

FINAL REPORT

LIBRARY TASK FORCE: *THE NEXT GENERATION HEALTH SCIENCES LIBRARY*

**A Strategic Planning Project
For
The Gibson D. Lewis Health Science Library
University of North Texas Health Science Center at Fort Worth**

Respectfully submitted,

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Acknowledgement

The Chairman of the Next Generation Health Sciences Library Task Force and the Associate Vice President for Information Resources/Director of Library Services wish to gratefully acknowledge the dedication and hard work of the members of the Task Force. This committee of community leaders, educators, librarians, students and corporate executives from both inside and outside of the health science center has given unselfishly of their time and professional expertise to assist in the development of a plan to guide the development of the Gibson D. Lewis Health Science Library for the next generation of services to the University of North Texas Health Science Center (UNTHSC) and to the health sciences community of Fort Worth and Tarrant County. This library facility and its services and collections are a valuable resource for the health science center and the health sciences community; therefore, this has been an important planning project focusing on preserving, expanding and evolving the services of the Library for the next ten years.

There have been many challenges in constructing this plan for the Lewis Library. Discussions have been robust and the contributions of the members have been invaluable during the twelve meetings held over the past eleven months.

To the members of this Task Force, please accept our thanks and appreciation for your exemplary efforts and our best wishes for your continued success in the future.

Furthermore, on behalf of all members of the Task Force, we would like to convey our appreciation to Ronald R. Blanck, D.O., President, for partial funding for the consultant and to President Blanck and Gregory P. McQueen, Ph.D., Senior Vice President for Academic Affairs, for the charge to the Task Force and the opportunity to pursue this library planning project.

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Executive Summary

Charge to the Task Force

1. Identify current and future trends in library services and collections.
2. Describe how these trends will affect the architecture of the current library building and its facilities.
3. Create a plan to guide the development of the Gibson D. Lewis Library for three to ten years into the future.

In the summer of 2003, the Associate Vice President for Information Resources and Director of Library Services was charged by the Senior Vice President for Academic Affairs with organizing a task force to develop plans for the “Next Generation Lewis Library.” Officially named the Next Generation Health Sciences Library Task Force, this group was asked to look at the current trends in health science libraries, how electronic technology is changing the focus of information resources and services, and how those changes should affect the design and architecture of library facilities today and into the future. With the ever increasing emphasis upon access to information from remote sites and the proliferation of electronic journal literature, what should the Library look like in three, five and ten years in the future? If stack space is reduced, how should the space be used to provide exemplary information services to the students, faculty and staff of the institution and to the health sciences community?

These and other questions have been addressed over the past eleven months since the first meeting was held July 17, 2003. The Task Force has developed its thoughts and ideas into a plan of recommendations for the future development of the Gibson D. Lewis Health Science Library.

Membership

The Library administration compiled a list of members and made recommendations to the Academic Administrative Council. A final list was approved with representatives from the schools and programs of the health science center, librarians/information specialists, community users, library contractors, and library consortiums. Moreover, student representatives were invited from each of the schools and the Physicians Assistant Studies Program at the health science center. The Task Force members are as follows:

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Structure and Development of the Planning Process

The Task Force chose to structure the planning process into three phases, each concluding in a separate report. The first phase was to seek expert guidance and evaluation from an experienced library management consultant, whose findings are presented in her final report (see appendix C). With the financial assistance of President Ronald Blanck, D.O., an internationally known library consultant, Ms. Louella V. Wetherbee of Lou Wetherbee and Associates LLC of Dallas, Texas, was hired as the consultant to the Library Task Force.

Ms. Wetherbee worked with the Task Force from August to December 2003. She and her associate, Dr. Florence Mason, made presentations to the Task Force and other campus committees and led Task Force sub-committee discussions. Moreover, Ms. Wetherbee conducted campus surveys (see Appendix B) of students and faculty. They provided documentation on current trends in library services, collection development and academic library facilities.

She divided the Task Force membership into two focus groups: one, on collections and collection development, facilitated by Ms. Wetherbee and the other, on services and facilities, led by Dr. Mason. The two groups met concurrently, with their findings and recommendations reported back to the full Task Force membership for discussion and final recommendations. This activity provided the consultants important feedback regarding the Library and the institution. Moreover, it identified strengths and weaknesses of the Lewis Library and levels of faculty and student satisfaction and discontent with services and collections.

The second phase of the planning process was an evaluation of the consultant's report by the Lewis Library faculty and staff. The resulting Library Response report (see Appendix D) was presented to the Task Force membership at its February 10, 2004 meeting.

The third and final phase began with the Task Force forming three teams to solicit faculty input and develop recommendations in the three major areas of the library: services, collections, and facilities and organization. Each team met separately and then reported their findings and recommendations back to the full Task Force in a series of three weekly meetings beginning March 31, 2004. The goal of these meetings was to prepare final recommendations for incorporation into the Task Force's final report. The three team reports are presented separately in the final report.

The following recommendations of the Task Force are drawn from each of the team reports and consolidated into one prioritized listing:

Task Force Recommendations in Priority Order

First Priority: Strengthen collections at a stable and sustainable level.

