FINAL REPORT and RECOMMENDATIONS
of the
ONE LOYOLA LIBRARY TASK FORCE

JUNE 2022

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Final Report and Recommendations**

Introduction

Academic libraries constantly reinvent themselves, seeking to become more agile and effective in response to evolving user needs. In recent decades, academic institutions have increasingly scrutinized their libraries to identify additional efficiencies. Since 2020, the COVID-19 pandemic has further dictated that colleges and universities take stock of the academic enterprise and envision teaching, learning, and research endeavor for the future.

Against this backdrop, Provost Norberto Grzywacz introduced the concept of a libraries-wide study that would allow Loyola's three separately administered library units—the Health Sciences, Law, and University libraries—to explore possibilities for closer collaboration and alignment within the University's broader One Loyola framework. In August 2020, planning got underway; in the months that followed, the heads of the three libraries laid groundwork for the project. Early in 2021, the initiative was presented to the Council of Deans, after which a task force was formed with representatives invited from all academic units. Known as the One Loyola Library (OLL) initiative, its charge was twofold: to explore how best to be an effective 21st-century library and to consider realignment as a "One Loyola" entity.

In March 2021, the One Loyola Library Task Force was formally launched. Approaching its work as a research and assessment project, the Task Force examined the methods employed by other academic libraries that had done similar self-studies; gathered data from members of the University community; and engaged in robust conversation about Loyola's libraries and user needs. The final meeting of the full Task Force was held in May 2022.

This report details the efforts of the One Loyola Library Task Force. It chronicles the process as it unfolded; details the work that was undertaken; and offers data-driven recommendations that address both parts of its charge. This "Final Report and Recommendations" serves as an executive summary—a roadmap to the complete documentation of our work. For a full

account of the OLL enterprise, please review the documents linked within and the additional information available at our [SharePoint site](#).

Task Force members wish to thank University administration for providing an opportunity to examine the status of Loyola's libraries and to collaboratively envision new possibilities.

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Background

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The One Loyola Library Charge

The following [charge](#) was crafted by the directors of Loyola's three libraries, Gail Hendler, Marianne Ryan, and Patricia Scott, based on the [provost's vision](#) for a One Loyola Library at the outset of the Task Force's work:

"The teaching, learning, research, and work of Loyola University Chicago (LUC) is supported by a Health Sciences Library on the Maywood Campus; a Law Library on the Water Tower Campus; and University Libraries which includes Cudahy Library, the Loyola Information Commons, and the Library Storage Facility on the Lake Shore Campus, Lewis Library on the Water Tower Campus, and the Information Commons at the John Felice Rome Center.

"In the spirit of One Loyola, and with an eye toward collaborative action in building a library structure that is nimble, aware of the unique needs of each individual campus, and responsive to today's and tomorrow's faculty, students, and staff, the provost has asked that a task force be formed and comprised of key stakeholders representing the three LUC campuses. Task force members will work together to identify needs, solicit feedback, and describe current opportunities and challenges for building a 21st-century library. The work will culminate in recommendations and a vision for a Loyola University Chicago Library System."

The charge was approved by the provost on March 4, 2021, and the Task Force began its work the same month.

One Loyola Library Task Force Membership

Task Force membership initially consisted of representatives from every Loyola school, as nominated by the deans of those schools, except the School of Environmental Sustainability and the School of Continuing & Professional Studies, which opted not to participate. The directors of the three libraries, with two additional librarians from each, also served. A subgroup of the full Task Force, comprised of its librarian members, served as the Steering Committee. This smaller group dealt with items difficult to tackle in the larger group, such as logistics and work assignments.

It proved to be challenging to find times that the full Task Force was able to meet. Despite best efforts, participation was uneven and attendance at meetings was often sparse.

The full Task Force roster is listed in Appendix C.

Defining/Informing the Process

The Steering Committee's process began with searching for and reviewing relevant literature and data and consulting with experts who had previously considered or undergone similar realignments. We then attempted to tailor our findings based on the unique needs of each library unit.

