October 8, 2009

Academic Review of the Frank Melville Jr. Memorial Library
Stony Brook University
September 27-29, 2009

<u>External Reviewers</u>

Susan Brynteson, Chair of Academic Review Committee
Vice Provost and May Morris Director of Libraries
University of Delaware Library

Anne Kenney
Carl A. Kroch University Librarian
Cornell University Library

Brinley Franklin
Vice Provost, University Libraries
University of Connecticut Libraries

James Neal
Vice President for Information Services and University Librarian
Columbia University Libraries

<u>Introduction</u>

The four Library external reviewers visited Stony Brook University in September 2009 and participated in numerous meetings with many persons from throughout the Library and the University. The schedule of meetings is attached.

We were met with cordial hospitality at all the meetings, and also received much candor and honesty from the participants. We much appreciated the sense of trust given to us and it was widely expressed that there was a clear sense of optimism and hope because of the Provost's initiation of the external review. The reviewers encountered an obvious caring for the institution as well as an intense wish to support academic excellence and faculty who noted the efforts by the Library staff to sustain services under challenging collection circumstances. All of these provide an excellent foundation on which to build.

Unfortunately, the reviewers encountered many issues that combined left them reacting negatively to the Library experience. As things currently stand, we feel that the institution is compromising its future by gutting its support for the Library and tolerating a climate of entrenchment and distrust which is rampant within the Library itself. Stony Brook needs to support a comprehensive research library at a level commensurate with the standing and aspirations of a comprehensive research university. The reviewers felt this is not occurring now nor has it occurred for some years. We believe that the responsibility to effect the necessary change rests with both the Provost and the President.

Specific aspects of the situation follow.

Collections and Services

The libraries at Stony Brook are experiencing a collection development program in crisis. There has been a strong commitment to the licensing of electronic journals, with a particular focus on the science and health sciences fields. But the fundamental collapse of budget support has produced an inability to acquire new books and major databases in the social sciences and the humanities, as well as expanding weaknesses in the sciences for important new journals and for journal backfiles.

There needs to be a significant expansion of investment in the Library collections. A major year one increase in base budget support would enable critical retrospective work, and then a regularized annual increase, in the form of a "knowledge utility" strategy, would enable the Library to sustain collections in the face of inflationary cost growth.

One of the results of the weakening of collection support has been an expanding dependence on interlibrary loan services and "library tourism" by faculty and graduate students. This dependence on other libraries is described by Stony Brook faculty as "parasitic." Clearly, resource sharing is a fundamental component of academic research library services. Therefore, the interlibrary loan office and its leadership must be robust, visible and well-supported. The interlibrary loan office needs to be centrally located and needs an administrator who will provide full-time management. The current plan to combine the business librarian responsibility with the head of interlibrary loan should be rethought.

A critical component of the resource sharing program at Stony Brook is the essential relationship among the campuses of SUNY, particularly the research campuses. There needs to be a more systematic program of coordinated collection development as well as a willingness to explore other areas for deeper if not radical collaboration. The provosts of the four SUNY research center campuses should mandate the four library directors to develop an energetic plan for cooperation that leverages shared assets and builds on the library strengths at the four campuses.

The Stony Brook Libraries have developed a program of services to academic departments through the assignment of liaison librarians. This program needs to be expanded and focused on the diverse needs of the academic units. The librarians must be more fully integrated into teaching and learning, and into research and scholarship. The Library must take the lead in

promoting discussion and understanding across the campus on trends and developments in scholarly communication, open access, and copyright, for example. The organization and staffing of traditional technical services, acquisitions and cataloging, and the deployment and distribution of service and reference desks desperately needs to be rethought. This will enable some reassignment of staff to the electronic resources program, to the development of web-based services, and to a rethinking of traditional reference programs. The proximity and functionality of service points and the logic of their locations need to be reconsidered.

Special and distinctive collections are an increasingly strategic component of an academic research library program. Stony Brook has acquired several very important archival collections. But aspirations need to be in alignment with staff and space capacity, and with the academic interests of the campus. Opportunities for growth in special collections, rare book and manuscript materials, will be important to consider, but priority should be assigned to the management of university records and to the development of collections with a regional, Long Island focus.

Facilities

Our review of the Frank Melville Jr. Memorial Library revealed not a lack of Library space, but rather that the current use of the building is outdated and needs to be reconsidered.

