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Reflections from the Dean

The 2009 – 2010 year was a year of notable passages that positioned the Libraries to transform into a dynamic learning enterprise within Drexel University.

In the prior year, the University lost its President, Constantine “Taki” Papadakis, and shortly after lost the Libraries’ Director, Jane Bryan. This left an uncertainty of leadership as the staff grieved the loss of these leaders. To fill this void, two interim library directors Dorothy (Schwartz) Colflesh, followed by Lenore Hardy, maintained administrative routines while the recruitment of a new director was underway. Mid-year, the Libraries welcomed me as the new Dean of Libraries and Professor in the College of Information Science and Technologies.

In June 2010, the Libraries experienced another unexpected loss with the passing of Ms. Colflesh. The collective human impact of such changes on the library organization should not be underestimated as the staff dealt with substantial losses and organizational changes.

Throughout this year of endings and hopeful beginnings, an energetic and motivated staff grounded the organization. They valiantly worked together to maintain the Libraries’ deservedly respected reputation for providing responsive services for students to study, to assist for teachers in teaching information literacy, and for faculty to access research information, whether through its material collections, licensed electronic resources or arrangements with other libraries for shared publications.

Space became an opportunity for initiating the Libraries’ transition this year. The prior year’s introduction of a Taco Bell in the Libraries’ Bookmark Café and the subsequent extension of the Law School’s Legal Resource Center over the third floor of the W. W. Hagerty Library were still held by some as indicators of the diminished importance of the Libraries among campus priorities.

Just before the fiscal year began, Drexel appointed Mark L. Greenberg as Provost. With his appointment came new support for the Libraries through budget allocations and encouragement to define and create a library for the 21st century. This, along with the Trustee’s request for a library space assessment, began a new chapter for the Libraries.

A team of campus facility planners, architects from Ayers Saint Gross, consultant Scott Bennett and I undertook a space assessment study which included discussions with over 70 stakeholders in addition to library staff. The report that followed introduced the concept of the Libraries as a learning enterprise. The year ended with preparation to deliver the findings and make recommendations to the Trustees in the fall. There were no challenges to the evidence that the physical library at Drexel is undersized when compared to the size of the institution.

The space assessment presented a recommendation to embed the Libraries throughout campus. This would give physical presence to the concept that the Libraries will transform beyond serving the community by enabling access to information, towards developing its role as a partner in creating knowledge.

The Libraries undertook several initiatives to strengthen its capacity to undergo the transformation ahead. Three strategic directions were articulated in the spring to guide activities for the next two years until a more solidified vision and plan evolves for the Libraries and the University.

In the last quarter of the year, the Libraries leadership structure changed to align the organization with its emerging vision. This change led to greater administrative and managerial leadership growth opportunities and better leveraged the strengths of the Libraries historically serving the medical and health sciences communities at Hahnemann and Queen Lane with those at W. W. Hagerty. To support this new structure, three senior librarians assumed added library-wide responsibilities as Directors to address Services and Quality Improvement [John Wiggins], Academic Partnerships [Elizabeth
Ten Have], and Administrative Services [Lenore Hardy]. These positions form the Strategic Leadership Group, report directly to the Dean of the Libraries and collectively manage the daily operations of the Libraries.

This leadership change also included the development of a Managerial Leadership Group (MLG), composed of members of library staff responsible for library-wide programs. MLG is the forum for reviewing impact on implementation issues of changes in policy or strategic directions. The year ended with recognition that the expectations for greater engagement in managing the Libraries among its managers will require organizational development and training.

Additional opportunities to strengthen the Libraries’ relationships with administrators, staff and faculty also grew as the appointment of a Dean with faculty rank placed the Libraries amidst key campus discussions and decision-making. I serve on the Provost’s Deans Council, the Academic Directors Group and attend the monthly President’s Executive Council meetings and Faculty Senate sessions. Previously, the Libraries lacked a presence at these conversations.

The year ended with excitement over the new attention given the Libraries, but also with a degree of uncertainty about resulting expectations of it among many library staff and other stakeholders, especially those not yet engaged in framing the Libraries’ future. A young leadership and an energetic and service-minded staff are eager to be a part of the transformation of the Drexel Libraries as a model for the 21st century academic enterprise.

On a personal note, I am delighted to be a part of this group, to work with collaborative colleagues across campus and at Drexel, as it continues to be a university to watch.