During our initial Steering Committee meeting on March 11, 2021, members discussed the term "21st-century library" as it was used in the One Loyola Library Task Force charge. In prior conversations with the provost, he had explained the concept in terms of both physical facilities and research infrastructure, emphasizing that Loyola faculty and students should have the robust support they need, including a more optimal and consistent user experience across all libraries . The Steering Committee decided to interpret the phrase "21st-century library" as a directive to be forward-thinking and responsive and to create a vision that would allow for further development of our library system.

At the initial Steering Committee meeting, the members decided to begin an internal data collection from Loyola populations. The Steering Committee elected to start this process by conducting a survey to identify patterns of library use by different categories of users (students,

staff, and faculty). The committee intended to release the survey in April 2021; however, the Office of Institutional Effectiveness (OIE) could not accommodate that schedule. Because the Steering Committee was eager to begin its data gathering process, a decision was made to first conduct focus groups, originally intended to follow the survey, during the summer and administer the survey afterward, during the fall semester. Details about focus groups and the survey of users can be found in the "Data Gathering and Analysis" section of this report.
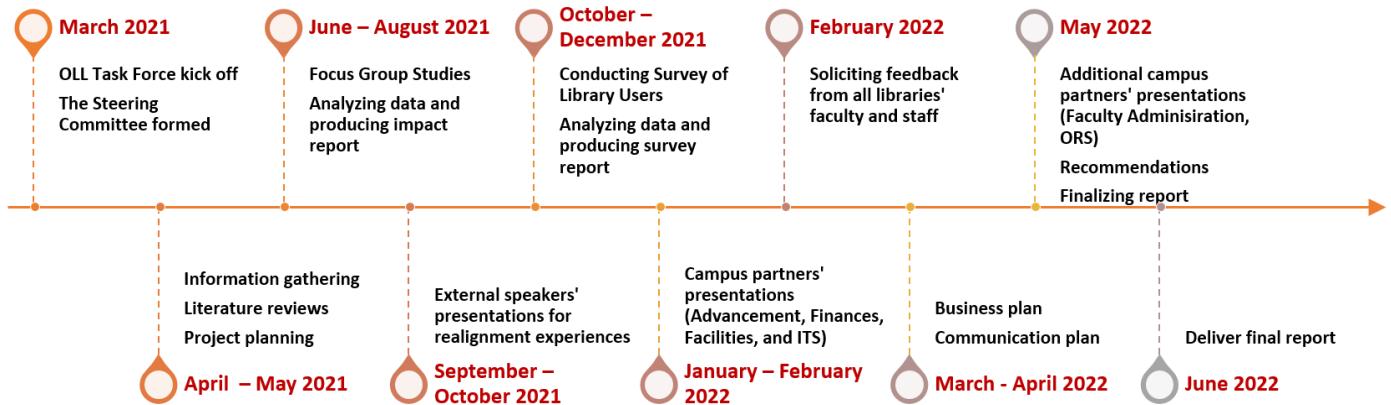
Organizational Structures of the Libraries

The organizational structures for each of Loyola's three libraries are shown in Appendix D.

Work of the Task Force and Steering Committee

The timeline below presents a longitudinal view of the work of the Steering Committee and Task Force.   Between March 9, 2021, and May 17, 2022, the Task Force met 25 times;through June 14, 2022, the Steering Committee met an additional 31 times. The detailed timeline in Appendix E summarizes the schedule and primary topics of each meeting, with a link to the meeting minutes.

Project Timeline

March 2021
OLL Task Force kick off
The Steering Committee formed

June – August 2021
Focus Group Studies
Analyzing data and producing impact report

October – December 2021
Conducting Survey of Library Users
Analyzing data and producing survey report

February 2022
Soliciting feedback from all libraries' faculty and staff

May 2022
Additional campus partners' presentations (Faculty Adminisiration, ORS)
Recommendations
Finalizing report

Information gathering
Literature reviews
Project planning
April – May 2021

External speakers' presentations for realignment experiences
September – October 2021

Campus partners' presentations (Advancement, Finances, Facilities, and ITS)
January – February 2022

Business plan
Communication plan
March - April 2022

Deliver final report
June 2022

*Preliminary work started **August 2020**

Data Gathering and Analysis

Baseline Data from 2021

In late 2020, at the request of Provost Grzywacz, the heads of the three libraries wrote redundancies reports to capture the current state of space, materials, and staffing at their respective locations.

