

**SYRACUSE UNIVERSITY**  
**UNIVERSITY LIBRARY ACADEMIC PROGRAM REVIEW**  
**REPORT OF THE EXTERNAL REVIEW COMMITTEE**

As part of its goal to maintain the highest quality academic programs possible, Syracuse University periodically evaluates its academic and academic-support units. During 2012, a review was conducted of the University Library.

The review process included the preparation of an extensive self-study presenting detailed data about Library collections, services and operations. An external review committee visited the campus on October 14-17, 2012. Committee members included four directors of academic research libraries and a leader in the academic technologies and research library community:

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The review committee received the extensive self-study with supporting documents prior to the campus visit, including very useful information about all aspects of the Library programs, about Library facilities and space, about staff accomplishments and professional contributions, and highlighting the priority concerns and challenges facing the Library. The review committee was asked to focus particular attention on the following:

- the progress and accomplishments of the Library
- the quality of the resources and services provided by the Library to the University community
- the targets of opportunity within Library and University resource constraints
- the integration of the Library into the academic life of the University
- leadership roles of the Library at the University and nationally
- the success of the migration of Library resources to digital formats
- plans for Library facility renovation and space improvement
- the working relationship with the School of Information Studies
- the working relationship with the Information Technology and Services
- the Library's collaborative relationship with other research libraries
- the impact of the Responsibility Center Management budget model on the fiscal health of the Library

During the campus visit, the review committee was provided access to additional reports and documentation about the work of the Library. The schedule of the review committee included extensive discussions with various faculty, student, staff and administrative groups and individuals, and tours of facilities including the new off-campus shelving space.

Based on its careful consideration of the extensive documentation about the Library and on the various discussions and deliberations during the campus visit, the review committee presents the following findings and recommendations:

A. The Academic Research Library Context

1. The Syracuse Library must carry out a refreshed visioning process that defines its strategic direction and engages the campus community in debate and understanding about priorities for Library investment and development.

2. The Syracuse Library must be viewed as an integral part of the academic enterprise at the University in rigorous conversation with the academic leadership about the role and contributions of the Library to student success and faculty productivity.

Academic research libraries are focused on serving their users, their students, faculty and researchers, through collections of quality and relevance, responsive and effective services, and innovative applications of technology. Academic libraries sustain a core set of responsibilities: information selection (choosing), information acquisition (getting), information synthesis (organizing), information navigation (discovering), information dissemination (delivering), information interpretation (assisting), information understanding (educating), information use (applying), and information archiving (preserving). Academic libraries are also assuming new roles as traditional boundaries shift. Libraries are learning how to be better consumers, often negotiating and licensing content and software collectively. Libraries are aggressive intermediaries and aggregators of information, and, as publishers, are creating new innovative modes of scholarly communication. Libraries are partnering with faculty to expand their educational involvement beyond traditional bibliographic instruction, and to advance operational investigations as research-and-development organizations. Libraries are more entrepreneurial organizations, more concerned with innovation, business planning, competition and risk, leveraging assets through new partnerships to produce new financial resources. Libraries are also increasingly successful information policy advocates seeking through political relationships to influence national and global laws and legislation and to advance the public and scholarly interest.

These expectations point increasingly to a library that is free of time and space, defined by a combination of local resources and external connections, by the ability to put users in touch with the information and tools that they need when and where they need it. But this virtuality demands the virtuoso library, with the essential subject, language, technology, and professional expertise to serve teaching, learning, and research. It also requires the virtuous library, with the means and commitment to share resources and capabilities, and to collaborate widely. Cooperation is part of the professional DNA of research libraries, a constant for service, success, and survival. But the larger view of the research library as an independent and self-sustaining organization, sharing on the margins, must be set aside. The feeling of kumbaya must be replaced by a new spirit and reality of radical collaboration, new and energetic relationships and combinations among libraries and with the private sector.

#### B. Facilities Development / Space Renovation

1. For immediate attention: Building maintenance in Bird Library needs serious and ongoing attention.
2. For immediate attention: Bird Library needs ubiquitous power outlets, improved wireless capacity, and an improved wired network – these things are critically important for Library users.

