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ANNUAL REPORT

Drexel University Libraries





DEAN'S REFLECTIONS

Finalizing the FY19 annual report well into the next year offers a rear-view mirror perspective on the period covered. The strategic directions set forth at the start of the year captured a momentum fueled by the numerous accomplishments that I am honored to report here, offering reminders of how we have been exploring the future of the Drexel Libraries.

The following report documents the ambitious path the Drexel Libraries has taken between July 2018 and June 2019 to identify ways it contributes to the University's success. It organizes attention around four areas, each of which confirm the unique value of the Libraries to strengthen Drexel's connections to scholarship:

1. Containing the cost of higher education
2. Shaping future scholarship
3. Inspiring a life-long quest for learning
4. Modeling an innovative library organization

These strategic directions extend the Libraries' transformation from predominately being a servant to the University's educational mission to becoming an integral partner that expands Drexel's contribution to new knowledge and new solutions to society's pressing problems. Connections to scholarship are an essential component for success in achieving these two deeply interconnected missions of higher education.

We continue to deliver our primary obligation—to ensure access to authoritative information resources—with the Libraries' fiscal ambition to help contain the affordability of higher education. This year, librarians developed their expertise in understanding and encouraging adoption of open access materials, particularly open textbooks, in course assignments to reduce out-of-pocket costs for students while simultaneously helping faculty be more effective in their pedagogy by increasing

convenient access to readings from the start of the academic term.

By applying more nuanced data analysis, librarians also calculated that the Libraries' management of licensed access to digital publications is nearly 15 times less expensive than if individuals purchased the resources at market prices. This fiscal return on "collection" funds continues to be important in containing expenditures while increasing the purchase value of our budgets for critical resources on which teaching, learning and research are dependent. Increased use of scholarly publications, measured in multi-million annual downloads, reflects the long-established Drexel strategy to favor electronic access. As seen across academic libraries, Drexel's use of print resources this year continues to drop while online resource access increases.

Beyond the Libraries' prioritized expenditures, several initiatives further enabled this trend through cost-effective measures. These include weeding print collections as part of the Queen Lane Library renovation, our greater use of license agreements negotiated by consortia and "demand-driven" acquisition programs, and our increasing contribution of sharing resources with other universities.

Another core obligation is to deepen Drexel's connections to scholarship. This year's 7th annual *Celebrating Drexel Authors event* honored 73 book authors and editors, highlighted 28 major contributors to scholarship through publications in journals and conference proceedings, and added

copies of 24 of these publications to the Drexel Authors Collection in the University Archives.

What's more, as the first participant among an international cohort of early adopters, we have actively partnered with Ex Libris system developers and strategists to field test and influence the development of its innovative Esploro system platform to manage research output and facilitate global discovery and access to these institutional assets.

This year, building informal learning environments, another core library obligation, went beyond the renovation of the physical space in the Queen Lane Library. We also continued programs such as ScholarSip and ScholarSnack—two event series that nurture community and provide expert guidance to connect Drexel students, faculty and staff to authoritative information resources.

We also empowered student representatives from Drexel's Undergraduate Student Government to develop and implement a student-centric design proposal for updating furnishings on the entry floor of the W. W. Hagerty Library. USGA officers sought and advocated student opinions and worked with Drexel architects and librarians to design a new library learning environment.

Staff also introduced the Information Explorer Program, testing the proposal that training the Libraries' student employees to be among the best navigators of the Internet and coaching them to communicate their knowledge with others could help inspire a life-long quest for learning among their peers.

Finally, though certainly not least important, our ambition to become a model, 21st century academic library requires the Libraries to use authoritative data in decision-making, to continue providing high levels of service quality, to value trusted collaborative partnerships, and to build organizational capacity for nimbleness and responsiveness to change.


Human resources continue to be core to the Libraries' success. In January, we launched a reorganization to realign a highly professional and experienced staff to leverage their multifaceted expertise to enable the Libraries to embed and brand its unique contributions into the University's strategies for success. Broadly visible shifts in perceptions affecting North American research universities surfaced competitive opportunities to implement the benefits of this transformative objective for the Drexel Libraries.

