

## NEASC STANDARD SEVEN LIBRARY AND OTHER INFORMATION RESOURCES

### **Introduction**

This section describes the University's information resources and services. The University operates two distinct departments for information resources, the DiPietro Library, including Media/Production Services, whose Director reports to the Provost, and the Office of Information Technology, whose Director reports to the Vice President for Student Administrative Services (the work of the Information Technology department is discussed in Standard 8).

### **Description**

The DiPietro Library's support of the academic goals of the University derives explicitly from its deep commitment "to reflect the College's curriculum and serve the Franklin Pierce community." The Library's mission statement and strategic goals "encourage and support academic excellence and cultural development by providing an environment conducive to quiet study, instilling sound research methods and strategies through library instruction, developing a rich array of print and electronic resources, and readily assisting patrons in finding the information they seek." The Library Media Services Department and Instructional Technologist provide services and materials in the areas of information literacy/technology fluency for majors, minors and allied programs. The most recent Library Strategic Priorities were developed in late summer 2005 and the Information Technology Strategic Plan soon thereafter. Both plans and progress updates are posted on the appropriate websites. A thorough review of library services and operations was performed under both the Academic (2001-2002) and Administrative Review (2002-2003) Reviews.

Budget planning is based on the Library Strategic Priorities. Annual needs for capital and operational funds are submitted to the Office of the Provost and then incorporated into the University budgeting process. The Library materials budget has remained relatively constant in real dollars despite increasing numbers of students and programs in both the College at Rindge and CGPS. From 2001 to 2005, the Library budget was supplemented by a \$1.8 million IMLS grant which funded the addition of a Public Services Librarian, since transferred to the operations budget, and provided support for a Community Scholarship Consortium, an Information Literacy Initiative, community outreach and digital archives projects. These funds enhanced a number of initiatives including educational programming, information literacy and resource development, digital archiving, public policy forums and research projects on civic engagement, environmental, and political issues.

The Director of Library Services reports to the Provost. This position was recently vacated. A successful search has yielded a highly qualified candidate scheduled to start in late August. The Library staff consists of four librarians, six full-time staff, one part-time librarian for evening and weekend coverage, and three part-time staff. The Library also employs approximately 50 students to staff all departments, including the Media Depot. The Library staff is integrated into the life and governance of the University. Librarians have faculty status and rank, serve on governance committees, and advise student organizations. The Director of Library Services

chairs the Institutional History Committee, whose charge is to guide planning for the institution's archives. The Director is also a member of the Institutional Copyright Policy Committee (ICPC), Academic Affairs Council, Graduate Council, CGPS Library and Technology Committee, and the New Hampshire College and University Council.

The Library is open for 96 hours a week during the academic year, with shorter hours when classes are not in session. Reference services are available by phone, email and individualized assistance when appropriate. The Library staff has developed a library wiki to serve as an additional internal resource. The Reference Desk is staffed about 58 hours a week. Basic bibliographic instruction is offered to all first-year students each semester and many faculty schedule bibliographic instruction sessions for their upper division classes. Librarians taught 104 instruction sessions in 2006-2007, with a total attendance of 1872 participants.

The Library subscribes to 33 databases with access to 17,070 non-duplicative journal titles. The collection consists of 9,260 bound periodicals and 131,426 non-serial books, videos, DVDs, and audio materials. Resources are collected primarily in areas that support the curriculum, as well as those that provide leisure and general information. A collection of videogames was added to the Library collection in 2007-2008 in response to student demand. The Library also holds an extensive film collection. The Curriculum Library, located on the main floor, serves Education programs with approximately 16,000 volumes, comprised mainly of books, with some video and audio recordings, children's journals, games and kits. A regular deselection program insures that materials are current, relevant, and in good physical condition. A collection of 100 physical therapy and health-related books is now on site at the Concord center to serve the Physical Therapy program. The Music Department maintains its own collection of compact disks, cassettes, and LPs and manages its own listening room, catalog and scores.