3. For immediate attention: The upper floors of Bird Library should be opened for extended overnight study during busy periods of the academic year, with appropriate expansion of security oversight.
4. There is a need for ongoing consultation and communication with community sectors about the overall program plan for facilities; the 5-year-old master plan should be revisited, refreshed if needed, and validated by important constituencies.
5. In Bird Library, new furniture and new furniture configurations could help maximize the use of space and create both effective collaboration and quiet study spaces. All of the libraries should include a balanced mix of collaborative spaces, group rooms, and presentation practice spaces.
6. Specialized spaces should be planned for the various libraries, including a multi-disciplinary digital scholarship center for humanities, social sciences, and sciences, a digital media production lab for students and faculty, and technology-enabled classrooms and seminar rooms similar to the Lemke Room. Technologies for access to and creation of digital content should be pervasive in all of the libraries.
7. The entrance of the Library needs to convey the academic nature of the Library and the range of content and services that can be found there. The messaging is not working at present.
8. Staff work spaces should be reconfigured to align with changes in the nature of work and responsibilities and to provide a sense of public availability for those interfacing with users.
9. The Library functions as a social center by default; staff should work with campus partners to define and limit the Library's role and encourage expansion of other options for students.

The Syracuse University Library's vision statement includes the aspiration that the Library be "a *center of discovery* (in which) the Library's collections, services, and facilities enable learning, scholarship, and knowledge creation." In this digital age, the statement acknowledges that Library facilities still play a strong role in the academic life of the campus and provide a venue (leveraging the Library's collections, technologies, and expertise) for knowledge creation. The Library's facilities include the main Bird Library, the Carnegie Library, which is currently undergoing extensive renovation, and the South Campus Library Facility, a high-density storage facility that will have opened by the time this report is completed. The Library will take over some space when the law school vacates its present building; it will house social sciences materials. In addition, the Library has space for specialized collections in several other buildings.

The Bird Library, the main library on campus serving undergraduates, graduate students, faculty, and staff, has significant facilities problems. It lacks a variety of capabilities considered standard for

libraries today and does not meet the norms of other ARL social sciences and humanities libraries. It is an unattractive structure, both outside and inside, and the building does not receive adequate services from maintenance crews. Both wireless and wired network services are inadequate to meet user needs, and there is a paucity of electrical outlets.

The main entrance leads into a Learning Commons, established in 2008. A new café inside the entrance is one of the few bright spots on that floor. Its inviting environment, comfortably configured new furniture, availability of power and wireless signal, make it a very popular spot with students. However, the rest of the furniture on the main floor looks very tired and was not built to accommodate the kinds of technologically intensive, collaborative work that students engage in today. Some faculty complain that the Learning Commons is a social center, not a place for academic work. While they are probably overstating this concern, the Learning Commons could make clearer the connection with academic work through displays, signage, artwork, and other visuals. In a future renovation, it could include spaces where faculty or teaching assistants could bring small groups of students for work or consultation. Some specialized facilities, such as media production and presentation practice rooms, could reinforce the capabilities of the Library to support academic work, and subject librarians could be more closely connected with providing services linked to the technologies available in the Commons. The lower level of Bird Library is also part of the Learning Commons. Renovation of this floor began three years ago but was halted due to environmental concerns. The university has been working with government agencies to resolve the issues but appears to be moving at a snail's pace. The review team has questions as to whether the University administration has placed a high enough priority on resolving this situation so that work can resume. At present, much of the space is unusable while students search for vacant seats throughout the rest of the Library.

In 2007, the Library engaged an architectural firm to create a master plan for the Library, but funding did not materialize on schedule to begin implementation of that plan. An important initial step, the creation of an off-site storage facility, the South Campus Library Facility, was built after some modification of the initial plan. The opening of that facility will enable some materials to be shifted from the stacks in Bird to facilitate the creation of more user space in the Library. However, some vocal faculty, especially in the Humanities, are not fully supportive of the plan as currently envisioned. They are pressing for more quiet, traditional spaces for study near the humanities stacks rather than a renovation of the second floor to create a humanities reading room and digital scholarship center. In actuality, there should be opportunities to upgrade quiet space for users near the Humanities collections (similar to some of the attractive spaces in Special Collections) while also developing a digital scholarship center that will serve the needs of faculty and graduate students into the future.

