

ADMINISTRATIVE UNIT PROGRAM REVIEW

LIBRARY SERVICES

Goals & Objectives:

What is the unit's mission statement?

The University of New England Libraries are central to the intellectual life of the University community. They cultivate a vibrant learning environment by providing access to scholarly collections and resources; by offering services that foster inquiry and independent, life-long learning; by providing welcoming, interactive spaces and infrastructure that enhance the educational experience and support the information needs of the University; and by preserving specific special collections.

If the unit comprises major division with distinct mission statements, please describe.

Library Services at UNE work collaboratively as a team and do not have missions distinct from the Libraries', but are administratively divided into the following departments:

- Library Public Services
- Library Technical Services
- Library Electronic Resources and Journals
- Library Administration

How does the unit's mission relate to the University's educational mission?

The mission statement relates directly to the mission of the University in the educational, research, and service components of both statements, as well as in the shared core values of:

- Scholarship and Research
- Student Centered
- Interdisciplinary
- Excellence and Innovation
- Global Community and Diversity
- Health and Wellness
- Environmental Stewardship
- Integrity and Ethical Behavior

How well is the mission communicated to its staff and constituencies?

The mission is posted on the Libraries' web site here:

<http://www.une.edu/library/services/mission.asp>

All library services and decisions reflect the mission statement.

What are the goals of the unit (e.g. program initiatives, reorganization, etc.)?

The major goals of the UNE Libraries are the following:

- Migrate from print to electronic collections, while maintaining core print collections.
- Align with other elements of UNE to embed library services into teaching, learning, and research.
- Develop the library facilities as the central community learning spaces on the campuses.
- Preserve and provide access to specific special collections.
- Use assessment to continue to evaluate and adapt to the changing needs of the UNE community.

How do these relate to the institution's strategic plan?

The UNE Strategic Plan emphasizes collaboration, educational and research excellence, and community engagement. The Libraries goals of aligning with other units (collaboration), strengthening collections and services (educational and research excellence), and upgrading the library facilities (community engagement) mesh with the University's strategic initiatives.

What activities have been undertaken to achieve these goals?

The Libraries began to migrate to electronic resources well over a decade ago. The merger with Westbrook College and the decision to maintain health sciences and medical programs and majors on both campuses forced the decision to maximize use of electronic resources rather than duplicate collections. The benefit has proven tremendous for the institution. The vast majority of UNE's library resources are now available 24/7/365, not only on both campuses, but also in offices, in residence halls, in student and faculty homes, and on clinical rotations.

The Libraries, as support services to the academic and research units, collaborate with them by our very nature.

The UNE Libraries currently maintain three specific special collections: the Maine Women Writers Collection (MWWC), the New England Osteopathic Heritage Center (NEOHC), and the Westbrook College History Collection (WCHC). Presently, a fourth special collection is being added, the George and Barbara Bush Legacy Library (BLL).

The UNE Libraries utilize various methods of assessing services, collections, and facilities and have been collecting these statistics for many years. In 2008, UNE utilized the LibQUAL Survey, from the Association of Research Libraries that has become the national standard to solicit and utilize input from academic library user communities.

How have the unit's activities changed over the past five years?

The Libraries increase the percentage of electronic resources yearly. Reference and bibliographic and research instruction services have migrated to an electronic format and emphasis as well. The most important first step for library users is now the UNE Library web site with our services and catalog available electronically from anywhere, 24/7/365. As academic journals and books become available in electronic format, decisions are

made to switch from the hard copy. Collection development activities remain flexible to allow for the incorporation of new programs and majors into purchasing decisions.

How can they be expected to change over the next five years in response to internal or external factors?

The external factors center primarily around electronic versions of resources and the UNE Libraries are well positioned to continue that migration. The internal factors involve the addition of new schools, colleges, and majors at UNE as well as the honing of UNE's niche and the Centers of Excellence concept in the Strategic Plan. As that niche clarifies, support services such as the Libraries, can more completely accommodate those needs, especially in new and newly emphasized research areas.