The Library subscribes to a variety of databases to serve the undergraduate, graduate, and specialized programs such as Nursing. Database use has increased enormously. The number of database sessions in 2006-2007 was 52,760, a 42% increase over the previous year. The number of full-text downloads has increased from 79,200 in 2005-2006 to 106,989, a 35% increase. Moreover, since some databases such as JSTOR, ACLS, and HRAF do not report sessions, usage and downloads are much higher than the reported numbers. (Exhibit 7.1)

Interlibrary loan is also a vital part of library services. Until recently, Franklin Pierce lent more materials than it borrowed, but with the addition of the D.P.T. and D.A. degrees and the heavy reliance of CGPS on ILL, that trend has reversed for journal articles. Over the past three years, the Library has borrowed 1,819 books and loaned 3,947 books to other libraries and borrowed 3,799 journal articles and loaned 764. (Exhibits 7.2, 7.3, 7.4)

The Library website provides for off-campus access to resources and offers a tutorial on use, borrowing policies, and research support. Off-campus users access databases through EZProxy. The Library uses Voyager software to aid decisions on collection development and resource allocation, to provide statistics on circulation transactions, cataloging, and acquisition and to facilitate the management of information concerning donors, materials requests, collection growth, item status, billings and fees, and database statistics. The Voyager system has streamlined and improved patron service and patron self-sufficiency.

The chief goals of the Library Strategic Priorities are to refine and expand service for all users, to collaborate with faculty to develop information literacy and technological competencies, and to evaluate physical space and collections. In 2003, faculty were surveyed to better assess the increasing demand for information technology services. As a result, an instructional technologist was hired in 2005 to manage and train faculty in the use of the course management systems. (Exhibit 7.5)

The College at Rindge uses WebCT as its course management system. WebCT adoption has grown from 39 courses in fall 2005 to 85 courses in the fall of 2007. CGPS uses eCollege as its course management system in 65 undergraduate, 55 graduate, and 28 doctoral courses annually. The Instructional Technologist provides ePortfolio and WebCT training for Rindge faculty. Media and Production Services offers similar instruction for technical production equipment, hardware, and software use at both Rindge and CGPS. They also provide technical support to the Pierce Media Group, the Fitzwater Center, and other campus constituencies. Almost every Rindge classroom has been outfitted with a DVD/VCR, and 52% of classrooms have data projectors.

The Library provides a variety of learning environments, including group and individual study rooms. Seating is available for 124 patrons at a variety of tables, carrels and lounge chairs, and at 22 computer terminals. The archives offer three tables for patron use. The Library circulates laptops for patron use and provides wireless and physical connections. Wireless is available throughout the building. The Library displays its use policies, including those on copyright, prominently throughout the building and at many of the computer terminals. Library policies and procedures are easily accessible on the library's webpage and on the University website.

Media Services provides equipment, training, and daily set-up for classrooms and special events. The Media Depot provides faculty and students with professional-grade video, audio, recording, and technical production equipment. The Depot manages the University's editing suites and tapes events on campus. The Library also works closely with Information Technology to service the classroom technological needs at both Rindge and CGPS. The Library has a dedicated bibliographic instruction room with 24 laptops and a projector, has 15 laptop computers for loan to students and faculty, and is in the process of completing the Bray Collaborative Technology Center in the library lower level. (Exhibits 7.6, 7.7, 7.8)

The DiPietro Library received a 2007 New Hampshire Higher Education Assistance Foundation (NHHEAF) grant for a collaborative archives proposal which permits Franklin Pierce University and Keene State College to share an archivist position for one year. The archivist is revisiting policies and procedures, creating finding aids for existing records collections, and performing outreach to ensure that University records are submitted to the archives.

The Library has consciously made itself a center of campus intellectual life. It has hosted the Celebration of the Liberal Arts, an annual showcase of student performances and presentations, faculty scholarly activity, art, dance, and other programs of interest, for fourteen years. It is a sponsor and co-sponsor of college art exhibits in conjunction with the Thoreau Gallery and Fine Arts department, and has served as an exhibition space for Women's Crisis Services, the University Institutes, the Empty Bowls Project, and Censorship Week. Library exhibit cases are

used regularly by departments and programs for student projects. The Library also co-sponsors the monthly independent film series.

