions on the common first year reading, developed activities that could be completed prior to the first required instruction session, worked closely with faculty to address their needs and tailor the sessions to individual courses, and included more information on scholarly communication issues for each class. We also embedded the librarian in the Moodle course for several of the classes which allowed us to stay abreast of student needs after the initial instruction session. The collaborative work we have done with our colleagues in ITS for this particular initiative has been one of continuous process improvement with successful results. In the summer of 2014, librarians created new online tutorials utilizing the software program, Guide on the Side. Our analytics revealed that these tutorials were viewed by high numbers of students and we

are in the process of assessing the impact of the tutorials on the completion of pre-session assignments.

Media Services

Although the external reviewers didn't provide much guidance or feedback on Media Services, it was determined in 2013 that due to space needs, Media Services would be relocated in the library. During the summer of 2014, the collections and Media Services staff were moved back into the library after a separation of 25 years[1]. The DVD collection has been made openly available in shelves located close to the service desk. We are closely monitoring use to determine if making the collection accessible increases use of the collection. However, at the same time, as technology continues to change, we anticipate a decrease in the use of VHS formats and DVDs as streaming options increase. Thus we recognize future directions in technology will further change what kind of physical collection we will have to maintain.

Other Issues Addressed

As part of the review, there were additional recommendations by the external reviewers. They expressed concern that the library staff was not focusing on our mission by engaging in activities tied to National Library Week and to our Library Technology Conference. We had quite a few discussions regarding our roles and responsibilities to the campus, the community, and our regional networks. We reached consensus on both topics. We strongly believe our outreach and activities during National Library Week are essential to our community building efforts on campus. In particular, engaging students in promotion of librarianship has led to having at least one or two students from Macalester applying and being accepted into graduate work for librarianship. We are very proud of our alums who have become recognized professionals in librarianship. In addition to National Library Week, we focus on Banned Books Week and Open Access Week each year. These three outreach activities complement each other and help promote the library in our community.

Also as part of our professional and civic engagement, after a thoughtful and careful analysis of our efforts with the Library Technology Conference, we agreed that all of us provided an exceptional regional conference that provided support not only for academic librarians, but librarians in our community who were public, school, special or government librarians. Our conference has become nationally recognized and we believe that it contributes to the efforts to make Macalester distinctive. We engaged in conversations with David Warch in Communications and Public Relations on how to build on our positive program and utilize it to promote the college. It is our intention to continue to support and provide an exceptional regional conference at a low cost that provides opportunities for librarians from all types of libraries to learn new technologies and applications that they can take back to their institutions for service improvements. Last year when we opened registration, limited to 450 people, it was full within one week and this year registration closed in less than 30 hours. We think this is a pretty good indicator of the success of our conference.

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[1] Media Services was originally located in the lower level of Weyerhaeuser, with the library. When the new library was designed, the amount of space was limited so a fourth level was added in 1985 to Neil Hall (formerly Humanities) to house Media Services.

Conclusion

We have addressed a number of the concerns and recommendations made by the external review team. While we did not agree with every recommendation, we have at least discussed them and decided on a course of action or provided a response when we have decided to not accept a particular recommendation. Everyone in the library and Media Services knows that we need to continue to work on process improvements, but this is always an ongoing effort. With new staff members we have an infusion of new ideas that contribute to our overall growth and progress. Further, we have a number of initiatives underway. In addition to the changes outlined above, we initiated:

- a major collection review project to address a 25 year growth that now stretches the capacity for our shelving
- testing group study seating variations, focusing on the Harmon Room, but looking at other areas for improvement
- implementing a new integrated library system and separating from our consortium's shared system

In 2013, the library celebrated it's 25th anniversary. We recognize that it is time to address space needs in the library and a vision for the library in 2020 was prepared to identify areas for improvement in library spaces. We hope to see incremental changes that will address some of the needs outlined in this vision. Lastly, the college is engaged in strategic planning efforts and we will be focusing our attention on developments as part of those efforts that impact the library once the plan is approved by the Board of Trustees in January 2015. We also recognize that budget constraints continue to be a concern and we will be looking at how we can further increase our efficiencies and costs savings by making changes in how we operate and the types of services we provide. The external review provided us with a number of thoughtful suggestions which we intend to build upon and address new challenges and opportunities in the coming years.

Terri Fishel
Library Director
December 12, 2014

Google Docs/January Planning - 2015/Update on Actions Taken Since 2010 External Review

PDF shared with Provost Kathy Murray and Assoc. Provost Kendrick Brown - December 15, 2014
PDF posted in Library & Media Services Moodle - LM Documents