The Carnegie Library renovation will create a traditional quiet reading room. It seems a missed opportunity to renovate a science and mathematics library and not develop some high technology information capabilities. However, the Library lost space in the building and there was an ongoing controversy with faculty as to the utilization of the space. It is evidence, though, of a disjointed building and renovation plan.

The plan to move social sciences collections to the space that the law school will vacate has surfaced concerns by faculty over the splitting up of collections that they use, e.g. for area studies and interdisciplinary work. Overall, the Library should use a variety of communications mechanisms to engage constituencies in the planning of the various facilities and provide a number of channels for keeping the community apprised of plans and the status of projects.

### C. Collections

1. Conduct a formal assessment to quantify the strengths and inadequacies of the collections that serve undergraduate, graduate student, and faculty. The assessment must produce data to demonstrate and verify need. Results should be used to develop a strategy to correct deficiencies, as well as false perceptions. OCLC provides a collection assessment tool, as do the Library's collection vendors, which will enable Syracuse to compare its holdings to peer libraries' holdings. It is strongly recommended that the senior collection development professionals lead the assessment.
2. Share results of the collection analysis with the appropriate deans, department chairs and the faculty senate library committee to build alliances to advocate for collection budget enhancements for focused, target areas.
3. Develop a plan with the Chancellor, Provost and senior administration to determine a planned and stepped strategy to correct the baseline collection budget deficiency.
4. Increase access to the medical literature for those faculty and staff unaffiliated with the Upstate Medical Center. Determine the audience that needs access and find solutions to provide it. The Library's head of collections is an experienced negotiator. The Library should investigate approaches with publishers that fall outside of the NERL contracts, especially if the audience is relatively small. To correct this situation, additional funding will be required.
5. Provide funding for the backlog of electronic retrospective backfiles and journals that have been requested by faculty. A list is provided in the Library's self-study, and the University administration should urgently identify one-time funding to expedite these acquisitions.
6. Increase the base sufficiently to provide a special acquisition fund for new faculty requests and new program needs.
7. Identify one-time funding to strengthen disciplines in which the collection analysis indicates weakness.
8. Engage stakeholders in a discussion regarding foreign acquisitions. The Library has had

insufficient funding for foreign language materials. Chinese students have created and contributed a Chinese language collection, but this should have been a Library responsibility. Approval plans with vendors who handle foreign publications should be seriously considered. The Arts and Sciences administration should partner with the Library to encourage University administration to enhance funding. The Library also should continue to assess the value of membership in the Center for Research Libraries as a means to address gaps in foreign acquisitions.

9. Increase base funding for Special Collections that currently is seriously low compared to peer institutions. Consider a program that provides for one-time funding requests to administration for opportunistic acquisitions.
10. Match special collections acquisitions to disciplinary programs' objectives and the curriculum.
11. Explore a reassignment of University Archives into the Library portfolio, placing it under Special Collections. Consider including the electronic thesis and dissertation program into the Library's repository.
12. Raise funds to establish collection endowments for both the general and special collection.
13. Develop a strategy for the sustainability of the Belfer Archive. This will include an agenda for raising funds as well as a University support structure.

Academic research libraries are valued by the breadth and depth of the collections and information resources that are available to their users. As the Syracuse Library's self-study correctly notes, "...it is immediately clear that when reviewing the collection at Syracuse University that the size of the holdings and the budget are insufficient to meet the needs of a university of this size." Even in a bad economy, the Library's collection budget has received good annual increases. These increases, however, cannot correct the inadequate baseline collections budget that has produced years of shallow collection building and library user frustration.

The chronically underfunded budget for collection and electronic information resources has created a Procrustean Bed for the subject specialists who work with the disciplines across the University. These professionals work diligently to please the departments they serve in building the collections, but they ultimately disappoint because of the limited and uncertain funding available to meet the collection and resources needs of the faculty and students.