In 2018, the Carnegie Commission on Higher Education included Drexel University among its newly classified R1 doctoral universities, recognizing its "very high research activities." This University milestone reinforced the motivation for the Libraries' 2017-22 strategic directions to support Drexel's ambitious vision that has included being a comprehensive research university.

The traditional end of the fiscal year that frames each of our annual reports became an uncertain pause in planning as the University postponed by one quarter the start of FY20.

At the end of FY19 we set out with goals to continue progress on our five-year strategic directions that were approaching their mid-point. The horizon for shaping and achieving FY20 ambitions is coming into focus while preparing the current FY19 report. I anticipate the next annual report will include evidence of disruptive, unexpected challenges.

However, I am reassured by reflections shared in this report about the Libraries' vision, strategies, and staff accomplishments that our continuing transformation has strengthened our ability to adjust effectively and to identify and advocate for the unique contributions this academic library can make to ensure its University's success.

A handwritten signature in black ink, reading "Danuta A. Nitecki". The script is fluid and cursive, with the first name "Danuta" being larger and more prominent than the last name "Nitecki".

DANUTA A. NITECKI, PHD

Dean of Libraries

March 2020

01

Containing the Cost of Higher Education

Ensuring users can discover and access authoritative information—whether for assigned course readings or for framing research—without worrying about the cost of retrieving those materials continues to be one of the Drexel Libraries’ strategic goals in FY19.

After joining the Open Textbook Network last year, Libraries staff spent much of this fiscal year educating Drexel faculty and staff about ways to adopt Open Educational Resources (OERs) to ensure low-cost access to resources and increased student success.

We kicked off our first major OER campaign with three workshops for Drexel administrators, faculty and staff. These sessions covered important topics like the impact of affordability of course materials on student academic success and tips to adopt OERs in coursework.

FY19 also saw the launch of our second cohort of Library Faculty Fellows. Three of the five Fellows selected this year focused

their projects on bringing OERs to campus.

One Fellow held OER faculty information sessions across campus; another wrote over 100 (freely available) writing exercises designed to help students master various aspects of writing, and the third created a new course curriculum for a freshmen engineering class that only utilizes OERs and freely available publications licensed by the Libraries. Although each Fellow took a different approach to the project, the outcomes were the same: increased faculty engagement and greater awareness of Open Educational Resources.

Even the local press recognized the Libraries’ efforts to promote OERs on campus. In March, the local news show In Focus (PHL17) interviewed Beth Ten Have, Director for Library Academic Partnerships, about our work to lower student expenditures on textbooks.

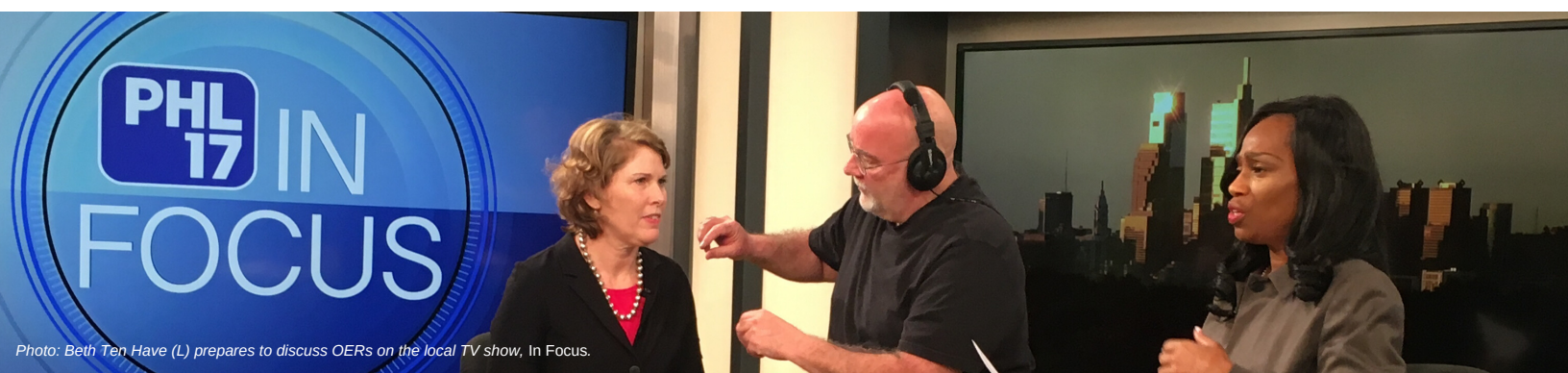


Photo: Beth Ten Have (L) prepares to discuss OERs on the local TV show, In Focus.