Long the source for print resources, the Library is fast becoming the primary source for electronic information on campus. During this transition it will need to build both its established print collections and e-journals. The Task Force found that current library collections have not kept pace with the institution's recent growth and were lacking many needed resources, especially electronic journals. It is imperative that the Library increase funding to restore collection losses and to build stronger collections in more areas critical to education, research and patient care. Expanding access to relevant e-journal titles is essential to adequately support the education and research missions of the institution. To accomplish this priority, the health science center needs to:

A. Establish a Stable Line Item in the Institutional Budget for Library Collections.

Inconsistent Library funding in the past has severely damaged the Library's ability to maintain collections adequate to meet the institution's growing needs. To prevent wide fluctuations in funding, a persistent line item in the institution's budget needs to be established that will accommodate annual inflation. This line item would be budgeted in each funding cycle and would not decrease from an established baseline amount, but increase gradually over time to compensate for inflation in the price of library resources. Funding for this line can come from any combination of HEAF and state E & G funds.

B. Increase Funding for Collections. Restoring comprehensive, high quality, high-impact, cost-effective resources in core areas of research and education will require additional funds for the Library's resources. The Task Force concurs with the consultant's strong recommendation for increased collection funding at the highest level. Of the three funding options presented by the consultant, the Task Force believes that Option 3, although the most expensive, is the most realistic level that can accomplish the Library's goals in supporting the institution's mission. It provides for building collection funding from the 2004 base of \$750,000 by incrementing each year for inflation at 8%, plus catch up funds for at least two years and additional annual supplements specifically for new programs as follows: FY2005---\$1,065,000; FY2006---\$999,800; FY2007---\$994,784; FY2008---\$1,070,367; FY2009---\$1,151,996. For a complete outline of suggested funding options, see chart on page 22.

C. Increase the student library fee to a level comparable to that at the University of North Texas (UNT). To help fund their recommendations, the Task Force sought to identify additional sources of funds. The student fee for library services should be increased to the same level approved by the Regents for UNT students. Increasing this fee would provide needed additional funds for library services and collections without being unreasonably burdensome.

D. Dedicate a small percentage (5%) of the total indirect costs generated by research grants to improving library research resources. Since research resources are the most expensive and the most lacking in the current library collections, the Task Force sought additional funding sources specifically targeting this need. This recommendation demonstrates the research faculty's strong desire to advance research activities through access to the library resources they need. Using indirect cost funds to provide library resources for research is appropriate since this is one of the main purposes of these funds. This allocation should come from the institutional share of indirect costs received and not from those funds allocated to the investigator or department.

For more information on this priority, see the Consultant's Report, Appendix C, and the Team Report on Collections, page 21.

Second Priority: Renovate the Library technology platform for the next decade.

This includes replacing the Library's aging integrated library information system with a leading edge, standards-based library automation platform and fully implementing and supporting a campus network that will offer simple, straightforward options for access from a variety of locations and electronic devices. This step must accompany the full-fledged roll out of a library initiative to promote and lead campus development of e-curriculum support tools, resources and repositories.

This project is already moving forward. The Division of Information Resources, including Information Technology Services (ITS) and the Lewis Library, is in the process of purchasing and installing the Millennium System from Innovative Interfaces, Inc. (III). This system will replace the current CyberTools for Libraries System. The III System is an obvious choice because the Main Library at UNT has the same system and plans are in place to develop an interface between the III System and the new PeopleSoft Enterprise Information System being implemented for all campuses of the UNT System.

For more information on this priority, see the Team Report on Services, page 15.

Third Priority: Reallocate and re-purpose space within the library building to accommodate the new service strategies and make optimal use of the library facility.

A. Create an Information Commons within the Library. This new service model will bring together skilled staff with the latest technology and jump start the process of using technology to improve the education of UNTHSC students and faculty. The Information Commons will include an instructional development laboratory and writing center, along with various configurations of seating (table, work station, and lounge), computer work stations in classroom settings, and small group study/conference rooms. All of these facilities will be equipped with the latest technological advances for teaching and learning.

- **Instructional Development Laboratory.** The faculty and students of the health science center need a place to develop and field test computer-based multimedia resources for the curricula of all of the schools of the health science center.

Faculty members and advanced students need a place where they can meet with the staff of the Library, information technology, department of education, and biomedical communications to develop effective online and classroom presentations. The fourth floor laboratory will provide a convenient space for drawing together faculty members and skilled staff that will assist them in these efforts. The Instructional Development Laboratory will also provide faculty and advanced students with the computing resources essential to the task and a laboratory setting in which to field-test their programs before implementation. Moreover, this will help alleviate current faculty and staff confusion as to exactly where to go to obtain complete assistance in building digital coursework. Personnel dedicated to the management and operation of the Instructional Development Laboratory will have offices adjacent to the laboratory.

- **Writing Center.** Space should be identified in the Library to house a service designed to assist students and faculty with their writing needs. The writing center will offer help on an individual basis and may be charged with developing a complete course on scientific writing. Such a course could be developed to the point where it becomes a requirement for graduation.

To accomplish this, the book stacks on the fourth floor of the building will be relocated and consolidated into journal stack space on the third floor. This will require that print books and journals be weeded and some volumes be moved into compact storage shelving, preferably located within the Library building. The proposed Information Commons would then be located in the area vacated by the book stacks.