Department heads, faculty and graduate students express considerable concern over the ability of the collections to support the academic and research enterprises of the University. They also are very concerned about the senior University administration's perceived failure to comprehend and address the deficiencies. Humanities faculty stress the inadequacy of the collections in their disciplines to support

faculty and graduate student research as well as undergraduate assignments. In many sectors there is the perception that Library facilities projects have provided a distraction from collection issues. Further compounding the collection budget issue is the practice of using collections budgets to cover Library operations. While many research libraries pay for collection-related services from this budget, they don't use it for general operations. At Syracuse, this is a practice that must cease, and for this to happen, the administration must also focus on the general operations budget inadequacies.

It is important to stress that the Library professionals who focus on collections are well qualified and considered to be highly responsive. The faculty and department chairs give the Library's subject specialists high praise for effective outreach. Also, faculty report high satisfaction with the book delivery service to offices, the recent improvements in interlibrary loan services, and excellent access to electronic scientific content (except in the health sciences). Over the past five years, the Library has acquired access to important electronic archives of retrospective content, and faculty recognizes the value of these acquisitions for their research. As it should, the Library is joining the HathiTrust that will provide Syracuse access to an additional 2 million pre-1923 monographs that have been digitized from many of the most comprehensive research libraries in America and Britain. The Library is also commended for quality work in publishing open access journals, and the University faculty encourage accelerated activity in this important area of scholarly communication.

The Syracuse Library's special collections are a treasure and unique resource. This is confirmed by a series of grants from the Mellon Foundation. Over the past decade, the Association of Research Libraries has focused on the importance of special collections as a university libraries distinguishing resource. They are critical for the discovery of new ideas, the fodder for dissertations, and important resources for teaching and learning. Syracuse Library's Special Collections are unique and rich and merit support as primary resources for scholarship. The Belfer Archive has potential to be reputation enhancing for the University.

#### D. Services/New Initiatives

1. With the implementation of a web-scale discovery tool (Summon) to search across the catalog, local digital collections, the institutional repository, and licensed electronic resources, there needs to be ongoing orientation for users in its effective navigation as well as assessment designed for improving the user experience. This will allow for greater exploitation and deeper discovery of the considerable investment in these resources.
2. Considerable and sustained investment must be made in the services, equipment, and infrastructure to support multi-media production. With dramatic changes in technology and pedagogy, there is a real need for sophisticated equipment, software, and staff trained to provide tools and applications for creating multi-media presentations, culminating projects, and digital objects for classroom teaching. Expectations of users continues to grow and the decentralized nature of Syracuse University creates a culture of haves and have-nots in terms

of support in this area requiring the Library to be a central service for many who are currently underserved.

3. With the current interest and despite an unclear vision for the future, the Library should be part of the University's discussion of the potential for online education. There are serious implications for the use of licensed electronic information in support of such programs, particularly copyright and expanding the number of users with access to the content. The Library can play an important role in this planning for effective services associated with such programs.
4. The Library should continue to take a leadership role in accessibility issues related to its services. There can be learning disabilities, a visual impairment, or a physical disability which affect the access to the buildings as well as the content provided by the Library. There are complicated challenges in addressing these issues and the Library is positioned to support these efforts. Specifically, the Library should address the need for more private study spaces, accessible restrooms, elevators (Carnegie), and private space for assistive technology. Investments are clearly required for appropriate equipment, software, and staff training in this area.

In spite of a challenging resource base, the Syracuse Library can take pride in initiating a wide range of programs and services which are greatly benefiting the University community at present and will into the future. It is essential for the Library to continually renew its efforts in providing its users what they want for current teaching and for the creation, accessibility, and preservation of new research and scholarship.

The development of the Copyright and Information Policy Advisor position, which provides education, strategy, and guidance, not only in the Library, but to the University community on copyright and related issues is an excellent example of meeting an important need facing the Syracuse campus and higher education generally. Syracuse is one of but a few institutions which has accomplished this. By developing a copyright education program, the Library is understood as a leader in serving faculty in helping decision-making about the use of protected works in their teaching and publishing.

The Syracuse University Press, established in 1943, with its strong reputation is a public good, publishing works of scholarly and creative distinction. Since its alignment with the Library two years ago, the Press is actually engaged in making all of its content digital, and through its association with the Library will convert over 1,000 backlist titles. Press electronic books are now available through Google, Kindle, and subscription services such as Project MUSE/UPCC and ebrary. A digital collection of Syracuse University Press books is now available at no cost to the Syracuse University community. The Press is planning the launch of two open access journals under a new Press/Library imprint in 2013: an electronic version of *Imagining America* and the *Journal of Diverse Sexualities*.