A 2002 patron satisfaction survey showed positive results for staff service and ease of locating materials and collections; a media services user survey showed that their services were rated good or excellent on 86% of returns. Another survey in 2003 demonstrated strong approval of usefulness of information literacy instruction. (Exhibits 7.9, 7.10, 7.11)

### **Appraisal**

The University engages in sufficient institutional planning and resource allocation to maintain adequately the needs of the institution. The Bray Collaborative Technology Center demonstrates the Library's commitment to serving the information needs of today's students. However, the limited growth of the Library budget and the addition of Media and Production Services to the Library have affected the Library's ability to improve the institution's information resources.

The materials budget (books, audio, video, periodicals, newspapers, and electronic databases) was allocated at \$250,000 in 2000. Financial constraints in ensuing years reduced that budget to \$237,000 through 2005-2006. The budget was restored to \$250,000 in 2006-2007, and increased again in 2007-2008 to \$269,000. The materials budget is divided between operations and capital such that the greater portion (\$150,000) currently derives from capital. This strategy results in strict restrictions on how funds can be spent. There is little room to shift funds to meet emerging or unanticipated needs, and the purchase of library materials can be deferred if capital project emergencies occur. The rapid growth in the Mass Communication major, the increased production work of the Pierce Media Group and expanded library usage by various constituencies of the University have compounded these difficulties.

The Library has been busier than ever, with students working on group projects, searching online, using books, databases, and video, and collaborating and studying together. The physical therapy student population has doubled in size over the past four years to 119 students and since its inception three years ago, the D.A. program has grown to 84 students. Information resources increase in volume and complexity each year, with students using and incorporating multimedia applications and formats in their work. Both the University Strategic Plan and the Library Strategic Priorities show an on-going commitment to the integration and extension of information literacy learning in the majors and the minors. The Library Strategic Priorities also detail a commitment to increased service through the implementation of the Information Literacy Implementation Plan. Increases in funding and flexibility in the budget process will be necessary for the Library to adequately serve new programs while meeting existing needs. Outlying campuses and new programs, media production expenses, an aging physical collection, and increased acquisition of electronic resources will require increased attention.

The Library Mission Statement is clear in its intention to teach information literacy skills and to support the goal of creating lifelong learners capable of discovering, evaluating, and using knowledge and information effectively and efficiently. (Exhibit 7.12) The Library has continually evaluated staffing needs and has proposed additional staffing in Electronic Resources, Interlibrary Loan, and administrative assistance. Increased reliance on web-based tutorials and information literacy initiatives necessitate the focused attention of an Electronic Resources librarian. The high volume of interlibrary loans needed by CGPS programs in New

Hampshire and in Arizona will only increase the need for additional staff. The increased use of the archives and the need for institutional records management will demand the addition of a permanent archivist to manage collections and improve access to materials.

The Library has sought appropriate funding for collection maintenance and increased electronic resources in recognition of the shift by patrons from print to electronic media. The Information Technology strategic priorities reflect the same awareness of the increase and diversity of patron expectations and a similar strong commitment to the regular evaluation of institutional priorities.

The collection, though well maintained, is aging and needs continued updating and replacement. This reality limits the ability to purchase new materials and to serve new and ongoing curricular needs optimally. Aging equipment is also not always replaced on an effective cycle. The addition of graduate and especially doctoral programs has added to these burdens. Each new graduate program budget contains additional funds to meet library needs but these funds are rapidly consumed by the increased demands of research associated with such studies.

The exponential rise in demand for electronic resources and databases also strains the Library's budget. Books and print media can be purchased presently from dedicated capital funds because they are depreciable. Electronic resources are contracted from operational lines and cannot be depreciated. Funds cannot be moved between the operational and capital budgets. This situation will become more pronounced as the University moves into increased distance learning with the development of international programs such as the M.B.A. in Ukraine and the development of the Goodyear campus.

The Goodyear campus will initially offer degrees in Nursing, Physical Therapy, and Business. These programs will require increases in bibliographic, interlibrary loan, and technological resources, and will demand the development of new service models to cope with time differences. The proposed budgets for these programs contain funds for collection development and the addition of electronic resources, but existing staffing is expected to carry the initial weight of service to these sites. Early discussions have begun with the City of Goodyear about shared collections as they plan for a new county library.

Instructional Technology and Media and Production Services are appropriate for the University's academic programs and modes of delivery. The University has identified technology and media needs at all campuses, and it has added staff to meet those needs as the budget permits. The additions of a Public Services Librarian and Instructional Technologist as well as the addition of a Producer in Media Services and a Media Services specialist have increased greatly the University's ability to serve its constituents. Media Services was able to film and produce videos of 21 campaign and presidential candidate visits and other university events this past fall.