No redundancies were reported for staffing or space, though clear commonalities across all libraries emerged, including severe understaffing and inadequacy of facilities for the populations served. Potential opportunities were identified, such as consolidating subscriptions between the Health Sciences Library and University Libraries and streamlining institutional repositories across all libraries. The full redundancies reports are linked from Appendix A.

University Libraries

Constituents

The University Libraries provides services and support to students, faculty, and staff in academic departments, institutes, and programs in Arrupe College and the College of Arts and Sciences (CAS), Quinlan School of Business, School of Communication, School of Social Work, School of Environmental Sustainability, School of Education, School of Continuing & Professional Studies, John Felice Rome Center, Parkinson School of Health Sciences and Public Health (undergraduate programs only), and Marcella Niehoff School of Nursing (BSN program only).

FY2019 Data

- 1.2 million visitors (gate count)
- 5,856 reference transactions
- 542 instruction sessions/presentations
- 9,706 participants/attendees
- 40,771 physical materials circulated
- 68,657 digital/electronic materials utilized
- 9,199 materials loaned to other libraries
- 14,620 materials borrowed from other libraries

Space

Facility	Campus	Square footage	Number of seats	Public workstations
Elizabeth M. Cudahy Memorial Library	Lake Shore	108,000	757	66
Information Commons	Lake Shore	72,000	1,058	260
Offsite storage	Lake Shore	20,025	6	N/A

Archives & Special Collections	Lake Shore	N/A	N/A	N/A
Women and Leadership Archives	Lake Shore	N/A	N/A	N/A
Lewis Library	Water Tower	36,600	383	48
John Felice Center	Rome, Italy	5,097	117	30

Collections and Licensed Resources

- The planned FY 21 budget was $6.96 million. The actual budget was $5.73 million due to COVID-19 pandemic budget reductions.

The collection is comprised of:

- 1.1 million print volumes
- 850,000 e-books
- 130,000 e-journal titles
- 560 research databases
- 61,000 streaming videos
- 15,000 physical audiovisual items
- Approximately 11,500 linear feet of archival collections (University Archives and Women and Leadership Archives)
- 600 archived monographs (Women and Leadership Archives)
- Approximately 20,000 digital collections (University Archives and Women and Leadership Archives).

Staffing

Library faculty provide teaching, research, learning, metadata, assessment, and collection support. Staff serve in material/resource acquisition, circulation, technology support, and service-desk areas. In 2016, the University Libraries employed 30 faculty and 37 staff, a

combined total of 67. By 2020, the number had dwindled to 60, after several staff positions were reclaimed by the university. This level of staffing compares unfavorably with peers. The library at Georgetown University,the AJCU institution most similar to Loyola in terms of urban location, enrollment, number and type of academic programs, and library profile, employs 109, 56 faculty librarians and 53 staff. Marquette University Library has 39 librarians and 35.5 staff, a combined total of 74.5. However, Marquette's enrollment is one-third less than that of Loyola and the institution has fewer academic offerings. Unlike both Georgetown and Loyola, Marquette operates a single library facility. Within the AJCU, Loyola ranks 26th among the Great Twenty Eight institutions in terms of students per professional staff (librarians): 607. For Georgetown, the number is 170; for Marquette, 276.

<div align="center">**Law Library**</div>

Constituents

The Law Library serves approximately 800 current JD law students and 140 law faculty. The Law library also supports the School of Law's MJ and LLM degree programs, paralegal programs, and any undergraduate and graduate courses requiring legal research and resources.