In the fall of 2010, the Syracuse Library began a leadership role in establishing SURface, the Syracuse University institutional repository. It is a full-text, multi-media online service that provides open access to the extensive and diverse array of scholarly, professional, research and creative work produced across Syracuse University. There are nearly 10,000 multi-media items in SURface and over 150,000 downloads since its inception. This is a remarkable achievement in a short space of time, demonstrating the interest in Syracuse University scholarship.

After much planning and spirited discussion related to the necessity for additional offsite storage for print collections, the University decided to build a state-of-the-art facility on the South Campus, adjacent to the Hawkins Building. Scheduled to open by the end of 2012, the SU Library Facility (SULF) will potentially accommodate nearly 1.2 million items with its 12-foot, high density, compact mobile-shelving layout. When this initial module reaches capacity, there is land available for two additional modules. With four new staff positions funded by the University, there will be the ability for enhanced document delivery to Syracuse users by scanning articles and sending them directly to individuals. Establishing the facility so close to campus not only provides efficient service, it also allows for the reconfiguration of spaces in Bird, Carnegie, and the law school facility by space gained.

Another new initiative for the Syracuse University Library is a broad communications program with developing strategies, policies and practices to support the Library's mission at Syracuse and beyond. Over the past several years a number of new and newly reconceived mechanisms for sharing the Library's work and services have been developed including: "Library Connection", a semi-annual newsletter, a welcome brochure, exhibition catalogs, physical and digital signage, news blogs, social media outlets including Facebook and Twitter, press releases, and Sound Beat which is a daily 90-second radio show highlighting the holdings of the Belfer Audio Archive. The latter is carried in over 100 markets across the country with a potential listening audience of 1.4 million people. Negotiations are underway with Sirius XM radio, with a potential capacity of 20 million listeners. All of these avenues bring the collections and programs of the Library and the University to a diverse set of constituents.

Finally, the services provided to faculty are noted in a most positive manner. The campus delivery and return of books to offices is viewed as extremely valuable by faculty across the University. Termed "Library to Go," it continues to grow with a 71% increase in those faculty using the service in one year. In addition, "Articles to Go" is a new electronic delivery service for faculty and graduate students. The Library is beginning a pilot called "Buy-Not-Borrow" program for expedited acquisition of resources.

Underlying all of these services is a deep appreciation of the staff of the Syracuse University Library. Faculty and students express the value and engagement of staff in their work and research, knowing full well the stresses faced by limited resources.

## E. Campus Partnerships and Relationships

1. Launch a planning initiative that will partner the Library with ITS to position the Library as a portal for academic technology services. The plan should outline program objectives, staffing and funding requirements, and a delineation of responsibilities.
2. Include the Library's Dean in all meetings of the academic deans, even when the discussion relates to topics that may not be of direct concern to the Library. Inclusion will ensure that the academic deans are appropriately engaged in and knowledgeable about library planning and that the Library is kept informed of new academic initiatives as well as University opportunities and challenges.
3. Hold regular meetings between the iSchool faculty and the Library's leadership to facilitate partnerships and joint initiatives. Because the iSchool's faculty is highly successful in conducting research, the Library can benefit from this expertise to evaluate customer satisfaction, collection dynamics, and usability of new digital systems and products.
4. The Library should aggressively explore new partnerships with the signature programs of the University's schools.

Academic research libraries can only be effective in an environment that encourages campus partnerships and collaboration. It is essential that the campus community be deeply involved in library planning, collection development, and library evaluation. Collaborative partnerships across the academic enterprise enable libraries to identify and assume new leadership roles that support the teaching and research objectives of universities. The Syracuse Library has many solid relationships at multiple administrative levels across the schools, especially at the subject specialist level. However, it is important that the Library involve all campus stakeholders, especially the deans and department chairs, in the planning and support of the next generation of information and scholarly communication services.