B. Create an Informal Learning Commons to better serve student and faculty needs for a gathering space conducive to informal communication and learning. An Informal Learning Commons is proposed for the second floor of the building for social and intellectual exchange among students and faculty. The Library is already the primary gathering place for students and sometimes "social exchange" is discouraged because of those seeking a quiet place to study. Those wishing to discuss and exchange information through informal conversation must confine their discussions to a group study room or move outside the Library.

The Informal Learning Commons would provide an environment where informal conversation and intellectual exchange would be encouraged. Moreover, this would relocate all of the materials and services commonly accessed by students in the academic programs of the health science center to the second and entry floor of the Library. The Informal Learning Commons will include computer-mediated workstations, comfortable areas for students to plug in and use laptops, and small group study/learning rooms. To facilitate informal discussions, a coffee shop, bookstore and gift shop with casual seating will be included in the Informal Learning Commons.

To accomplish this, the existing Library administrative office area, information technology offices, and Library technical services staff areas will be moved to the south

end of the 4th floor. The Informal Learning Commons will, thus encompass all areas of the second floor save the front desk and Information Technology Services help desk.

C. Add two floors to the existing Library building. This project will be integrated into the construction/renovation priority list for the campus. The Library building foundation is already stressed for two additional floors. These two floors would add approximately 30,000 net square feet. The Task Force feels the administration should consider building “up” rather than “out” for academic campus expansion because the land area available to the institution is very limited. Moreover, the additional space would be available to accommodate classrooms and offices in a building that is centrally located and very accessible to students and faculty on campus. Priority for the use of this space should be facilitation of the academic programs of the health science center. It is recommended that a substantial portion of this space be dedicated to an exemplary human simulation, clinical skills, and simulated patient laboratory.

For more information on space reallocation including a set of rough floor plans with recommended renovations, see the Task Force Report on Facilities, page 25.

Fourth Priority: Create a Library liaison program that will assign a “personal librarian” to serve as a communicator and advocate for each department and program on campus.

The outside consultant’s report stressed the need for an increase in the amount and effectiveness of communication between the Library and the faculty of the health science center. In response to this identified problem, Lewis Library will establish a well-structured plan of having select librarians make regularly scheduled visits to campus departments and individual faculty. These librarians will serve many roles but perhaps the key one will be to function as an advocate for each department’s information needs.

Long used on large college and university campuses, liaison programs are an effective communication tool and problem solving device. At UNTHSC, an active and effective program will allow the Library to overcome barriers to communication which have arisen as the institution has greatly expanded in size. The main goals of the Library liaison program will be to improve communication between the Library and its constituents and facilitate faculty input into Library collection development decisions.

Library administrators are in the process of meeting with campus departments and programs to explain the liaison service and address the Task Force in general. Librarians with the correct skills and abilities have been chosen to serve as liaisons to departments. Lewis Library has a good mix of librarians with clinical and basic science backgrounds as well as librarians with prior experience doing departmental liaison work for large university libraries. The liaison service will be added to librarian job descriptions and performance of these duties will be part of each librarian’s annual review.

For more information on liaison program including a detailed listing of its goals, see the Task Force Report on Services, page 15.

Fifth Priority: Modernize the skill base of Library staff and UNTHSC faculty by initiating a robust training and development program.

Successful implementation of any new services will require a comprehensive training and development program for all UNTHSC faculty and staff. Especially important will be a focused training program to insure that all Library faculty and staff can effectively serve users in areas such as the Information Commons. While already competent in many of these areas, Library faculty/staff must be increasingly more knowledgeable in data base services, educational software, electronic devices, and instructional technology.

Training for UNTHSC faculty and staff must be increased and targeted for instruction in digital tools. Campus movement toward online instruction and use of digital objects in teaching depends on building knowledge and acceptance of such tools by instructors. Creating such acceptance must begin with focused training designed to build the faculty's knowledge of what is possible with today's software and technology.

Although Library faculty and staff will require a more robust training program, the services of an Information Commons will also require the expertise of web programmers and other technically competent staff from Information Technology Services. Moreover, the services provided to faculty and students in this area will require experts from Biomedical Communications, the Departments of Education, Medical Education and the educational components of the other schools.

For more information and a comprehensive description of recommended staff training, see the Consultants Report, Appendix C and each section of the Team Report on Services, page 15.

Sixth Priority: Develop a comprehensive, enterprise-wide strategic plan for Information Resources at the Health Science Center.

A strategic planning process should be initiated to develop a comprehensive, enterprise-wide plan for information resources. The services envisioned for an Information Commons will require a broad range of expertise, including education and instructional technology, library and information resources, multimedia integration and development, computer programming, network support, and web-based courseware development. The consolidation and integration that occurred in FY 2000/01 with the merging of the Lewis Library and Information Technology Services is a prime example of the cost effective integration of information services. However, there is still considerable opportunity for further consolidation of services and staff with similar capabilities that are currently scattered among several areas of the institution such as Academic Information Services, Biomedical Communications and web programming staff scattered throughout the institution. Moreover, the educational components are segregated into various areas including the Department of Education and the educational components within each school. The application of these essential technologies to all of the institution's educational programs is essential to their future progress. Integrating these skills into a comprehensive Division of Information Resources would maximize the organizational and operational efficiency of these increasingly overlapping services. Services could be improved and centralized for convenience of faculty, students, and staff; training for

faculty and staff could be coordinated; collaborative projects developed in a structured environment; and efficient learning processes promoted through all educational endeavors.