ACCESS

1,294,974 Total Print, Electronic & Other Collections

Percent of Budget Spent
on Collections

50

452,237

Print Volumes

2,951

Linear Feet of
Archive Collections

818,800

Electronic Volumes

23,937

Other Collections



Interlibrary Loan
Transactions

11,944

Items Obtained for
Drexel Clients

1,127,478

Online Searches

2,061,561

Downloads

20,009

Items Provided to
Other Libraries

117,626

General Circulation

17,556

Equipment Loaned

82,999

Reserves
Materials Loaned

02

Shaping Future Scholarship

At Drexel, research is driven by faculty, students and staff from all disciplines—from health, medicine, engineering, business and information sciences to media arts, design, humanities, the social sciences and others. The Drexel Libraries is committed to helping Drexel researchers across all disciplines create and shape future scholarship by strengthening the University's infrastructure for making its research output globally available.

This year, during the Libraries' annual *Celebrating Drexel Authors Event*, we looked beyond book authors and recognized the impact of scholarly journal articles and research datasets on fostering new ideas and new research. Including journal article and dataset authors in this event is just one of the ways we are working to raise awareness of the importance of diverse research outputs.

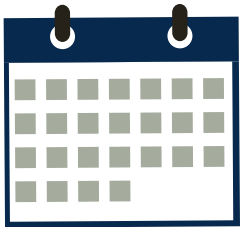


Photo: Drexel authors and researchers pose for a photo during the annual Celebrating Drexel Authors Event

We also forged ahead with our participation in the Ex Libris Esploro Early Adopter Program. Two Library Faculty Fellows joined Libraries staff with technical expertise to begin field testing the prototype research services platform. Drexel feedback—along with comments from library and information science staff at a handful of other international research institutions—will ultimately help influence improvements to the platform before product release sometime next year.

Once implemented, Esploro—with researcher participation and Libraries staff management and expert guidance—will broaden the impact of Drexel's research assets and maximize the efficiency of managing research data and publications for global findability, access, interoperability, and reuse.

PEOPLE & CONNECTIONS



315

Events &
Presentations Held



8,931

Presentation
Attendees

**894,276 In-Person Visits to the Drexel University
Libraries' Four Physical Locations**



7,141

Reference Transactions
& Consultations



113

Weekly
Service Hours



533,135

Website
Sessions

03

Inspiring a Life-Long Quest for Learning

Guiding the Drexel community to discover, explore and question ideas is at the core of just about everything we do at the Drexel Libraries. We constantly look for innovative ways to transform our learning environments and our resources and services to inspire learners to take ownership of the paths they choose to develop new skills and increase knowledge.

In June, we “broke ground” on a project to transform the Queen Lane Library into a unique, modern environment that inspires and enables self-directed, active learning. This renovation—done in collaboration with the College of Medicine to help ensure a successful accreditation visit—was one of our latest efforts to address student feedback for improvement in one of our physical environments.

Along with transforming our informal learning environments, we also continued our work to nurture new knowledge communities through time-honored events like the ScholarSip series. This year’s theme for bringing together faculty and professional staff from across campus was “communicating research to inspire citizen engagement.” Over the course of three events, 92 unique faculty and professional staff consumed “food for thought” shared by interdisciplinary research faculty about the challenges they face when sharing research with diverse populations.

Exposing archival collections is another contribution the Libraries makes to inspire self-directed learning. This year, Schramm, Inc., a local drilling equipment manufacturer, entrusted the University Archives to store and maintain its historical records. Donated by Richard Schramm, Chairman of Schramm, Inc., the collection contains the company’s historical records from 1900 to 2005, including board and stockholder minutes, sales literature, financial records, company newsletters, and more.