Is the unit engaged in a continuous process of outcomes assessment?

The simple answer to this is yes.

Describe methods used to evaluate the unit's effectiveness in reaching its goals and objectives:

How frequently are these methods employed?

What data are collected?

What benchmarks, e.g., national or professional standards, if any, does the unit employ in assessing its effectiveness?

Assessment of library services at UNE includes the following:

- Library Instruction completion of assignments (each semester)
- National LibQUAL Survey of UNE (administered in 2008)
- Statistical analysis of collection development spending (yearly)
- Circulation use statistics (yearly)
- Collection use statistics (yearly)
- Collection development statistics (yearly)
- Electronic resources use statistics (yearly)
- Acquisitions/subscription retention decisions based upon cost per issue and interlibrary loan statistics (yearly)

The major academic library professional organization, the Association of Research Libraries of the American Library Association, does not publish specific numerical standards for library collections or staffing levels. The Association feels that there are so many variables that the test of library effectiveness is left to the individual academic communities and accrediting agencies. UNE does use a list of benchmark schools that the Libraries also use as comparisons, and the LibQUAL survey compares all survey users to all others. The UNE Libraries are part of all accreditations of the institution and have always been cited as adequate or better.

How are the findings of assessment used to improve the unit's effectiveness?

We continually use findings from the various assessment activities to make changes. At least annually (and generally, much more frequently), the use of electronic databases and journals are analyzed to determine the return on investment of the subscription cost and if other methods of acquiring access to that information is possible for a lower cost per use.

We use the collection development statistics to determine where to spend budget to maintain appropriate and desired collection strength. The LibQUAL Survey data is just now available and is providing tremendous information into the needs of the UNE library users.

What data does/could/should the unit collect that could be used to evaluate the success of the broader institutional mission? How is this data shared within the institution?

Statistical data collected by the Libraries are used primarily by the Library staff, but are shared with other administrators and faculty as appropriate. As a support service we are constantly striving to accommodate the academic and research units in their goals. Any decisions that the Libraries make about discontinuing or adding specific services or subscriptions are library decisions. There is an active faculty oversight committee, the Library Sub-Committee of the Academic Affairs Committee of the University Faculty Assembly. This group meets at least twice annually to help guide and direct library policies and general decision-making.

Organization and Staffing:

Is the organizational structure of the unit conducive to meeting unit objectives?

The Directors of the library departments (Public Services, Technical Services, and Electronic Resources) comprise the Library Administrative Team and meet weekly to work collaboratively on library projects, policies and procedures, and new initiatives. This maintains a strong link from unit to unit and emphasizes the team approach to administration. In addition, smaller committees are established within the Library staff to complete specific projects (strategic plan goals, annual report, LibQUAL survey, space allocation, library marketing and outreach, etc.). This structure has worked well and hopefully makes the most of the individual talents of the entire staff.

Does the unit have the staff necessary to meet its objectives?

As the institution has grown, the Library staff size has remained constant (and actually decreased by a half-time position as a recent retirement was not re-filled). We have endeavored to offer better services to greater numbers of students by reorganizing the Libraries' web site, by utilizing technology such as the Ask-A-Librarian, FAQs, self tutorials, and Questions and Comments sections of the web site, as well as Public Services librarians maintaining e-mail reference services and the increased use of student help at the Circulation Desks. We are low in the number of professional Public Services librarians for the size and make-up of the UNE community as compared to other libraries in institutions of similar size and type. There are individuals in charge of each of the current special collections and a similar position and individual should be identified for the Bush Legacy Library.

Is the unit able to recruit and retain qualified staff members?

The simple answer to this is yes. Over the past few years, one staff and two professional library positions became vacant and were filled by highly qualified individuals. The staff is very high functioning, works extremely well together, and is exceptionally highly

regarded in all respects by the user community (per the results of the LibQUAL Survey of students, faculty, and staff, for example).