Task Force Team Report on Library Services Recommendations and Overview

For thirty years, the Lewis Library has worked to meet the teaching, research, service, and patient care needs of UNTHSC faculty, staff, and students. The Library will continue to offer its diverse user groups a complete suite of services in keeping with the best standards of practice in modern health science libraries. User needs ranging from research assistance, procurement of quality articles, instruction, and study space are carefully considered and attendant services are developed and deployed. The few pages that follow give a brief overview of recommended library services.

All organizations must evolve to meet new needs and embrace new technologies and service possibilities. Accordingly, Lewis Library should adopt new services while maintaining and improving the old. Among the new services that should be embraced by the Library and the institution are the following:

- Appoint a **strategic planning team** composed of faculty/staff from Information Resources (Lewis Library and ITS), Biomedical Communications, and representatives of each school to develop a comprehensive, enterprise-wide plan for the integration and organization of information resources including short and long-term objectives for the delivery of information services to the institution.
- Create a **liaison program** that will assign “**personal librarians**” to each department and major program on campus. The main goal of this service will be to improve communication between the Library and its principal in-house users. The librarians will also serve as advocates for department’s information needs.
- Adopt a **new integrated online information search and delivery system** that is designed to function in a web-based environment. A new system will allow for improved workflow and improved customer service.
- Create an **Information Commons** to better serve the technology and software needs of faculty and students with consolidated service staff and equipment. The Information Commons would offer a convenient space for the drawing together of appropriately skilled staff that will assist with the development and use of computer-based multimedia resources for the curricula of the health science center. An Information Commons will help bring together digital resources with faculty members, educators, and skilled professional librarians who can optimize their use.
- Create an **Informal Learning Commons** to better serve student and faculty needs for a gathering space conducive to informal communication and learning. This area should include a coffee bar, bookstore/gift shop, comfortable seating, and wireless/wired network access.

- Create a **comprehensive communication plan** that takes full advantage of computer network abilities to disseminate library news to constituents in a cost effective manner. The communication plan will use e-mail and web-based documents to replace the old, print-based library newsletter and will work in concert with the liaison program to build awareness of library information services and resources both on and off-campus.
- Participate in emerging cooperative services for **archiving electronic content**. The Library and its staff need to maintain awareness of the access and storage problems of electronic content and be ready to participate in regional or national programs designed to insure continued access to electronic resources.
- Work with other interested units on campus to establish a **Writing Center**. Space should be identified in the Library to house such a service designed to assist students and faculty with their writing needs.

Requirements for Successful Migration to Future Services

Successful implementation of any new services will require a robust **library staff development program** and a comprehensive **library surveying and statistics-gathering program**. A focused staff-training program will insure that all Library staff can effectively serve users in areas such as the Information Commons. Additionally, the Library must establish a sustainable program of surveying its users and gathering statistics on use. A solid grounding in how the Library is being used and what users want will enable the Library to keep up with changing service. A yearly cycle of service assessment will allow the Library to maintain the highest level of service while always being aware of needed changes.

Similarly, the Library should move swiftly to examine the **cost-to-benefit ratio** of its revenue generating services. While these services more than pay for themselves, a thorough analysis of services such as article delivery will hopefully lead to improvements which might further maximize Library revenue through the provision of services to its users. Included in this recommendation is that income generated by the health science center's research and training grants and contracts should be examined to determine the proportion of funds appropriately earmarked for reimbursement of the Library. It is hoped that the imminent hiring of a librarian to supervise the circulation, article delivery, interlibrary loan, and photocopy operations of the Library will allow for a concerted effort in examining the cost basis of these areas.

A Quick Overview of Service Trends

As with any academic library, the services offered by Lewis Library flow directly from the needs of its users. The user body at UNTHSC demands much of the modern health science library in the way of resources, space, and staff. It can be very difficult to untangle the web of services, collections, and space, but the following paragraphs aim to

clarify the current state of library services, who benefits from the services, and the staff who provides the service.

Organized Access

Be it print or electronic resources, the primary role of any library is to provide organized access to information. Books and journals arranged on shelves and accessible via card catalogs or indexes have been the staple of libraries for millennia. As we move into the electronic age, the need for organized access is still paramount. One thing which would help as Lewis Library moves forward is the adoption of a new integrated library system. The Library's current system lacks the capability to exploit the opportunities in today's networked environment.

Regardless of the type of organizational scheme or integrated system they have in place, libraries will inevitably devote fewer square feet to shelves and have fewer employees dedicated to processing and managing print material. New skills in identifying and organizing electronic records such as web pages will be required of employees. The trend toward patron preference for electronic resources will continue to get stronger and Lewis Library must respond with the right mix of skilled staff and integral services such as printing and e-publishing support.

Searching Assistance

One of the main ways Lewis Library provides access to biomedical literature is through provision of topical searching by experienced librarians. With skills built up over decades of searching MEDLINE and other databases, these librarians use their knowledge of controlled vocabulary and database structures to find appropriate literature for patron queries. Among the main consumers of this service are Texas College of Osteopathic Medicine (TCOM) clinical professors, residents affiliated with UNTHSC, Texas Osteopathic Medical Association (TOMA) members, and local corporations and law firms. The highly skilled librarians who perform the searching must regularly update their skill set through continuing education.