A comprehensive facilities review needs to be performed that re-conceptualizes Library space for the 21st century and reflects that, first and foremost, prime library space in the center of campus should be configured in a way that best serves on-site users. In today's environment, these on-site users are primarily undergraduate students, graduate students, and faculty in the arts and humanities. Currently, too much space is dedicated to back room operations such as technical services and low use collections such as government documents and print maps.

Some of the specific areas for improvement we noted were:

- Rethinking the number of service desks;
- Improving individual study space and group studies;
- Providing an electronic classroom that can accommodate a class of 40 students;
- Developing the Learning/Information Commons in deep collaboration with other campus units, including Teaching, Learning, and Technology, and the Undergraduate Colleges;
- Upgrading furniture used by students and other users throughout the Library;
- Ensuring a variety of types of furniture and configurations are available to Library users;
- Considering again consolidating the Chemistry Library with the Science and Engineering Library to gain efficiencies while potentially extending coverage; and
- Significantly reducing the space currently assigned to the reference collections, microforms, government documents and maps. These low-use collections are currently located in what are potentially prime public spaces.

The Learning/Information Commons, for example, offers an excellent opportunity to provide services to students in the Library to help make them successful in a place where they already like to congregate. Typical services offered include research assistance, writing support, quantitative and science tutoring, foreign language tutoring, help incorporating technology into their class work, and troubleshooting hardware and software issues. Many libraries are also starting to offer dedicated space in the Library to graduate students.

Students today often work on group assignments together. Many libraries offer dedicated spaces with a table, several seats, and a large monitor for students to use with a laptop. The students are then able to view and collaborate on their collective work together.

Library facilities represent good opportunities for private giving. Individual gifts, senior class gifts, and anniversary class gifts are excellent opportunities for former students to improve conditions for current students. Local businesses and services may also choose to associate themselves with the Library; a named public space in the Library offers high visibility in a high use campus facility.

Digital Prospects and Information Technology

Notwithstanding the need to continue to support the purchase of print and non-digital materials, Stony Brook Library's future, like all other academic libraries, must be heavily vested in things digital. It was noted that all public areas in the Library have wireless that was state-of-the-art at the time it was installed (per DoIT). The Library, as currently configured, is not positioned to succeed in this area and it is of strategic importance that it become so quickly. There are opportunities for building on what is already in place and we present six key recommendations in this report.

- Reaffirm the current MOU arrangements between the Library and Division of Information Technology (DoIT). Although we heard criticism within the Library itself, including arguments that the Library could achieve savings by reassuming IT responsibilities internally, we were not convinced. We do feel there needs to be closer liaison between the Library and DoIT staff to resolve conflicts, and agree on priorities, work flow, and schedules.
- Integrate the library management systems between the East and West Campus Libraries. Currently both are running on Aleph software, although different versions are being used. Efforts to support cross catalog searching via Z39.50 are marginal and require users to search in more than one online system to discover resources critical to research, teaching, and learning. This is a disservice to the faculty, students, and other researchers, resulting in expended time to locate and use critical scholarly resources. We are not suggesting that the Health Sciences Library divest itself of its IT staff working in other areas of technology support, but it may require a realignment of resources to support the combined Library Management System.
- Redirect staff resources and technical processing operations to support digital content. We noted a disconnect between the amount of money spent to license electronic content and the level of effort devoted to its discovery, access, and use. Not only is the electronic

resources unit understaffed, but the technical services operation as currently configured is focused almost exclusively on handling print-based material. We were greeted by staff there who pride themselves on the quality of the records they create for an increasingly small percentage of the content being made available to the academic community. Cataloging and acquisitions staff should be retrained to support metadata services and focus the majority of their attention on e-resource management. Basic questions about the use of appropriate tools for linking and accessing materials needs to be raised; duplicative purchases need to be eliminated; and staff need to devote greater attention to curating digital content created and maintained locally, especially that which is to be deposited in the institutional repository (see last recommendation in this section).