Does the unit have a staff development plan? How does it contribute to unit productivity and staff professional growth?

All professional staff members are strongly encouraged to attend at least one professional development session per year. All other staff are similarly encouraged to participate in workshops and conferences that will further their professional growth. Librarians split up attendance at the various professional organization meetings and report back to the group on developments in the field. Subscriptions to professional literature are maintained and circulated among staff.

Resources:

Does the unit have adequate physical facilities (e.g. space, equipment) to support its operations? Is there a prioritized plan for developing the needed resources? Are there other operational or special needs?

The Library facilities are small and at this point out-dated. Both campuses suffer from a scarcity of adequate and varied study space, especially group study rooms. The addition of the Windward Café in the Bush Center will help, but that project will not fund a renovation of the existing Ketchum Library. Both Ketchum and the Abplanalp Library are in need of updating. Maximization of space and new furniture and modes of group and individual study design are needed. The first priority is to develop a plan to consider how this maximization of space can best be achieved. The number of computer stations in the Libraries is only adequate and has not kept pace with the size of classes on both campuses. The library and research computer training areas on both campuses should be increased. Students and faculty members are also continually requesting a higher order of public access equipment such as, scanners, color printers, color copiers, and so forth. Renovations of both campus libraries are long over-due given UNE's growth in numbers and in quality.

Services:

What services does the unit provide students, faculty, staff or alumni?

The UNE Libraries provide all University of New England students, faculty, and staff with these services:

- [Libraries homepage](#)
- [Web access databases](#)
- [e-books](#), [e-journals](#), [e-newspapers](#), [e-forms](#)
- Public access computers
- Data jacks and wireless access for individual laptops
- Remote access to electronic resources (databases, e-books, e-journals) and online catalog
- Over 150,000 volumes
- Over 40,000 print and electronic full text journal titles
- Over 6,000 electronic books

- Over 150 databases covering all subject areas in the curriculum
- DVDs, videos, compact discs, CD-ROMs
- Reference, research, and literature search assistance
- Individual and course-related library research instruction
- Circulation and reserves
- [Interlibrary loan](#) and [intercampus delivery](#)
- [MaineCat](#) and [WorldCat](#)
- [GPACU libraries on-site borrowing](#)
- Photocopiers and microfilm reader/printers
- Group and individual study space

How does it assess the quality of those services?

Assessment of library services at UNE includes the following:

- Library Instruction completion of assignments (each semester)
- National LibQUAL Survey of UNE (administered in 2008)
- Statistical analysis of collection development spending (yearly)
- Circulation use statistics (yearly)
- Collection use statistics (yearly)
- Collection development statistics (yearly)
- Electronic resources use statistics (yearly)
- Acquisitions/subscription retention decisions based upon cost per issue and interlibrary loan statistics (yearly)

Does the unit provide co-curricular programs for the benefit of students?

In a sense, all of our services are co-curricular, in that they are meant to assist and to complement the specific curricula at UNE. In addition, the Library also sponsors many outreach activities for the University community, and for the larger public as well. Some of the activities include:

- A Gathering of Writers (creative writing program)
- MWWC Research Support Grant program
- MWWC academic conference
- MWWC Lecture Series
- NEOHC displays and exhibits, including regional osteopathic medicine association conferences
- Libraries displays and exhibits
- DVD collection
- UNE Authors and Notes book talk series
- Subscription to McNaughton Books (popular reading titles that are leased by the Libraries, not purchased)
- Training for new electronic resources
- Bush Legacy Library displays and exhibits

How are these assessed?

These activities are assessed through attendance and use statistics and changes made based upon evaluation. An example is the assessment of the return on the investment in

the MWWC academic conference that led to the decision in recent years to only offer the conference every other year instead of annually. Other examples of decision-making based upon assessment activities include changes to the schedule, format, and timing of the MWWC Lecture Series and the decision to offer the McNaughton Books beginning this year as an attempt to provide some popular reading options on the campuses to students, faculty, and staff.

