

## **Laopus Library Response to Program Review Committee Report**

July, 2013

### **Introduction**

The program review was a productive opportunity to look at our library, its faculty and staff, collections, and the range of services we provide. The report provided by the reviewers was overall, very complimentary. The comments and suggestions offered in the report will be used by Laopus Library personnel to:

- Communicate information about our space, collections, program and services identified by the reviewers. If the reviewers raised these questions, it is likely that our users may also have similar questions and need clarification about our resources and services.
- Evaluate the need for new user services.
- Define skill sets needed by faculty and staff that would lead to improved services. Include new skills in revised or new positions.
- Identify areas for new and greater collaboration with Joyner Library, especially those that are resource intensive.

There was one omission we noted in the report. Within the listing of specific interviews conducted by the reviewers, their meeting with Beth Ketterman was omitted. Ms. Ketterman is the only Laopus librarian currently on the tenure track.

The remainder of this response to the program review report will focus on specific comments made in the report which we feel require comment, clarification and/or follow-up. Some contextual comments have been added for back ground and clarification.

Laopus Library's response is organized by topics to follow, as close as possible, the flow of the review committee's report. The library's comments are grouped together for a comprehensive discussion of each topic. Pages noted after topics refer to where item is covered in the review committee's report. Therefore, it's recommended that this document be read side-to-side with the review committee's report.

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### **Laopus Library Response**

#### **Suggestions for future program reviews (Pg. 3)**

- Having concurrent library program reviews appears to have been a wise choice and should be considered again for future reviews.
- Consideration should be given to expanding the schedule of future library reviews to three days.

Reviewers mentioned the tight two day schedule and the fact that both teams would have benefitted from a tour of both libraries.

#### Services and resources for students (Pg. 7-8)

- *Primal Pictures/anatomy.tv* was specifically mentioned as a helpful resource in the report. It was observed that there were indeed significant instances where users were unable to access this product in the last FY, so 3 more seats were purchased with FY12-13 EOY funds which should lessen that problem in the future.

#### Need for remote storage (Pgs. 8, 17- 18, 22)

- Health Sciences libraries have had access to e-content for many years which is not true in many other disciplines served by Joyner Library.
- Laupus Library has been able to convert the majority of its holdings to stable digital holdings.
- We collaborate in regional/national schemes such as “MedPrint” to preserve key print resources in collaboration with other academic health sciences libraries.
- Only the print holdings of the History Program are growing at this time and, with some adjustments to the 3<sup>rd</sup> floor stacks, there is sufficient space in Laupus Library to accommodate this growth for the foreseeable future.
- Consider remote storage for lesser-used print materials. Joyner Library is proposing an automatic retrieval system which can be shared by both libraries. In FY13-14 Laupus Library will coordinate some information gathering to determine what materials Laupus could add to such a system.
- We do not anticipate a need for additional storage for library materials held on the health sciences campus in the near future.
- While we have been asked on several occasions if Laupus Library could use space in this facility and if we would support this as a need for the joint ECU Libraries, Laupus personnel have not actively participated in the planning process for the proposed Joyner remote storage facility.
- We recognize the differences in collections between Joyner and Laupus libraries and that Joyner is also charged to maintain the University Archives. For these reasons, we would support their request for development of appropriate, additional remote storage space.

#### Library spaces (Pgs. 9, 18)

- Designated quiet study spaces, more group study rooms, and student lockers:
  - Laupus Library maintains designated quiet spaces, but not enough. Perhaps there is a way to better dampen the way noise travels in our current space configuration. The addition of more study rooms, or semi-enclosed spaces may be a solution.
  - Students have expressed a need for lockers to store belongings between classes or while they take study breaks. Service desk staff receives inquiries about lockers frequently. Meeting this need will require designating space and funding to purchase lockers.
- Better promotion of meeting room spaces:

- We are currently working with Technical Support at Joyner to revise the online reservation system for use by both libraries. Our rooms are also linked directly from our main webpage.
- Consider providing Library Space for new Academic initiatives:
  - Conducting a student focused needs assessment will provide data for Laupus Library to evaluate the optimum use of the library's existing space.
  - As part of the current review of support for research within the Division of Health Sciences it has been suggested that an "Office of Applied Health Informatics" be established to help coordinate and support management and sharing of data from research, clinical and academic programs. Locating this office in Laupus Library makes sense since the library is centrally located on the health sciences campus and as an academic support service the library is viewed as "neutral" within the DHS. An applied health informatics program would both complement and utilize the expertise and resources available at Laupus Library.