Danuta A. Nitecki
DEAN OF LIBRARIES

JAY BHATT
LIAISON LIBRARIAN FOR ENGINEERING


STEVEN BOGEL
INFORMATION SERVICES LIBRARIAN, HEALTH SCIENCES LIBRARIES


GARY CHILDS
EDUCATION LIBRARIAN, HEALTH SCIENCES LIBRARIES


MARGARET DOMINY
LIAISON LIBRARIAN FOR SCIENCE & MATH


REBECCA GOLDMAN
DIGITAL ARCHIVES TECHNICIAN


REBEKAH KILZER
EMERGING TECHNOLOGIES LIBRARIAN

DAISY LARIOS  
CAREER SERVICES LIBRARY ASSISTANT  
Recipient of the departmental Drexel University’s 2009 President’s Award to the Steinbright Career Development Center (SCDC)  
Recipient of Ilene F. Rockman California Academic and Research Libraries Association (CARL) Conference Scholarship, 2010  
American Library Association Spectrum Scholar, 2009-10

KATHERINE LYNCH  
LIBRARY WEB DEVELOPER  
Lynch, Katherine, Amy Qualls-McClure, and Tammy Allgood. “Shh! This is a Drupal-Powered Library!” DrupalCon San Francisco. Moscone Center, San Francisco. 21 April 2010. Presentation.  

LARRY MILLIKEN  
liaison librarian for humanities and social sciences  

EMILY MISSNER  
REFERENCE LIBRARIAN FOR BUSINESS  

ROB SIECZKIEWICZ  
university archivist  

TIM SIFTAR  
liaison librarian for education and information science and technology  

KATHLEEN TURNER  
OUTREACH AND LIAISON LIBRARIAN, HEALTH SCIENCES LIBRARY  
Space Planning

Space became a major theme of the year as the University began an in-depth space study to evaluate and review existing library spaces. The study was undertaken at the request of the Drexel Board of Trustees and facilitated a change in the view of the Libraries on campus.

The study was conducted by Ayers Saint Gross, a Baltimore architectural firm, in conjunction with members of the Drexel University Facilities team, a library space consultant, the Dean of the Libraries and the department of Planning, Development and Construction for Drexel University. The study began with a thorough evaluation of the current library system.

By every measure, the Drexel University Libraries are under-sized. With a growing student population of over 20,000 FTE, the Libraries are currently 180,000 square feet below the average private institution of similar size. This is most evident during final’s week at Drexel, when students maximize study spaces in the Libraries to work on laptops, diligently read textbooks or prepare presentations in groups.

Through the space study a library model for the 21st century emerged. This new paradigm extended a primarily service-based model into a learning enterprise and led to an exciting opportunity for the organization to redefine its role on the Drexel campus.

As the Libraries continue to develop into a learning enterprise, new spaces will be created to accomplish new goals and initiatives moving forward. These new spaces will seek to embed library environments within the mainstream of academic life – where students reside, where faculty develop their teaching tools and skills, where discipline-based research and learning activities occur, and where the greater campus community takes pride in its historic legacy.

Changing paradigms for the way information is accessed, how students learn, and the educational role of the Libraries are converging to offer exciting opportunities to create a transformative definition of the Library as a Learning Enterprise.

- Drexel University Libraries Study, 2010
NEW FACES

TACO BELL IN LIBRARIES’ BOOKMARK CAFÉ
In October 2009, Taco Bell Express hosted a grand opening for their new location in W. W. Hagerty Library’s Bookmark Café. This 24-hour café serves as a space in the Libraries where students can use the resources of the library while also enjoying a meal. Students selected Taco Bell as one of their top choices for a new on-campus eatery in a poll hosted by Drexel’s resident catering company, Sodexo.

NEW FACES
In March 2010, the Queen Lane Library welcomed Kelley Cotter as the new circulation desk assistant and W. W. Hagerty Library welcomed Kenneth Fisher as the Technical Services Assistant.

NITECKI VISITS DREXEL’S SACRAMENTO CENTER FOR GRADUATE STUDIES
Dean of Libraries, Danuta A. Nitecki, traveled to Sacramento, California in mid-March to visit the new Sacramento Center for Graduate Students, which opened on January 5th.

PAOLO MANGIAFICO SPEAKS AT DREXEL
In April, Duke University’s Paolo Mangiafico visited iSchool at Drexel for a discussion titled We are all Curators Now: Envisioning new Roles for Research Libraries. After his talk, Mangiafico held a separate discussion for library managers.

SCHOLARLY COMMUNICATIONS SYMPOSIUM
Drexel University Libraries hosted the Scholarly Communications Symposium on April 21, 2010. The theme for this year’s symposium was Inspiration, Derivation or Appropriation? Defining Ownership in the Arts. The symposium focused on how scholars and artists control their creative output once it has been disseminated. Over 100 people attended.