Instruction

One of the prime services provided to UNTHSC students is instruction in how to fill their own information needs. With a goal of creating information literate students, Lewis Library is planning to integrate information seeking classes and/or assignments in all curricula at UNTHSC. We seek to help students recognize they have an information need, evaluate the information they find, and apply the information for a specific purpose. Of course, instruction is tailored to the various disciplines on campus. For example, students and researchers in public health are taught a wide range of databases from the hard and social sciences while medical students and residents may be taught how to quickly access only a few targeted point of care tools. Regardless of the student or the tool, the Library seeks to create instruction with the appropriate scope and format for the intended audiences. The librarians involved in teaching the students have

teaching experience in a variety of settings, including universities, hospitals, medical schools, and other health related institutions.

Curriculum Support

All academic libraries count curriculum support as the key contribution they make to their parent institution. Since TCOM's inception, Lewis Library has offered support ranging from reserve books to anatomical models and audiovisual material. As we move into the future, the Library will be offering support of a different kind, namely computer and digital content support. The Library already employs staff able to run computer labs and assist students with problems. As the institution moves toward supporting online coursework, the Library will establish a Center for Online Learning where faculty may receive help developing online learning opportunities for their courses. The Center will serve as a focus for collaborative efforts of staff from different departments around the health science center, including the Department of Education, Biomedical Communications, Information Technology Services, and others. We will need to hire additional employees with skills in instructional design and web page construction. They will work with our education and information technology experts to develop and maintain exemplary instructional programs.

Article Delivery/Interlibrary Loan

Many users of the Library take advantage of our article delivery service that provides materials not readily available from Lewis Library collections. The Library obtains and delivers over 12,000 articles per year to its users. The cost to patrons for these articles varies according to patron class and how quickly they need the desired item. In total, the various parts of the Library's article delivery program generate a significant amount of revenue. The processes and work flow for these tasks have been honed over the years and are now very efficient. It should be a goal of the Library, however, to "cost out" these services and investigate the return received on the staff time devoted to it. It is anticipated that the hiring of a new access services librarian will allow the Library to investigate the cost effectiveness of this and other services.

Printing/Photocopying

Similar to the Library's article delivery service, our role of print and photocopy center yields significant revenue. We have customarily run photocopy machines on a cost recovery basis and are now expert at providing high-quality, low cost laser printing for patrons. The recent implementation of an automated "debit" card printing system simplified the process and allowed for further efficiency gains. Maintaining these services is very time consuming. Making sure the Library has sufficient staff who can immediately respond to printer or copier problems is and will continue to be a prime consideration.

Outreach Services

One of the distinguishing aspects of medical libraries is their nation-wide organization into a network serving medical information and instruction to all citizens. Lewis Library serves as a resource library in the National Network of Libraries of Medicine, meaning that it is viewed as a key source for providing timely delivery of material to health facilities and individual physicians around the state and country. Additionally, the Library is responsible for reaching out to a twenty-six county area west of Fort Worth with information and instruction services. Lewis Library is reimbursed by the National Library of Medicine up to \$11,000 per year for providing classes and information services to health facilities of all sizes in the area. Additionally, the Library maintains service contracts with several hospitals in the region. These agreements call for Lewis Library to provide instruction, search services and some article delivery. These services should be analyzed to determine if they can become a significant revenue generating service for other health related groups and institutions.

Liaison Service

A special type of outreach is communication and work with faculty and students on campus. This type of outreach is typically called liaison work and has long been practiced in a very structured manner on large university campuses. Among the many goals of such liaison programs are the following:

- Updating faculty on library services
- Consulting with faculty to identify strategies for supporting instructional and research needs
- Taking recommendations for the ordering of books or journals
- Conveying faculty opinions to Library administration
- Serving as an information resource consultant to graduate students
- Providing faculty with current awareness services
- Demonstrating databases/resources or offering training sessions to faculty and graduate students

While all of the above goals are important, at UNTHSC, the main goals of the Library liaison program will be to improve communication between the Library and its constituents and facilitate faculty input into Library collection development decisions. An active and effective liaison program will allow the Library to overcome barriers to communication which have arisen over the years as the institution has expanded in size.

A library's liaison program (i.e., campus outreach) must be carefully planned and setup to insure all participants are benefiting from what can be a time consuming process. Librarians with sufficient subject knowledge and broad practical experience must be selected to be the Library's face to the campus. The program must be sufficiently flexible to allow librarians to tailor their work to meet the needs or desires of individual departments and faculty members. Lastly, the importance of the program should be impressed upon Library participants by adding the liaison tasks to the appropriate

librarian job descriptions and insuring that performance of such duties is evaluated as part of each librarian's annual review.

Instructional Spaces

The Library is and will increasingly become a place where the students of the institution will be taught and teach themselves. The Library already provides rooms for small group instruction and computer-based laboratories that are used by the academic programs of the health science center and its partner the University of North Texas. The Library is being called upon to provide resources to students working on their own and in groups on computer-based instructional programs and self-study materials required by our faculty. Space must be provided in which the students can gather to jointly use their computers, Personal Digital Assistants (PDAs) and other information gathering/ processing equipment. These up-to-date work areas will not be inexpensive for some of them must provide for high-speed video-conferencing in addition to more common technologies.