Faculty from Drexel’s history department have already started exploring the collection for possible use in classroom instruction, and the Libraries will continue to explore additional ways to inspire students, as well as local and international scholars, to investigate the Schramm, Inc. collection to help them understand the relationship between industrial manufacturing, government, and academic institutions, especially Drexel University as it developed in the Philadelphia area over the last two centuries.



SPACES

4

**LIBRARIES
PHYSICAL
FACILITIES**

1,448

**TOTAL SEATS AT 4
PHYSICAL SITES**

894,276

**VISITORS
ENTRIES AT 4
PHYSICAL SITES**

1.3 M

**ONLINE WEBPAGE
VIEWS THROUGH
LIBRARY.DREXEL.EDU**

Modeling an Innovative Library Organization

04

Over the last few years, we have established the groundwork to transform the Libraries into a model organization, embracing a flexible, collaborative working structure.

In FY19, we focused on leveraging our collective and individual professionalism, expertise and values through an organizational realignment to position the Libraries as indispensable to the University's mission.

This realignment builds on our flexible, matrixed structure and emphasizes programs to operationalize our vision in four key areas:

Communication & Strategy: Integrate strategic planning, program management, internal communications and external marketing of the Libraries' resources and expertise to advance the University's mission and initiatives.

Organizational Infrastructure: Provide and model budgets, human resources, facilities, organizational management and planning for Libraries effectiveness.

Scholarly Connections: Improve and apply the Drexel Libraries' knowledge of the publishing

industry, scholarly communications, ethical practices to manage research data output, and discipline pedagogy and research behaviors to strengthen Drexel University's utilization of disseminated scholarship and its reputation within global research.

Self-directed Learning & Information Services: Re-conceptualize informal learning environments by improving library spaces and information access services and consultations to inspire and empower self-directed habits for life-long learning.

Across these priorities, we recast existing programs, introduced new ones and added initiatives to operationalize our strategic directions. We continually assessed staff vacancies and gaps in expertise. As a result, we identified several new positions and roles needed to ensure success, including potential leadership and project management roles that will offer development opportunities for staff.

These changes to our organizational structure were also designed to enhance active, cross-team collaborations, shared accountability, and greater capacity to achieve our goals.



LIBRARIES STAFFING DATA

54.5

FULL-TIME EQUIVELENT EMPLOYEES

On June 30, 2019, 54.5 FTE worked across the Libraries' four locations.

13

AVERAGE YEARS OF SERVICE

The median tenure for all Libraries staff in FY19 was 13 years.

125

RECOGNIZED YEARS OF SERVICE

Six Libraries staff with a total of 125 years of work at Drexel were recognized during the University's annual service recognition luncheon.

9

POSITIONS RECRUITED

The Libraries actively recruited nine open positions in FY19.

CELEBRATING DREXEL LIBRARIES STAFF

On April 9, 2019, thirty-four Drexel Libraries staff, student employees and their families gathered in the W. W. Hagerty Library for the 10th annual Library Celebration Awards. This year, the Libraries honored six Libraries employees for their exceptional achievements and support of Drexel's mission of teaching, research and community engagement.

Each year, the Jane Bryan Student Worker Award is also presented to one or more student employees for their outstanding service to the Libraries. This award honors Jane Bryan, Director of the Drexel Libraries from 2005 to 2008. We appreciate the continued support of the Bryan family, who again participated in this annual celebration.

Jane Bryan Student Worker Awards

Brenna Doyle, Class of 2021

Jacob Joseph, Class of 2020

Libraries Champion Award

Phebe Dickson, Librarian for Business

Change Champion Award

Katherine Fischer, Manager, Client Access Experiences

Matrixed Team Member Award

Shin Amano, Operations Coordinator

Exceptional Service Awards

Abby Adamczyk, Librarian for Medicine

Tonie Williams, Client Access Experiences Assistant

Professional Contribution Award

Shannon Robinson, Librarian for Media, Arts & Design



Pictured top (L to R): Tonie Williams, Katherine Fischer, Shin Amano, Shannon Robinson, Abby Adamczyk, Danuta A. Nitecki

Pictured bottom (L to R): Brenna Doyle, Jacob Joseph, Phebe Dickson

STAFF AWARDS, PRESENTATIONS & PUBLICATIONS

PRESENTATIONS

Baird, D. and **Milliken, L.** (May 2019). *Supporting Student Success Via Open Electronic Resources*. Presented at eLearning 3.0 Conference, Philadelphia, PA.