#### Library resources and expertise to support faculty research (Pgs. 9, 10, 14, 16, 18, 19)

- The report recommends better coordination of existing research support services already available throughout the campus. This is in process as part of the Research Roadmap project and will be discussed at length at the July 12<sup>th</sup> DHS SAAO retreat.
- A library website to bundle and coordinate access to a suite of research support services is being developed currently. It will be called "Research Roadmap."
- Management and curation of research data will be considered part of the planning for the "Research Roadmap."
- The libraries' role in providing research data management and curation services is under discussion by both libraries and the Scholarly Communications committee. This will be a topic at the July 12<sup>th</sup> retreat.
- Laupus librarians need to move in the direction of fostering good relationships with research staff to gain an understanding of their needs. We must then respond to those needs with resources and services.
- Hiring additional librarians and other specialized staff will be critical to expansion of Laupus Library support for the DHS research enterprise and expanded service to the four institutes in the division (Leo Jenkins Cancer Institute, Monk Geriatric Institute, East Carolina Heart Institute, and the Diabetes and Metabolic Diseases Institute). Given the current budget, it is doubtful that this can occur for at least two years unless such positions can be funded through research grants.
- We should hire the best people to do the work that needs to be done. The addition of professional staff with advanced degrees in the library, other than the MLS, is already occurring. "Librarian" positions should be filled with those holding an ALA accredited MLS degree.
- Current liaison services to DHS colleges have resulted in opportunities for education and teaching collaboration between librarians and teaching faculty. The liaison librarians participate

in such collaboration as part of their role. Library technology and expertise are also assets that enhance these collaborative efforts.

- Liaison librarians already participate on curriculum committees throughout the division. This practice should continue and be expanded as new academic programs come to the health sciences campus.
- Previous attempts by liaison librarians to become more integrated with the clinical and research faculty at Leo Jenkins Cancer Center have proven unsuccessful. Recent changes at the Cancer Center signal time to revisit such opportunities to provide information services to clinicians and research staff.

#### Library resources and expertise to support and collaborate in faculty teaching (Pg. 10)

- The liaison librarian for SODM is currently collaborating with teaching faculty to develop an inter-professional education curriculum.
- As she transitions to this position in August, a focus for Laupus Library's Instructional Design Librarian will be to collaborate with teaching faculty. One strategy to be employed will be regular meetings with MTS staff to discuss what teaching methods are being used at Brody.

#### Adopting a University Librarian model of administration (Pgs. 9, 11, 12)

- Laupus Library can respond to meet user's needs in a timely manner if we report directly to the Vice Chancellor for Health Sciences. Redirecting the reporting relationship to a university librarian could slow and potentially inhibit Laupus Library from being able to quickly respond to changing needs and conditions within the DHS.
- Laupus Library supports the Laupus program reviewers' recommendation that the libraries maintain a separate reporting structure.
- Comments from faculty and other personnel interviewed by the reviewers suggested the decision not to move to a university librarian model of organization was welcome in the Division.

#### Administrative reporting relations and the current EPA tenure-track faculty status (Pgs. 9, 10, 16, 18, 20)

- Finalize decisions related to the faculty model for librarians
  - There is a great need to finalize the decision about the faculty librarian model. The length of this discussion is adversely impacting morale.
  - The ECU Faculty Senate and Libraries Committee support librarians having faculty status.
  - Both Laupus and Joyner Reviewers [Joyner Program Review Report, page 8] offered useful suggestions for interim procedures and long term changes. They viewed the Laupus (mixed) model favorably.
  - Joyner reviewers said, "Evidence exists to suggest that alternatives to the tenure-track model for libraries will work."
- Laupus reviewers urged the preservation of the following core benefits to librarians in any new model adopted:

- Library faculty are able to work effectively as peer colleagues with other ECU teaching and research faculty
- Like other ECU faculty, library faculty have a seat at the table in the governance of the University
- Like other ECU faculty, library faculty are able to earn, through years of increasingly outstanding performance, a more long-term employment commitment from the University (if not tenure, then some sort of permanent or long-term appointment).
- Hire additional library faculty or professional staff with advanced degrees and/or experience in biomedical science disciplines to broaden the library's range of expertise.
- Integrate library faculty liaisons into the curriculum of the health sciences schools as adjunct faculty, with responsibility for team teaching some courses and contributing to the inter-professional education goals of the Division.