Increasingly, university libraries offer highly sophisticated academic technology services. As the Syracuse Library advances the strategic plan for facilities, it is also a perfect time for the University to explore a partnership between the Library and ITS that will position the Library as a portal for academic technology services. Many peer institutions are providing data curation, repository and digital preservation services, concierge services for website development, campus-wide video solutions, digital media services, e-scholarship support, and GIS, modeling, and animation services.

The Syracuse Library has central locations on campus and already attracts large audiences of users engaged in scholarly communication and research. As the University continues to move toward online education, the flipped classroom, and hybrid courses, the Library can provide the University community with a blend of content, digital assets, and standardized technology and support services. These are a logical extension of the roles that libraries have always played.

The University Library is extremely fortunate to have the iSchool as a close neighbor and University partner. Over the years, the Library has hosted a number of interns from the iSchool. The Library and the iSchool should work together to explore new partnerships, starting with a refreshed orientation to each other's programs and strategic plans.

The Library should also explore potential partnerships that play to the strengths of the schools' signature programs. Frequent and in-depth conversations with the academic deans are essential.

#### F. External Partnerships

1. Work with NERL to expand its core activities beyond primarily offering joint licensing of e-resources to a more strategic, action oriented agenda modeled on the CIC or GWLA.
2. Explore cooperative collection development and shared staff expertise with the University of Rochester or with other regional research universities such as SUNY Buffalo and SUNY Albany, particularly with regard to expanding access to the medical literature.
3. Pursue deeper relationships based on bilateral agreements with peer research libraries which will enable appropriate collection, service and operational integration.

The need for deep, multi-institutional collaboration between research libraries is a key component to meeting the teaching and research needs of a university. Examples of successful collaborations and projects accomplished that contribute to directly to scholarship include the following:

- The Committee on Institutional Cooperation (CIC)—Key projects of the CIC include the creation of the CIC/HathiTrust digital repository, consortial licensing, reciprocal library borrowing, and the Google Book search project. Through these projects, faculty and students at the participating institutions have a much richer research environment.  
<http://www.cic.net/Home/Projects/Library/Home.aspx>
- 2CUL—Cornell and Columbia have developed a significant partnership in collaborative collection development, acquisitions and processing. Initial work has focused on several global collecting areas, as well as collaborative funding and support of technical infrastructure in various areas. 2CUL projects directly enhance the research environment and provide efficiencies and cost savings for their respective institutions.  
<http://2cul.org/>
- Greater Western Library Alliance (GWLA)—The Greater Western Library Alliance (GWLA) is a consortium of 32 research libraries [located in the central and western United States](#). Common interests intersect in programs related to scholarly

communication, interlibrary loan, shared electronic resources, cooperative collection development, digital libraries, staff development and continuing education.

The Syracuse Library is a member of organizations such as the Association of Research Libraries (ARL), Shares, OCLC Research, the Coalition for Networked Information (CNI), the Digital Preservation Network (DPN), the Council on Library and Information Resources (CLIR), the Scholarly Publishing & Academic Resources Coalition (SPARC), and the NorthEast Research Libraries Consortium (NERL), and plans are underway for Syracuse to join the HathiTrust.

While these consortiums are important and add value to an institution, they are primarily focused on national policy initiatives and offer little opportunity for action oriented projects involving collaborative collection development and joint services that would directly benefit the Syracuse University user community.

#### G. Information Technology Services and Digital Library Program

1. The budget of the Library must be increased to enable basic support and continuing refreshment of the extensive IT infrastructure and IT service needs of staff and users.
2. The Library must advance the partnership with the Information Technology and Services division, particularly in the areas of academic technologies and research computing.

The Syracuse University Library, like all academic research libraries, has been required to allocate an expanding percentage of its operating and employee budgets to basic hardware, software, and service support for the use of technology by users and staff. There has been insufficient investment in this area, both in terms of basic infrastructure and the resources necessary for growth and renewal. The breadth and depth of expertise required in the areas of systems engineering, programming, and web development, for example, will outstrip the ability of the Library to provide basic support for complex systems and the technology innovations that will be required. The Library cannot rely on staff turnover and salary savings to fund this core area.

The Library has developed a strong working relationship with the Information Technology and Services division, and there has been growing and appropriate reliance by the Library on the central infrastructure. This sets the stage for an expanding partnership in areas of growing academic priority: new media teaching and learning, research data curation and archiving, digital publishing, online education, and the many opportunities for new thinking and collaboration among information technology, library, and academic expertise.