Study and Common Spaces

The Library takes very seriously its role as a provider of quiet study space and group study rooms. These services require careful planning and occasional investment in furniture and equipment. Reorganization of the Library's physical space should give special consideration to the creation of spatially flexible and technologically up-to-date small classrooms that can be used as study spaces during off-time.

No less important is the Library's role as a social space or student union for the campus. It seems clear that the Library needs to look closely at making its space more inviting. This will require a significant capital investment in new furniture and possible reorganization of some floor space. The cost should be justified, however, by the improvements realized in student and faculty satisfaction with and increased use of the available space and other library-based resources.

Task Force Team Report on Library Collections Recommendations and Overview

Historically, the primary role of libraries has been to collect and preserve knowledge for the benefit of its designated clientele. For over 500 years, this has meant acquiring, organizing, and maintaining collections of printed books and journals. This paradigm has changed dramatically in the last ten years with the rise of the Internet and development of electronic information resources. This new medium has transformed the communication of scholarly information, especially in the biomedical sciences, with its demand for the latest information in research and patient care.

Overview

The Lewis Library has been well aware of these developments and while the need for print materials will decline over time, academic health science publications will continue to exist in hybrid forms. As with other new formats that have arisen in the past, the Library will continue to acquire and maintain relevant information resources in all suitable formats. This goal is limited however, by internal institutional funding and the external economic publishing environment. Sustained inflation in the costs of scholarly information, rapid and inconsistent changes in scholarly publishing methods, and advances in information and computing technology have created serious challenges for all libraries.

The Lewis Library collections have been carefully built over 30 years using standard library methodologies. Given the exploding costs of print journals and the challenges of acquiring needed titles from licensed packages of e-journals, the Library has succeeded in maintaining quality in the journal collection through cooperative licensing agreements with the UNT Library and other medical and academic libraries. Historically, the Library budget has fluctuated widely from year to year and has failed to keep pace with both the growth of the university's programs and the inflation of journal costs. As a result, there remains widespread user dissatisfaction with the collections, especially the quantity of electronic resources.

The research faculty in particular believes the Library lacks many top tier journals relevant to their areas of research. To help solve this problem, the research faculty would like institutional recognition of the research dollars that they generate in the form of funding supplements designated to improve the Library's biomedical science resources. Other new funding sources, such as student fees, were also recommended.

To address these and future issues, the faculty needs to become more involved in the collection development process, with better communication with the Library through departmental liaisons and presentations at departmental meetings.

Recommendations

The Task Force agrees with the consultant's view that the library collection is fundamental and that all "other endeavors are subordinate to stabilizing this aspect of the

basic library service.” Thus, the following four recommendations on library collections became their highest priority:

Establish a Stable Line Item in the Institutional Budget for Library Collections. Strong collections require the institution to make a commitment to maintain a consistent, sustainable level of resource funding that allows for inflation. Inconsistent Library funding in the past has severely damaged the Library’s ability to maintain collections adequate to meet the institution’s growing needs. To prevent this from continuing, a persistent line item in the institution’s budget that will accommodate annual inflation needs to be established. This budget line item will not decrease from an established baseline amount, but incrementally increase over time to compensate for inflation in the price of resources. This line of funding can come from any combination of HEAF and/or state E & G funds as determined by the administration.

Increase Funding for Collections. The institution needs to select a collection-funding target that supports its mission and then systematically work toward a level of stable funding that will sustain collection support for current needs as well as satisfy demands from new programs being planned. The consultant proposed the following three funding options for consideration by the Task Force:

Lewis Library Collection Funding Options

	2004	2005	2006	2007	2008	2009
Option 1 - Maintain Current Collection						
<i>2004 Base with 8% inflation</i>		\$60,000	\$64,800	\$69,984	\$75,583	\$81,629
<i>Option 1 Total:</i>	\$750,000	\$810,000	\$874,800	\$944,784	\$1,020,367	\$1,101,996
Option 2 - Sustainable Collection		\$125,000	\$75,000			
<i>Option 2 Total:</i>	\$750,000	\$935,000	\$949,800	\$944,784	\$1,020,367	\$1,101,996
Option 3 - Sustainable Collection and New Programs		\$130,000	\$100,000	\$50,000	\$50,000	\$50,000
<i>Option 3 Total:</i>	\$750,000	\$1,065,000	\$999,800	\$994,784	\$1,070,367	\$1,151,996

Option 1: Maintain Current Collection

This is the minimum needed to maintain the currently inadequate level of support for core clinical and some research programs. It would maintain existing electronic journal and database commitments by accommodating for inflation, but the longer-term ability of the Library to support expanding research and teaching programs would inevitably decline.

Option 2: Sustainable Collection

This would fully fund information support for all areas of instruction and research at the appropriate level, including resource-intensive doctoral degree programs. It would enable the Library to broaden coverage beyond primary care to important clinical specialties; new areas of research, such as genetics; and public

health. The goal is to restore comprehensive, high quality, high-impact, cost-effective resources in core subject areas.

Option 3: Sustainable Collection and New Programs

This would allow the Library to fully support currently active programs as described in Option 2, but also provides additional funding to develop resources in programs in the planning stages of development. By ensuring prospective faculty and staff that adequate “opening day” information resources will be available, the institution demonstrates its commitment to support them, thus facilitating program development.