Bhatt, J. and Milliken, L. *Emergence of OERs in Science & Technology Disciplines: Developing Their Awareness & Implications for Their Use in Teaching & Learning*. Changing Landscape of Science & Technology Libraries Conference, 1 March 2019. Webinar.

Egan, N. and Finnerty, E. *The Life-Changing Magic of Tidying Up: The Librarian Art of Decluttering and Organizing EZproxy*. OCLC, 7 Aug. 2018. Webinar.

Ferer, E. *Moving First-Year Instruction Online*. ACRL Distance Library Instruction Poster Session, 1 April 2019. Webinar.

Krasulski, M. J. and **Wiggins, J. W.** (November 2018). *EBLIP for Access Services*. Poster session presented at the 10th Access Services Conference, Atlanta, GA.

Nitecki, D.A. *Hedging Our Bets on the Library of the Future: Planning Inside and Out*. NISO Virtual Conference: The Future of the Library, Inside and Out, 12 Dec. 2018. Webinar.

Ali, A. and **Nitecki, D.A.** (April 2019). *Leading FAIR Adoption Across the Institution: A Collaboration Between an Academic Library and a Technology Provider*. Presented at Drexel-CODATA FAIR-RRDM Workshop, Philadelphia, PA.

Robinson, S., How, L., Evans, S., and Salisbury, M. (March 2019). *First Year Insight: Disrupting Assumptions about Research in Art & Design*. Presented at 47th ARLIS/NA Annual Conference, Salt Lake City, UT.

Robinson, S. and Salisbury, M. (March 2019). *Creative Insight: Using Art + Critical Design Practices for Libraries Future Thinking*. Presented at 47th ARLIS/NA Annual Conference, Salt Lake City, UT.

Robinson, S., Sclipa, E., Baron, C., Moran, G., Miller Piepmeier, O., Quimby, S. (March 2019). *Inciting Learning by Doing: Bringing Active Learning into Your Classroom*. Presented at 47th ARLIS/NA Annual Conference, Salt Lake City, UT.

Wiggins, J. *Service Quality Improvement at Drexel University*. Pennsylvania State University Library Assessment & Metrics Council. 5 March 2019. Webinar.

PUBLICATIONS

Childs, G., Swartzwelder, K., Clements, P., and Holt, K. (2019). Confronting Incivility in the Online Classroom. *Journal of Christian Nursing: A Quarterly Publication of Nurses Christian Fellowship*, 36(2), 104-111.

Robinson, S., How, L., Meeks, A., and Vincent, A. (2019). The Art of Information Literacy: New Competencies for Art, Architecture and Design Learners. *College & Research Libraries News*, 80(3), 165-68.

STAFF SERVICE

Elise Ferer served as the Director at Large of the Delaware Valley Chapter of the ACRL.

Larry Milliken served on the Peer Review Committee for The Collective 2019 Annual Conference.

Danuta A. Nitecki served as President of the PALCI Executive Board.

Danuta A. Nitecki served on the College of Communication & Information Board of Visitors, University of Tennessee, Knoxville.

Danuta A. Nitecki served on the ProQuest North America Academic Advisory Board.

Danuta A. Nitecki served as the ACRL Liaison to the Society for College & University Planning.

Shannon Robinson served as the Co-moderator of the ARLIS/NA Textiles, and Costume Special Interest Group.

John Wiggins served as Chair of the Assessment Community of the Library Leadership and Management Association (LLAMA).

SUPPORTERS

Special thanks to the following individuals and organizations for their generous support of the Drexel University Libraries.

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FY2019 ANNUAL REPORT

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Back cover image: 30 members of the Drexel Libraries staff present on April 9, 2019.