#### CDM (Country Doctor Museum) and Laupus Special Collections (Pgs. 9, 22)

- While relocation of the Country Doctor Museum to a location in or nearer to Greenville would be ideal, the Library would need land, and significant funding to make this happen. We currently have neither and there is limited prospect for such resources in the immediate future.
- A CDM display case has been installed in the Family Medicine Center to offer rotating exhibits from the museum on the health sciences campus. Unfortunately, the tight schedule prohibited the reviewers from visiting this display.
- Given the current budget climate, maintaining the status quo of museum operations in Bailey is necessary for the present.
- BSOM Dean Cunningham is also very anxious to see the museum program come closer to Greenville and is working with Dr. Spencer and others on strategies to make this happen through private funding.
- Laupus Library's paper-based collections may well prosper in a collaborative special collections program with Joyner Library.
- History Programs and the CDM are companion departments that allow Laupus Library to offer programs of professional history and cultural enrichment to professionals and academic programs in the DHS.

#### Library support for Vidant Medical Center and Vidant Health Care System (Pg. 10)

- There is a very limited history that Vidant or its predecessor, PCMH, has provided substantial financial support for library resources needed and used by their staff. This has not been due to lack of inquiry by Laupus Library but, rather DHS leadership counseling "not to go there at this time."
- The hospital has historically named Laupus Library as its "hospital library/information source" for purposes of JACHO (Joint Commission on Accreditation for Healthcare Organizations).
- The cost of expanded licensure for access to e-resources can be very high and restricted by vendors. These costs are usually determined on a formula based on number of potential users in a network, more users result in a higher annual cost.

- The issue surrounding Vidant staff accessing Laupus and ECU licensed electronic resources is one that will need considerable financial support from Vidant Health. The current practice is to try and include Vidant when negotiating licenses for new e-resources for ECU while keeping resources affordable.
- Laupus Library's Assistant Director for Collections is working to contact with appropriate Vidant personnel to discuss the online presence for the library's resources in FY 13-14. In the meantime, we do have a nice page on the Laupus website and links on the Vidant intranet for hospital staff to access licensed resources.
- The Affordable Care Act (ACA) is changing many funding models in the health care industry. It may be necessary and wise to allow this seminal change in the industry to settle-in before attempting any major initiatives to change library service or funding models.

#### Additional collaboration opportunities with the Joyner Library (Pgs. 10, 14, 15, 20)

- Attendance at Joyner Management meetings by the Laupus Director can be initiated. Agendas for such meetings should reflect issues related to joint strategic planning projects, joint budgeting concerns, shared IT infrastructure and systems, ECU Libraries development and university-wide user services. Periodic participation by the Joyner director in Laupus leadership meetings should also be explored.
- Joyner and Laupus Libraries will engage in joint strategic planning.
- The Virtual Library @ ECU is a joint fund that supports e-journals and related e-resource purchases and some personnel costs dedicated to managing these resources, which are licensed for the entire university. For accounting purposes this fund is administered by Joyner Library. Recommendations related to VL expenditures will be made by the E-resources Committee and approved jointly by the two library directors. The Provost and VC/HS will be briefed annually on the status of the VL.
- Collaboration must be two-way with Laupus as well as Joyner providing leadership for appropriate programs, personnel and budget management.
- Website crosslinks are being strengthened by:
  - ILL/DocDel (Interlibrary Loan and Document Delivery) have merged ILLiad (interlibrary loan management software) licenses, moved to a shared local server, and share a website for login
  - Circulation SOP's at both library are being reviewed and standardized when and where possible
- Partnering on university-wide scanning and DocDel services is currently being explored for Laupus Library Interlibrary Loan/Document Delivery Services, or parts of their current services.
- Difficulty and/or points of concern with combining ILL/DocDel into one centralized office are 1.) Disposition of personnel 2.) Maintaining a high level of service for the health sciences campus – especially with difficult or complicated requests that require a personal touch to quickly resolve.