FY2019 Data

- 874 reference transactions
- 96 presentations and instruction sessions
- 874 participants/attendees
- 1,756 physical materials circulated
- 152 materials loaned to other libraries
- 758 materials borrowed from other libraries for Law School students, faculty, and staff

Space

- Approximately 38,500 square feet on floors 3, 4, and 5 of the Philip H. Corboy Law Center (Water Tower Center)
- Approximately 14 workstations

- Seating for 450 individuals

Collections and Licensed Resources

- The FY21 budget was $722,415

The collection is comprised of:

- 85,635 book titles
- 405,844 journal volumes
- Subscription databases for legal research including Bloomberg Law, HeinOnline, LexisNexis, and Westlaw.

Staffing

In 2021, the Law Library employed 8.5 FTEs. The number of positions has dropped by half in the last eight years. Current Law Library staff consists of an assistant director, 3.5 FTE library faculty, and three library assistants. For comparison, when fully staffed, the staff at the Edward Bennett Williams Law Library at Georgetown University Law Center consists of 27 professional librarians and 21 assistants (20 full-time assistants and one part-time assistant). Note that at the time of this report, they are in the process of filling a few positions. More locally, the Ray & Kay Eckstein Law Library at Marquette University Law School (another AJCU school that serves a smaller law student population than Loyola's) employs 12.0 FTE library staff positions, consisting of four full-time library faculty, four part-time library faculty, five full-time library staff, and two part-time library staff.

Library faculty teach law courses and provide reference and instruction support. The library assistants handle cataloging, acquisition, circulation, and administrative services.

Health Sciences Library

Constituents

The Health Sciences Library (HSL) serves the students, faculty, and staff who work, study, and conduct research at the Health Sciences Campus. This includes 980 faculty and over 2,200

graduate students in Health Sciences Campus schools and the Loyola University Medical Center, a 522-bed teaching hospital. The Health Sciences Campus is comprised of Stritch School of Medicine, Marcella Niehoff School of Nursing, Parkinson School of Health Sciences and Public Health, the biomedical programs of the Graduate School, the Center for Translational Research and Education, Loyola University Medical Center, Mulcahy Center, Maguire Center, and Cardinal Bernardin Cancer Center.

January 2019–September 2020 Data

- 65,292 visitors to the Health Sciences Library
- 42,919 visitors to the adjoining Quiet Study Room
- 984 reference transactions
- 122 instruction sessions and presentations
- 3,127 participants/attendees
- 1,963 physical materials circulated
- 9,166 materials loaned to other libraries
- 12,315 materials received from other libraries for Health Sciences students, faculty, and staff
- 1.3 million visits to the Health Sciences Library's homepage

Space

Facility	Square footage	Number of seats	Public workstations
Health Sciences Library	3,370	90	10
Quiet Study	2,250	66	21

There are also four first-come, first-served study rooms.

Collections and Licensed Resources

- The FY21 budget was approximately $2.5 million

The collection is comprised of:

- 2,331 print books
- 2,931 electronic books
- 44 article and index databases
- 7,448 journal volumes (all journals are electronic; HSL has no print journals).

Staffing

When the One Loyola Library initiative began in early 2021, the Health Sciences Library had three full-time employees: the Health Sciences Library director, an access services and emerging technologies librarian, and a research and education librarian. At the time of the redundancies report, two staff positions were furloughed, one and a half other positions were vacant, and four library faculty positions were unfilled. Current Health Sciences Library staff consists of an Interim Director, 2 FTE library faculty and 2 FTE paraprofessionals. The paraprofessionals handle interlibrary loan, provide in person and email customer service, and administrative services. For comparison, staffing at Dahlgren Memorial Library at Georgetown University (another AJCU Institution) at Georgetown University Medical Center consists of 37 FT staff. They have 12 FTE librarians, 8 Paraprofessional Staff, and 15 student/hourly employees.