- Enhance support for the Library's web presence. The Library's website should serve as the gateway to scholarly resources on campus and beyond. Currently, responsibility for maintaining and enhancing the Library's website is vested in the director of the new Southampton Campus Library. Presumably this person has his hands full in bringing up a whole new Library operation. The Library's web presence should not only facilitate access to scholarly resources but provide access to e-reserves, signal the Library's presence in Blackboard, and contain subject guides to assist users discover, navigate and use resources, from the novice to the most advanced scholar.
- Move aggressively into digitization. We know from our own experience that older materials get a new lease on life when they become available online, especially as full-text resources. The current budget for digitization at Stony Brook is $5,000. We recommend reassigning staff to this function and increasing the annual budget for digitization many times over.
- Invest in repository development. As a leading research institution, especially in the life sciences, Stony Brook should be devoting time and attention to digital data being created and used within various labs, research teams, and centers. The university can take a leadership role among the SUNY system in developing the technical infrastructure to support data curation, data reuse, and digital preservation. One possibility is to redirect preservation funds provided by New York State to the 11 comprehensive research libraries to support digital preservation.

Management Leadership and Organization

Management issues came up throughout the numerous meetings held by the reviewers and several of these were discussed confidentially with the Provost.

The reviewers felt that in many ways the Library is an organization in crisis with lack of trust at all levels prevailing. A general negative attitude on the part of all staff was in evidence with some staff not speaking to others resulting in a destructive organizational negativity.

A major concern dealt with a lack of communication and the need for more open communication between Library management and Library staff at all levels. There is a need for Library meetings which are broadly-based and at which open communication, discussion and questioning can occur.

A specific example of the lack of communication is ambiguity about and the need for documentation on the promotion and tenure process for Library faculty, not only to assure due process, but also to clarify the role of Library faculty and expectations for their professional advancement.

Relating to communication but issues in their own right are the existence of conflicts of interest throughout the present Library organization. There is a need for at least a second "management confidential" staff person in the Library. Further, the service role of Library faculty, including non-tenured Library faculty, on the University Senate Library Committee needs to be clarified especially in this Committee's sometimes assumption of micro-management responsibilities and serving as a kind of "shadow government."

Technical services currently reflects a print-based era which is rapidly being supplanted by a digital one. It is overstaffed and staff members need to be switched over to serve undergraduates and other users. The current set up separating out electronic resources and staffing it with two people makes no sense and reflects the dysfunctional nature of the current Library organization structure.

The Library is grossly hierarchical with many layers. There is a need to flatten the organization, and the Library's organization needs to align with campus priorities.

The Library has adequate staff but it was felt that the staff are not positioned appropriately and do not align with campus priorities. There appeared to be numerous "work-arounds" with various roles duplicated and mal-functioning.

Finally, the role of the Dean and Director of Libraries with respect to fundraising needs to be addressed so that the Dean is included to a greater degree in campus fundraising priorities and deployed as a partner in the University's fundraising activities.

Enclosure: Site Visit Schedule

**Academic Review of
Frank Melville Jr. Memorial Library
Stony Brook University**

Site Visit Schedule

September 27 – 29, 2009

Primary Contacts: Office of the Provost, Marsha Pollard, 631-632-7009 (W), 718-288-0907 (M)
Library, Germaine Hoynos, 631-632-7100 (W), 631-902-1720 (M)

External Reviewers:	Susan Brynteson, Chair of Academic Review Committee Vice Provost and May Morris Director of Libraries University of Delaware Library
	Anne Kenney, Carl A. Kroch University Librarian Cornell University Library
	Brinley Franklin, Vice Provost, University Libraries University of Connecticut Libraries
	James Neal, Vice President for Information Services and University Librarian Columbia University
Sunday, Sept. 27 Arrival	External Reviewers arrive at Danford's (Check-in after 4:00 P.M.) 25 East Broadway Port Jefferson, NY 11777 631-928-5200
6:30 – 8:00 P.M.	Welcome Dinner at Wave Restaurant at Danford's Hotel and Marina Eric Kaler, Provost Lawrence Martin, Associate Provost and Dean of Graduate School Susan Brynteson, Chair of Academic Review Committee Anne Kenney, External Reviewer Brinley Franklin, External Reviewer James Neal, External Reviewer
Monday, Sept 28 7:30 A.M.	Germaine Hoynos will pick-up External Reviewers from Danford's and escort them to Provost's Conference Room