1. The Digital Library Program must become an integral part of the Library operations, mainstreamed into the core budget and reflective of the full costs of digitization, intellectual access/metadata, and long term archiving.

2. The Digital Library Program must engage faculty interest and guidance in the selection and design of digital library projects and align these initiatives with collection strengths, distinctive holdings, and academic applications.

The academic research library has developed expanding capacity to digitize and make available to students, scholars, and readers around the world rich resources drawn from its collections. This is building on the centuries of investment in distinctive and special collections. It assumes a capacity to not only digitize these materials, but also to create and maintain rich discovery and reliable sustainability systems. The Syracuse University Library has advanced several digital projects, often driven by grant funding. The outstanding rare book and manuscript collections, many of international importance, and in particular, world-class collections like the Belfer Audio Archive and the Plastics Center, offer rich opportunities for an expanded digital library program. Projects like the Erie Railroad Glass Plate Negative Collection, Gerrit Smith Broadside and Pamphlet Collection, Marcel Breuer Digital Archive, Oneida Community Collection, and Charles Eisenmann Photographs, are all excellent examples of noteworthy achievement. They are also great opportunities to engage the Syracuse faculty in academic and scholarly projects that build on these rich resources for student learning and new research.

#### H. Resource Development

1. Collaborate with the academic Deans on joint gifts. The Library could greatly benefit by collaborating with the School Deans to develop joint proposals for such items as collections endowments (particularly with the College of Arts and Sciences), multi-media rich spaces that could support content creation (all schools), and enhancing Special Collections (expanding the Belfer Archive to support music history). Donors could then be shared between the Library and the alumni of a particular School.
2. Understanding that Syracuse University just successfully completed a billion dollar campaign, preliminary work to position the Library for greater participation in the next capital campaign should begin now. Library administrators should continue to be visible on campus and develop strategies to align themselves with future fundraising initiatives.
3. Continue to work with the Syracuse University central development office on identifying and steering major donors to the Library. Many large donors are cultivated by the university's central development office. The Library should work to be sure that high level administrators and development officers with access to large potential donors are aware of the Library's specific needs with regard to spaces, collections, programmatic and endowment needs.

4. A “Planned Giving” program should be developed in coordination with the university’s development office. As baby boomers age, many are exploring life estate gifts, and an awareness campaign of the Syracuse Library’s needs could result in future gifts.
5. Continue to work on grant proposals, focusing on areas of strength such as the Belfer Archive and the plastics collection.
6. Continue to solicit donor contributions for named spaces in Library facilities, as well as for collections, positions, and programs.

The Syracuse University Library has developed a very solid multi-faceted strategy for advancement, involving a combination of both resource development and grants to raise needed funds. The Library leadership has been more strategic in its development focus since 2007, working to apprise high level donors and key Syracuse University leaders on the state of the Library with regard to programmatic, collections and space needs, educate them on Library challenges, and engage them in their philanthropic and advocacy roles.

Over the past five years, the Library has focused on the following:

- Developing a new advisory board with a stronger development focus
- Reframing the existing associates group to assist with donor cultivation and event planning
- Developing a data driven annual giving program
- Identifying a major gift wish list comprised of collection, spaces, and endowment needs
- Creating a new volunteer program
- Developing new events and programs that will attract a wider potential base of Library donors

Successfully raising funds is a long term project, and the Syracuse Library is on the right path to achieving success in the future. The review team agrees that while the Library’s current initiatives are sowing the seeds for future gifts, there is additional work that could be done to ensure more resources are available to meet the Library’s needs in the future.

## I. Assessment

1. Incorporate user studies into the assessment program, especially in relation to collection analysis, use of collections, and space/service planning.
2. Initiate collaborations on assessment with faculty in the iSchool.
3. Strengthen usability studies especially with regard to the website, resource discovery, and the digital library program.

The Syracuse University Library administration is focusing significant resources on assessment. A staff of four work on a wide variety of assessment initiatives in a unit called the Program Management Center; some of the staff responsibilities also include project management. This level of resource investment is relatively recent; previously, some of the standard assessment projects like LibQUAL+ were managed by committee, and the dedicated staff approach is an improvement. At present, there is an emerging assessment program, encompassing a number of initiatives, but there is not yet a genuine culture of assessment in the Library.