<div align="center">Sources of Data</div>

In addition to reviewing articles and reports from other university libraries that had conducted similar work, the Task Force gathered data to inform its recommendations using multiple methods:

- Library Redundancies Report (fall 2020)
- Zoom focus groups with students, faculty, and staff (summer 2021)
- A university-wide survey (fall 2021)
- Presentations from other libraries on their realignment experiences (fall 2021)
- LUC Libraries faculty and staff feedback (spring 2022)

- Interviews with other LUC departments to learn about their "One Loyola" experiences and support of LUC libraries (spring 2022)

Focus Groups

Working in pairs as facilitators and moderators, LUC faculty and librarianTask Force members conducted 21 focus groups between May and July 2021. Students, faculty, and staff from all campuses, schools, and programs were solicited. Facilitators and moderators conducted up to three focus groups each, selecting schools or programs that matched their interests and experience. Graduate students, staff, and faculty from across the University participated in the focus groups, but there were no undergraduate attendees, likely due to summer scheduling. Faculty facilitators followed an established script, and the librarian moderators anonymously documented the feedback.

Feedback was compiled in a shared spreadsheet and analyzed for recurring themes by Abby Annala, the assessment librarian for University Libraries and the Quinlan School of Business's representative to the Task Force. Common themes emerged from the focus group data:

- The clear and critical need for additional library staffing to support teaching, learning, and research.
- An appeal for upgraded facilities at all libraries, including more square footage, better building access, flexible furnishings, reasonable cleanliness, and spaces able to support the work of contemporary users.
- A desire for increased access to materials and improved discoverability.

The full Focus Group Report provides additional detail.

Other Libraries' Experiences with Realignment

In September and October 2021, each of LUC's three libraries invited a speaker to share their experience regarding realignment. The speakers were:

- Elizabeth (Liz) Kiscaden, associate vice provost for Library Services, Creighton University (September 8)

- Ramsey Donnell, associate dean of the Law Library & Information Services, University of Illinois Chicago School of Law (September 20)
- Emily McElroy, dean of the Leon S. McGoogan Health Sciences Library, University of Nebraska Medical Center (October 4).

These presentations provided insights into the process and outcomes of realignment or, in the case of Creighton University, unification for multidisciplinary academic libraries and special libraries.

Creighton University

University Libraries Dean Marianne Ryan began the presentation with an overview of academic-library trends, including their emerging role on college campuses and various approaches taken to reenvision and realign them.

Liz Kiscaden discussed the overhaul of physical space taking place at Creighton University. The university administration has earmarked budget for a new building to house its academic library and health sciences library (see Appendix G). Much of the Creighton Libraries merger focused on improving the user experience, coping with deteriorating facilities, and navigating the competing needs of user communities. This process is still underway, but Liz discussed the challenges and opportunities in bringing many librarians with different expertise into the same physical space and communicating that change to constituents. The Law School also was considered as part of Creighton's alignment process. but that plan was backburnered for the time being because close collaboration between the libraries already exists.

University of Illinois Chicago School of Law

Loyola Law School Director Patricia Scott and librarian Joe Mitzenmacher provided background to the Task Force members by presenting relevant American Bar Association accreditation standards, benchmark statistics comparing the LUC Law Library to other local and Jesuit libraries, and trends in academic law libraries.

Ramsey Donnell discussed the UIC acquisition of John Marshall Law Library in 2019 (see Appendix G). The UIC School of Law (formerly John Marshall) established its authority, faculty

status, licensing, and other issues of integration with a memorandum of understanding (MOU). This helped the Law School maintain its ABA Standards for law school accreditation while taking advantage of new support from UIC.

University of Nebraska

Loyola Health Sciences Library Director Gail Hendler, Associate Director for Public Services Jonna Peterson, and librarian Elizabeth Huggins described historical and current trends and roles and organizational structures of academic health sciences libraries (see Appendix G). The presentation included data comparing key measures (full-time staff, student-librarian ratio, space, seats, and service hours) between Loyola, other Jesuit institutions, and aspirational libraries. Academic health sciences libraries that have consolidated reported on the pros, cons, and lessons learned about the opportunities and challenges they experienced.