Does the unit collect data that could be useful to academic departments or other administrative units that would assist in assessing programs or services? How is this data communicated?

Assessment is done in collaboration with the units with which the Library co-sponsors events, such as the English department, the History department, American Studies, Women's Studies, the College of Osteopathic Medicine, the College of Health Professionals, the College of Arts and Sciences, and so forth. Generally, if there are co-sponsoring units, teams with representation from those units are assigned to plan and to assess events.

Action Plan:

What prioritized steps does the unit propose that it and the university take over the next three to five years to address concerns identified in its self-evaluation?

The Libraries propose that four large goals be agreed upon and actions to complete these goals be undertaken. The four major goals are:

Goal #1: USERS

In 2017, the UNE Libraries' delivery of integrated, curriculum-based instruction and the provision of services will advance life-long learning, research proficiency, and information literacy.

Goal #2: FACILITIES

In 2017, the UNE Libraries' facilities will serve as the University's gateway to intellectual life, where dynamic learning, research, and teaching activities converge. The Libraries' technology-enhanced, service-rich environments will reflect evolving patterns of use and advance academic excellence.

Goal #3: COLLECTIONS

In 2017, The UNE Libraries will provide access to a spectrum of multi-format collections, within a foundation of evolving electronic services and resources, which support information and research needs, cultural and campus life needs, and the academic mission of the University.

GOAL #4: SPECIAL COLLECTIONS

- A. In 2017, the Maine Women Writers Collection (MWWC) will be more widely recognized, nationally and internationally, for its important role in scholarship on women. The MWWC will continue to expand collections and collection storage as specified by the MWWC Collection Development Plan, collecting materials of

- national significance where necessary to define and enrich the study of its Maine and New England materials. MWWC will expand its breadth of access to researchers through further use of digital technology. The MWWC will be known for its support of Maine women's writing.
- B. In 2017, the New England Osteopathic Heritage Center (NEOHC) will be a nationally recognized archives and resource center, collecting and preserving New England's osteopathic medical history, for the purpose of securing its legacy and supporting its academic institutions, professional associations, and physicians.
 - C. In 2017, the Westbrook College History Collection (WCHC) will be the primary institutional records repository for the documentation and preservation of Westbrook College Campus history, since its inception in 1831, for the purposes of academic scholarship, institutional research, promotion, and fundraising.
 - D. In 2017, the George and Barbara Bush Legacy Library (BLL) will be a recognized collection of memorabilia relating to the Bush family, primarily as it relates to their Maine connection, for the purposes of scholarship, historical record, and public relations.

The Action Plan that flows from the above goals should be prioritized in the University budget as follows:

1. Continue to budget for the regular cost increase in library materials that will maintain the current collection level.
2. Utilize a consultant to help plan for renovations of both Library facilities.
3. Increase budget for library materials, services, and personnel to reflect the growth in numbers and quality of the academic and research communities at UNE, particularly to serve the emerging needs of students and faculty for research materials. The materials budget needs to increase to accommodate the high cost of these research materials, especially electronic databases, e-journals, and e-books.
4. Renovate and upgrade both campus library facilities,
5. Budget for the maintenance and growth of the UNE special collections.
6. Define a position and identify an individual to direct the Bush Legacy Library.
7. Increase the efforts of the Library Services department to promote cultural and campus life activities.
8. Seek external funding for special projects and collections.

Attachments:

UNE Libraries Annual Report 2007/2008

<http://www.une.edu/library/whatsnew/lib08.pdf>

MWWC Biennial Report 2005-2007

<http://www.une.edu/mwwc/collection/07biennial.pdf>

LibQUAL Survey Results:

- Executive Summary
- Full UNE Survey
- User Group Comments
- Benchmarking

Annual Assessment Reports 2008

Library Services Strategic Plan 2008

Minutes of meetings of the University Faculty Assembly, Academic Affairs Committee,
Library Sub-Committee