Likewise, the University has continued to increase the extent and upgrade the quality of technological and media services at all its locations. Coverage at the College at Rindge and CGPS centers is much improved since the 1998 self-study, but more remains to be done. CGPS has determined that its best approach is to identify technological needs by program rather than by site. Media Services has been able to cope with increased demand thus far as more permanent classroom equipment has been installed; deliveries to classrooms and teaching sites of laptops, data projectors, TV carts, Smartboards, and sound setups have been growing by 7% a year since 2006.

Much of the University's success in maintaining library and instructional technology/media services is the result of the excellence and hard work of its staff in these areas. The four full-time librarians hold master's degrees in Library Science; all the full-time staff hold bachelor's degrees and one holds a master's as well. Media services has grown to four staff: a media-services specialist to handle audio-visual needs, an instructional technologist to work with faculty and students, and a media technician and producer to meet the enormously increased demand brought about by growth in the Mass Communication major and the national prominence of the Fitzwater Center.

The Academic Library Survey (IPEDS-2004 data) indicated that Franklin Pierce, with 4.5 librarians, is second to the bottom among its self-selected peer institutions. (Exhibits 7.14, 7.14) The category which combines "Library and other professionals" places the University near the top of the list, due to the extensive Media and Production staffing. The Library and Media Depot rely heavily on student workers. Students work approximately 472 hours per week during the academic semester (7,300 hrs per semester), serving patrons at the circulation desk, processing materials in Technical Services, Serials, and Interlibrary Loan, and delivering and setting up most equipment for classrooms and campus events.

The Information Literacy Action Plan developed in 2006 detailed the Library's intention to create a discipline-based faculty development program of workshops to promote the inclusion of information literacy and technology fluency learning into the curriculum. (Exhibit 7.15) The implementation of the plan was postponed by the departure of the Director of Library Services, but the intentions to identify proficiencies within disciplines, to develop assignments and performance rubrics to introduce and assess information literacy, and to create contexts of collaboration in which faculty and librarians can promote achievement, remain central to the Library's future.

Faculty evaluation of library instruction in 2002-2003 indicated positive feedback on level, content, and presentation of library instruction sessions, and faculty reported that most participating students showed increased and more effective use of library resources. This finding was reaffirmed in the more recent library instruction program faculty survey conducted in 2006.

### **Projection**

The Library and the Information Technology departments will meet this fall to coordinate their Strategic Plans and to produce a Strategic Action Plan describing a three-year cycle of improvement to address the implementation of an information literacy/technological fluency plan. The Action Plan will be presented to the Provost and the Vice President of Student Administrative Services by October 2009, and will inform the next University Strategic Plan, 2011-2015.

The Vice President for Finance and Administration and the Provost will develop a five-year plan to migrate Library capital funds to the Library operational budget. Discussions will begin in the spring of 2009, and the final plan will be presented to the President and Senior Staff by February 2010.

The Director of Library Services will develop a five-year staffing plan to address increasing pressures on existing resources brought about by the addition of new programming and recent expansion beyond New Hampshire. The Director will create a taskforce during the spring of

2009, and the final staffing plan will be presented to the Provost by October 2009.

The Vice President of Student Administrative Services will work with the Directors of Library Services and Information Technology to develop a strategic plan for upgrading and maintaining technology needs at all campuses, including the new Goodyear campus. The plan will be used to inform the next University Strategic Plan (2011-2015). Discussions will begin in the fall of 2009, and the final plan will be presented for review to the President and Senior Staff by October 2010.

The Director of Library Services will develop a Goodyear library services plan to detail how faculty, student, and administrative library needs will be met as the campus grows. The plan will become part of the Library Strategic Plan. The planning process will begin January 2009, and the plan will be presented to the Provost by July 2009.

The Vice President for Finance and Administration, the Provost, and the Director of Library Services will develop a space assessment/building use plan that will be used to inform the University's Master Plan and next Strategic Plan (2011-2015). Discussions will begin in the fall of 2009, and the final plan will be presented to the President and Senior Staff by October 2010.