#### Laupus Library collections, including electronic resources (Pgs. 10, 14, 17-18)

- Laupus Library's Assistant Director for Collections will continue to collaborate with Joyner Library's Technical Services Unit regarding ERM (Electronic Resources Management) activities. We are eager to explore workflows and other tech services issues in a joint strategic planning process.
- Patron-driven acquisition is an implementation goal for Collection Services at Laupus for FY13-14. It would allow PDA records to show up in both libraries' catalogs, just as Joyner's PDA program allows records to show up in Laupus searches.

#### Laupus Library Website enhancements (Pgs. 11, 15)

- Joyner Technical Support is responsible for the Laupus Library website. As far as the CDM website, MTS web designers can work with the CDM (Country Doctor Museum) personnel to get the site re-designed.
- To develop a video tour of the CDM and develop lesson plans for schoolteachers on CDM materials:
  - The feasibility of producing a video tour with CDM staff and MTS will be explored in FY13-14.
  - The CDM will continue outreach efforts to local schools and be responsive to request for tours and onsite educational opportunities, including developing lesson plans attached to CDM classroom activities.
- Laupus Library has maintained a "How Do I?" page on its website for the past several years.
- Laupus Library is migrating to *LibAnswers* this summer. This chat electronic reference tool is used by Joyner Library. It will give our users the same chat reference platform regardless of which library they contact, enhance our ability to track the volume of use and types of questions. It will improve our knowledgebase for frequently asked questions, and direct users to other e-resources via the library's website.

#### Future organization placement for MTS (Pgs. 11 ,21)

Note: MTS is called Media and Technology Services throughout the main part of the report. The correct name of the unit is Multimedia & Technology Services.

- The issues of MTS reporting to ITCS and ECU-TV moving to the Chancellor's Division were raised as part of the PPC discussions. Since the PPC report was issued, both MTS and ECU-TV have been unable to clarify and update their missions and goals for the Division and university. Once these decisions are made, one way or the other, it will allow MTS to re-group and move forward.
- The Associate Director of MTS supports merging MTS with ITCS. MTS collaborates with ITCS on a daily basis and is basically an extension of ITCS on the health sciences campus. The merging of MTS into ITCS would reduce duplication and improve efficiencies related to technology. MTS, as

a unit of ITCS, would promote greater efficiencies and align resources and personnel to create a more seamless service model for the entire Division of Health Sciences campus.

- Don Sweet was named the new CIO on 6/28/2013. This should help facilitate this discussion.
- The impact to Laupus budget will need to be considered if MTS is transferred to ITCS and ECU-TV is transferred to the Chancellor's division.

#### Changes needing to occur to our staffing patterns (Pg. 18)

- As we move forward with joint strategic planning and continue the collaboration between both libraries, necessary changes in staffing patterns will become evident.

#### How can the liaison librarian model be enhanced (Pg. 19)

- We currently have librarian liaisons who are ready and others who could be trained to become Clinical/Research Librarians.
- We do not have sufficient librarians to cover all commitments to colleges and schools and expand to support expanded clinical/research liaison services.
- Until we have enough buy-in from the departments to whom the librarians will be assigned, to start and sustain a successful Clinical/Research Librarian program will be difficult. We have attempted to participate in rounds and get permission to be present in clinical settings, but experience suggests that the clinicians do not understand why a librarian is present, nor do they want to be told why one should be there. There are a few champions in ECU DHS, but at present, the task will require a considerable amount of administrative support to create a strong, valuable clinical librarian program.

#### Scholarly output at ECU (Pg. 22)

- Laupus should work with Joyner to accurately measure the impact of scholarly output, and insure that output is sustainably preserved. The libraries are very aware that research metrics are becoming much more complex and at the same time more meaningful as measuring worth is an increasing burden for universities everywhere. We are reviewing all the new tools on the market to do this in committees such as the ERRC and Scholarly Communications. Specifically, we are interested in analyzing our Web of Science resources package to determine if it is worth the expense or if we should move to a tool like Scopus. We also plan to continue harvesting scholarly works into our Institutional Repository for long-term preservation and storage.