8:00 – 9:15 A.M.	Working Breakfast with Academic Review Committee and External Reviewers (Provost's Conference Room, Administration Bldg., Suite 407) Continental Breakfast Catered by Lackmann/Ann Ozelis Eric Kaler, Provost Susan Brynteson, Chair of Academic Review Committee Anne Kenney, External Reviewer Brinley Franklin, External Reviewer James Neal, External Reviewer Michael Schwartz, President, University Senate Jean Peden, Director, Undergraduate Colleges David Conover, Dean, School of Marine and Atmospheric Sciences Peter Williams, Vice Dean, Academic & Faculty Affairs, School of Medicine Michael Hadjiargyrou, Associate Vice President for Research Lawrence Martin, Dean, Graduate School Imin Kao, Associate Dean, College of Engineering and Applied Sciences Hugh Silverman, Professor, Philosophy Nancy Squires, Interim Dean, College of Arts & Sciences Jane Yahil, Assistant Vice President, Health Sciences Center
9:15 A.M.	Marsha Pollard will escort External Reviewers to Library, Javits Room
9:30 – 10:00 A.M.	External Reviewers Meet with Chris Filstrup, Dean and Director of Libraries (Javits Room, Melville Library, Second Floor)
10:00 – 10:30 A.M.	External Reviewers Meet with Sherry Chang, Library Administrative Council (Javits Room, Melville Library, Second Floor)
10:30 – 11:00 A.M.	External Reviewers Meet with Daniel Kinney, Library Administrative Council (Javits Room, Melville Library, Second Floor)
11:00 – 11:30 A.M.	External Reviewers Meet with Germaine Hoynos, Library Administrative Council (Javits Room, Melville Library, Second Floor)
11:30 – 11:45 A.M.	Break
11:45 AM–12:45 PM	External Reviewers Tour Melville Library with Lynn Toscano, Assistant Head, Cataloging Department
12:45 – 2:00 P.M.	External Reviewers have working lunch with Robert Shrock and Members of Library Senate Committee (Library Administration Large Conference Room, Room# W-1503) Lunch Catered by Lackmann/Ann Ozelis, Pamela Di Pasquale

2:00 – 3:30 P.M.   External Reviewers Meet with Library Executive Committees
                      (Javits Room, Melville Library, Second Floor)

3:30–3:45 P.M.   Break

3:45 - 4:15 P.M.   External Reviewers Meet with representative/s from The Division of
                      Information Technology - Phil Doesschate, Charlie Bowman, Richard
                      Reeder, and Graham Glynn (Javits Room, Melville Library, Second Floor)

4:15 – 5:00 P.M.   External Reviewers Meet with Andrew White, Director, Health Sciences
                      Center Library (Javits Room, Melville Library, Second Floor)

5:00 – 7:00 P.M.   External Reviewers have Dinner with Library Representatives
                      (Library Administration Large Conference Room, Room# W-1503)
                      Dinner Catered by Fratelli's/Ann Ozelis, Pamela Di Pasquale

7:00 P.M.   Germaine Hoynos will take External Reviewers back to Danford's

Tuesday, Sept 29
7:00 A.M.   External Reviewers have complimentary continental breakfast at
                      Danford's

7:30 A.M.   External Reviewers picked up from Danford's by Germaine Hoynos and
                      escorted to Library, W-1503 (check-out of hotel, park cars in Admin
                      Garage)

8:00 – 8:30 A.M.   External Reviewers meet with Nathan Baum, Library Administrative
                      Council (Library Administration Large Conference Room, Room# W-1503)

8:30 – 9:00 A.M.   External Reviewers meet with University faculty
                      (Library Administration Large Conference Room, Room# W-1503)

9:00 – 9:15 A.M.   External Reviewers go on Tour of Government Documents with Elaine
                      Hoffman

9:15 A.M.   External Reviewers escorted to the Provost's Conference Room by
                      Germaine Hoynos

9:30 – 11:30 A.M.   Meeting of External Reviewers to prepare oral report to the Academic
                      Review Committee at the 11:30 A.M. Exit Interview Lunch
                      (Provost's Conference Room, Administration Bldg., Suite 407)

11:30 A.M.-1:30 P.M. Exit Interview Lunch: External Reviewers with Academic Review
                      Committee
                      (Provost's Conference Room, Administration Bldg., Suite 407)
                      Lunch Catered by Lackmann/Ann Ozelis

1:30 P.M.   External Reviewers Depart (Validate Parking)

1:30 – 2:30 P.M.   Post-Academic Review: Academic Review Committee Members only
                     (Provost's Conference Room, Administration Bldg., Suite 407)