STAFF AWARDS CEREMONY
On May 6, 2010 the Libraries recognized five staff members and one student worker at the first annual Staff Celebration Awards ceremony. Staff recipients included: Jay Bhatt, Margaret Dominy, Rebecca Goldman, Rebekah Kilzer, David Wagner and Chris Wieman. The Jane Bryan student worker award, named in honor of former Libraries Director, Jane Bryan, was given to Joe Vena.

LIBRARIES GRIEVE LOSS OF ADMINISTRATOR
In June 2010, the Libraries grieved the loss of Director of Administrative Services, Dorothy Schwartz Colflesh. She played an important role in the Libraries and served as the Interim Director of the Libraries for almost a year between the passing of Jane Bryan and the arrival of current Dean, Danuta A. Nitecki.

LIBRARIES SUPPORT SPECTRUM INITIATIVE
In a collaborative effort, the Libraries and the iSchool at Drexel hosted a dinner on June 10, 2010 and raised more than $1,600 for the Spectrum Presidential Initiative. The Spectrum initiative is the American Library Association’s national effort to promote diversity by providing scholarship money to qualified applicants studying library and information systems at ALA-accredited graduate programs.

ANNUAL LIBRARIANS CONFERENCE
On June 18, 2010 the Libraries welcomed colleagues from Temple University, the University of Pennsylvania and faculty and staff from Drexel to the annual Librarian’s Conference and Lunch. Here, librarians from these Philadelphia academic institutions networked and shared ideas about the future of their libraries. Conference topics focused on Technical Services and Libraries’ staff members Jessica Rossi and John Wiggins presented on batch cataloging workflow. A hosted speaker from Columbia University and presentations from staff at The University of Pennsylvania and Temple University rounded out the program.

BATCH CATALOGING IMPROVES WORKFLOW
The Libraries’ metadata & processing staff pioneered a new approach to grouping resources for cataloging. This new approach, was given the term “batch cataloging” and it allows the Libraries to check for errors using the Millennium system’s options of file and searches, rather than the traditional method of staff members reviewing each record individually. This new approach reduced cataloging time by a minimum of 75%.
**Drexel University Libraries Collections**
- Electronic Collections: 164,458 Items
- Print Collection: 452,537 Items
- Other: 11,679 Items

**Interlibrary Loan Services**
- 19,784 Items obtained for Drexel researchers & students
- 22,584 Items provided to other Libraries

**Items Loaned**
- General Circulation: 88,824 Items
- Reserve Loans: 33,312 Items

**Expenditures**
- Total: $8,131,766
- Information Resources: $4,038,462
- Salaries: $2,971,152
- Other Operational Expenses: $929,419

**Instructional Services**
- Persons Attending: 13,295
- Number of Sessions: 517

**Informational Services** *(Reference & Consultations)*
- In Person: 13,769
- Virtual: 6,505
- Total: 20,274

**Staff**
- Full Time: 66
- Student Workers: 17 FTE

**The Libraries**
- Library Service Hours in a typical week: 117
- Gate Count in a typical week: 3,615

**Personal Librarian Program**
- Number of new students who will be provided with Personal Librarians: 2,800
- Staff members enrolled to serve as Personal Librarians: 27

**The Libraries Online**
- Total number of visits to the Libraries website: 1,640,000
- Number of average daily page views: 7,376

*Numbers as reported to the Association of College and Research Libraries in 2010*
This fall, Drexel will welcome close to 2,800 students from across the nation, and across the globe. These students will likely be unfamiliar to the Drexel campus. It might be their first visit to Philadelphia, or it could be their first time in the United States. They have a long road ahead of them as they learn the campus, figure out their majors, make new friends and begin to build the foundation for the professionals they will become.

However, all incoming students, regardless of their backgrounds, will arrive on campus with one friend. This person will be a resource for them, someone who can guide them to key tools and resources as they begin their academic careers, it is their Personal Librarian.

Each incoming freshman at Drexel will be assigned a librarian as a part of this new Program that adds a personal touch to the Libraries, helping to make the physical space and resources less intimidating to students.

Each incoming freshman at Drexel will be assigned a librarian as a part of this new Program that adds a personal touch to the Libraries, helping to make the physical space and resources less intimidating to students. This summer, each freshman will receive a welcome letter from their librarian and twenty-six librarians will participate in the program. Students will also be invited to visit the Libraries during their first weeks on campus to receive a free gift. Communications from librarians to freshman will continue throughout the year.