After evaluating these options and reviewing survey and focus group data, the Task Force concurs with the consultant in recommending the institution pursue Option 3. While the most expensive, this option is also the most realistic in accommodating the institution’s planning for new programs. If this option cannot be fully implemented due to the significant financial costs involved, the Task Force believes that library collection support should not fall below the Option 2 level.

To help provide the additional funding required to implement these recommendations, the Task Force proposes that the institution:

Increase the student library fee to a reasonable level similar to that currently approved for UNT. The increase would not raise the fee above the level already approved by the Board of Regents for UNT students. This fee increase would provide needed additional funds for library services and collections without unreasonably burdening students. Student Affairs will equalize the semester fees paid by TCOM students with the per credit hour fees paid by graduate and public health students.

Dedicate a small percentage (5%) of the total indirect costs generated for the institution by research grants to improving library research resources. Strongly favored by research faculty, this proposal demonstrates the strong need expressed by research faculty for additional library resources to support their research. This allocation should be dedicated from the institutional rather than the departmental share of indirect costs received.

Increase faculty involvement in collection development. A final series of recommendations resulted from the need for increased faculty involvement in collection development:

a) Give existing programs, including Public Health, priority for collection support over new or proposed programs. Institutional planning for new programs should provide start-up funds for library support in addition to the existing Library resource budget.

b) Increase access to electronic resources. It is imperative that the Library build stronger collections of electronic resources in areas critical to the research interests of the institution.

c) Increase faculty involvement in collection development decisions to ensure that preferred or essential resources are acquired. This could be accomplished through the proposed Library liaison program by improving communication between the faculty and the Library.

d) Educate and obtain input from the faculty on collection development. The complex issues facing the Library in acquiring print and electronic resources, organizing its staff and providing new services need to be communicated to the faculty. The Library should meet with faculty at departmental meetings to describe the Task Force, present these issues and solicit their comments and suggestions.

Staffing implications of increasing electronic resources

While it is true that library jobs are changing radically in terms of responsibilities and tasks to be performed, there is no strong reason to assume that a staff reduction is in order. The migration to e-journals has already had staff implications. In some areas, such as technical services, binding, stack maintenance and reserves, net staffing requirements will probably be reduced over time, while in other areas they will increase, sometimes substantially.

The institution should not make additional Library staff reductions at this time, especially considering the recent losses in FY2003. It is too soon to determine what jobs will go away, what jobs will be transformed, and what all the new tasks will be that the Library must handle in an increasingly electronic environment. In the next few years of the emerging "hybrid library," library staff must essentially manage two different but related collections, one print and one electronic. The Task Force agrees with the consultant's statement that it is not feasible to do a good job of either with fewer staff than currently available.

Space implications of electronic resources

In the long run, the library stack-space footprint may decrease due to fewer print acquisitions, storing print materials off-site or in compact shelving, and development of reliable electronic archiving of print resources. However, that same space will be increasingly taken up by large banks of computer workstations, printers of various kinds, high speed scanners, cameras, and related multimedia equipment, and the staff trained in their use. Consequently, no net reduction in library space requirements can be expected in the near future.

Task Force Team Report on Library Facilities Recommendations and Overview

The current Library building was completed in December 1986, almost eighteen years ago. The building is not only aesthetically and architecturally pleasing to the eye, but has also been an extremely functional structure for library and information services through the years. Obviously, the building was designed and constructed in an era that focused on acquiring, organizing and maintaining collections of printed books and journals. Things have changed drastically in the past ten years with the rise of the Internet and the development of electronic information resources. Electronic journals are now the medium of choice because of their accessibility from remote locations. The Lewis Library has embraced this evolution from paper to electronic resources and to the new service demands of the electronic age.

In further addressing the transition to electronic resources, the Library can reallocate some stack space now dedicated to the storage of paper journals. However, while electronic journals and databases may be the medium of choice, the Library must continue to acquire resources in whatever formats the publishers make them available. Therefore, the Library will continue to acquire materials in paper as well as electronic format. Consequently, the initial reduction in book/journal stack space should be limited to approximately one-third of the existing amount. The Library will continue to monitor this process and as more resources become available electronically, act accordingly to further reduce stack space for conversion to other library services.

Even though constructed in the mid 1980's, the Library building remains very flexible for updating to accommodate new library services required today and those the Library must initiate in the foreseeable future. The construction of the building allows for renovations to the interior without concern for any load-bearing walls. The only load-bearing structures within the building are the support columns and exterior parameter walls.

Task Force Recommendations

- **The Library should retain existing space.** The Task Force recommends, without question, that the existing space allocated for library services and collections be preserved for Library use for the foreseeable future. No further reductions in space allotted to the Library is warranted, especially considering proposed increases in student enrollment and the possibility of the addition of new schools of pharmacy and allied health professions.
- **Space currently assigned to Academic Information Services (AIS) should be returned to the Library.** The eight offices now assigned to AIS on the third floor should be returned to the Library for use as group study/conference rooms.