One of the current goals of the Library is to “gather and report statistical data that measure the impact of the Library and the Press and that demonstrate their value.” The Library has put a number of systems in place and has developed a metrics dashboard to provide a mechanism to track progress in a wide variety of areas. They are using a SharePoint system to collect and manage data as well as produce reports. The system is also used as project management software. The system has generated a great deal of data, but the Library staff has not yet put into place the kinds of analysis or collaboration with Library units or outside departments to gain insights into what the data mean for collections, services, and spaces. They realize these are essential next steps.

In terms of using the data to demonstrate the *value* of the Library, one of the leading specialists in this area is a faculty member in the iSchool at Syracuse. While one of the assessment staff members has done some initial work with her, the Program Management Center should make every effort to collaborate with her on developing methodologies to demonstrate the value of the Library. Additional iSchool faculty may be useful partners, too.

One staff member in the unit is working with the Vice President for Research to do a survey of faculty needs for workshops on various software tools. This kind of collaboration and university-wide needs assessment is an important type of initiative for the Library. A number of types of user studies, including assessment of collections, use of collections, and needs assessment of services and spaces would help position the Library to better address its communities’ needs and bolster their decision making processes. Both quantitative and qualitative measures should be employed. Usability studies of the web site, resource discovery, and the digital library offerings would help strengthen those resources and show responsiveness to the community.

The Project Management Center staff should work with the Library's Communications staff to develop ways to share assessment data internally and to provide good vehicles for disseminating key findings to targeted members of the community (e.g. deans and department heads) and to the general Syracuse Library community.

#### J. National Leadership

At first observation, the Syracuse University Library does not appear to play a national role in library issues mirrored by particular overall institutional priorities. With increasing complex and competitive differentiation of academic institutions, Syracuse University can develop a strategic advantage and distinction by identifying and supporting areas led by the Library.

The Belfer Audio Archive could be one such area. Its holdings of more than a half million recordings, including the largest collection of Edison wax cylinders outside the Library of Congress, is among the largest in the United States. With its strong collections and developing collaboration with the Newhouse School, there is a real opportunity for national and international engagement not only of its collections, but for deeper access and audio preservation development.

Special Collections, with notable collections including the architect Marcel Breuer, pediatrician Benjamin Spock, photographer Margaret Bourke-White, and avant-garde twentieth century publisher, The Grove Press, is not widely known and recognized. Considerable efforts have been made to engage Syracuse faculty with the collections for their teaching, and traveling exhibitions with associated publications, will increase its visibility and use.

The association of the Syracuse University Press and the Syracuse Library could also rise to national prominence by selectively identifying particular areas of excellence, both by building on strong programs series and innovative marketing and dissemination of its publications. This is the moment to explore the opportunities of open access publishing models which, with careful financial modeling, could extend Syracuse scholarship much more broadly in the world.

The Syracuse Library has the opportunity to further develop a leadership position in the area of copyright and information policy. With commitment to a position in the Library and possible alignment with faculty in the Syracuse University Law School, a platform for wider discussion of the issues for certainly the Library, but for research institutions nationally, is possible.

The School for Information Studies at Syracuse is consistently ranked as one of the top programs in the country. There are numerous internship opportunities made available and hosted by the Library. But research engagement and collaboration between the two organizations is not fully realized. Both could ultimately benefit and bring their results to the wider community.

Clearly, there are potential leadership opportunities for collaboration and partnerships between and among selected parts of the University. But to develop signature programs there must not only be the will, but the sustained support by the institution. Some may succeed and others may not, but the Library needs to be at the table and in the game to contribute its skills and expertise in supporting the academic mission of Syracuse University. The University should not overlook these opportunities.

The review team has identified important strengths in the Syracuse University Library, in particular the services being provided to students and faculty by the Library staff. But there are serious challenges, and the Syracuse Library will not be an effective organization, integral to student success and faculty achievement, unless they are addressed. This will require a revitalized collaboration and consultation among the Library, the faculty, and the senior administration.

November 16, 2012