- **Replace all existing lounge furniture.** The Library should replace all of its original and somewhat dilapidated lounge furniture with new complimentary lounge seating, including three and two cushion sofas. The old furniture is showing much fading and wear. Replacement of this furniture should be in conjunction with the proposed relocations and renovations to accommodate the new Information and Informal Learning Commons areas.
- **Replace carpet on the south end of the second floor and on all of third and fourth floors.** The carpet is showing extreme wear as it has never been replaced since the building was constructed. Replacing this carpet should be accomplished in conjunction with the other recommendations for relocation of services and any necessary renovations to the building.
- **Consider adding two floors to the existing Library building.** This would obviously be a long-range project that would have to be integrated into the construction/renovation priority list for the campus. The Task Force felt that this project should be considered because the Library building foundation is already stressed for the addition of two floors. These two floors would add approximately 30,000 net square feet. At some time in the future, the administration will have to consider building “up” rather than “out” for campus expansion because the land area available to the institution is very limited. Moreover, the additional space would be available to accommodate classrooms and offices in a building that is centrally located and very accessible to students and faculty on campus.
- **Renovate and relocate services and collections on the second and fourth floors of the building.** Complete relocation of service areas, book stacks and Library and ITS administrative offices should be initiated to accommodate the Library's new service model. A preliminary plan is provided on the following pages complete with rough floor plans of existing and proposed changes to floors two and four of the building.

For more information on the proposed Information and Informal Learning Commons areas, see the Team Report on Services, page 15.

Relocate areas as follows:

- **Move older bound journals for retention from 3rd floor stacks to storage space.**
The current print journal collection can be reduced by weeding and discarding selected back files. Some of the bound volumes should be retained for access to and photocopy of articles for the faculty and students as well as to other libraries through interlibrary loan. This will require the identification of space on campus or at a remote location to accommodate the volumes. The number of volumes and storage space required is unknown at this time.

- **Move books from 4th floor and consolidate into journal stacks on 3rd floor.**
 Books will be moved to the journal stack space vacated by the weeding and move of journal back files to storage. This area will house the new Information Commons area, a space dedicated to the Library's new service model. There will be areas for faculty collaboration with information specialists in all areas of instructional technology, library services and information technology. The space will be a combination of small and medium sized group study rooms, open seating areas with various types of seating including lounge, individual work stations, and study/work tables.
- **Move Media Services desk from 4th floor to 2nd floor Circulation desk area.**
 This would consolidate all media and reserve collections into one area and eliminate the need for staffing two service desks. All circulation and reserve services would be relocated to the main circulation desk on the 2nd floor of the Library. This would be a very cost-effective move due to the consolidation of services and staffing. Moreover, it would establish a more convenient point-of-service and "one-stop" access for students, faculty, staff and other Library patrons.
- **Move ITS and Library offices from 2nd floor to south end of 4th floor.**
 Relocating these offices will free up space on the 2nd floor that can be used for public service areas. The administrative offices need not be located in a major service area.
- **Move technical services area from 2nd floor to south end of 4th floor.**
 Relocating the Library's technical services work area will free up space on the 2nd floor that can be dedicated to public services and expanded computer classrooms. This will relocate important student services and access to computer work stations to more convenient access points within the Library. Moreover, this will allow the Library to provide all major services on the main entry floor of the building. These moves will establish the 2nd floor as an area where 24 hour or expanded Library service hours might be offered without having to provide access to the entire building.
- **Move 4th floor computer classroom, LIB 410, to north end of that floor.**
 Moving this classroom will free up space that can be dedicated to accommodate the Library and ITS administrative offices. Moreover, in relocating the computer classroom at the north end of the building, better access is provided for lab managers and technical staff offering assistance to student and faculty users. This establishes all of the major service areas and computer classrooms at the north end of the building with convenient access via the service elevator located at that end of the building.
- **Move two computer classrooms, LIB 452 and 453, to north end of 4th floor.**
 The same benefits are realized as the move of the computer classroom explained in the paragraph above. This move will also provide a much expanded area for

computer work stations that can be integrated into the Information Commons area of the 4th floor.

- **Move 2nd floor computer classroom to north end of that floor.**
See paragraphs above. The same benefits are gained by relocating this lab to the north end of the building. Moreover, this move will allow for a much larger computer classroom or the expansion of instructional services to two classrooms.

Renovations:

- **Install Information Commons in former 4th floor book stacks area to accommodate new library services.**
The move of the book stacks will provide the space for additional small group study/ teaching rooms and collaborative spaces for faculty and library/information specialists. Moreover, the addition of flexible seating and work areas will be attractive to students, faculty and other library patrons.
- **Install Informal Learning Commons including book store/gift shop/coffee shop on 2nd floor in central staircase area adjacent to 2nd floor balcony.**
This space will be dedicated to new services in line with trends in academic libraries nationwide. This was recommended by the consultant and will be an important move in the redesign of the building and the implementation of the Library's new service model. Incorporation of these services will provide a space dedicated to informal conversation and/or intellectual exchange over a good cup of coffee.
- **Redesign central and south end of 2nd floor into Informal Learning Commons to create leisure and collaborative spaces.**
This accomplishes the same benefits described above. These moves establish the 2nd floor of the Library as the main point-of-service floor. Moreover, it assists in "restoring a sense place" within the Library which many feel has been lost due to the rise of technology. This space will assist in bringing students and faculty together for intellectual and collegial exchange.

Floor plans follow that provide a guide to these suggested relocations and renovations.