Emily McElroy, dean of the McGoogan Health Sciences Library at the University of Nebraska Medical Center, discussed the consortia developed by University of Nebraska libraries in 2015 (see Appendix G). This proactive effort by the libraries resulted in an MOU in 2015 with support from the President's Office. The guiding principles of the realignment were to maintain autonomy and increase program participation and intersystem cooperation. Exploratory work on merging the libraries revealed no cost savings for staffing or collections but predicted increased expenditures for shared collections and staff time. The University of Nebraska Consortium of Libraries did not merge, however, due to opposition from the chancellors and deans. McGoogan librarians are faculty with a non-required tenure and promotion path. The McGoogan dean reports to the senior vice chancellor (equivalent to the senior vice provost position). The director of the Law Library from the University of Nebraska Consortium of Libraries reports to the dean of the University of Nebraska College of Law.

University-Wide Survey

Through the Office of Institutional Effectiveness (OIE), the One Loyola Library survey was distributed to all students, faculty, and staff at Loyola University Chicago except for those at the Rome Campus (served by University Libraries) and Loyola University Medical Center (served by

the Health Sciences Library). These omissions impacted the conclusions that could be drawn from the data because the survey missed populations with unique needs.

There were 374 responses from faculty, 233 from staff, and 1,217 from students. Based on voluntary demographic data, many of the student respondents were undergraduates enrolled in programs at the Water Tower and Lake Shore campuses. A significantly smaller number of students, faculty, and staff were in programs at the Law School or Health Sciences Campus.

The survey data analysis team consisted of Abby Annala (assessment librarian), Joe Mitzenmacher (Law Library), Emma Heet (University Libraries), and Elizabeth Huggins (Health Sciences Library). Each librarian analyzed data from their respective population; Abby performed a global analysis of all the data. The survey feedback reinforced many themes identified in the focus group data described earlier in this report. Detailed information about the global and unique needs identified from the survey can be found in the Final Survey Analysis Report.

Feedback from LUC Libraries Faculty and Staff

Members of all Loyola University Chicago libraries provided feedback to the One Loyola Library Task Force through a drop-in session on January 24, 2022, a meeting with the survey data analysis team (Annala, Huggins, Mitzenmacher, and Heet), and an anonymous survey. Staff were asked to respond to three prompts:

- The One Loyola Library Task Force has been asked to consider and make recommendations for how to provide the best teaching, learning, and research support to the Loyola community. Provide up to three examples of what these recommendations might include.
- The One Loyola Library Task Force has been asked to consider an administrative re-alignment of LUC's three libraries (Health Science, Law, and University Libraries) as a One Loyola model. No library facilities will be closed or merged. What do you see as the potential advantages of such an alignment?
- What do you see as the potential disadvantages of such an alignment?

Library faculty and staff voiced both advantages and disadvantages to realignment. Many of the advantages identified echoed those that were observed in the faculty, staff, and student feedback:

- Opportunity for closer collaboration among libraries
- Opportunity for more consistency across libraries
- Opportunity to improve facilities
- Opportunity to improve and streamline access to resources
- Opportunity to increase the number of subject specialists.

Library faculty and staff also noted perceived disadvantages. These included potential confusion for patrons, challenges with accreditation, lack of equitable division of labor and resources, an increase in generalists instead of specialists, and possible job loss. A detailed list of themes from the staff feedback is available in Appendix I.

Conversations with Campus Partners

During 2022, the Task Force met with other campus departments that regularly work with Loyola University Chicago's libraries., These include Facilities, IT, and Academic Finance. Each of the seven in total reviewed the responsibilities of their respective unit, how they collaborate with the libraries currently, how they might partner with the libraries following any restructuring, and their own experience with realignment (if applicable).

See Appendix J for summaries of each presentation.

Opportunities and Challenges

Although the OLL focus group and surveys determined that the three library units (the University Libraries, Health Sciences Library, and Law Library) generally serve their users well, the studies also revealed users' needs and pain points, such as access barriers (both physical and digital) to library services and resources. The investigation also uncovered users' expectations regarding where the libraries might provide better, greater, or more advanced services.

The three library units have collaborated in the past, and they would like to formalize their collaborative structure, respond jointly to the challenges users experience, and grow together to meet evolving user needs. They are fully committed to the following strategic directions:

1. To evaluate what they have been doing and how they may better meet evolving user needs.
2. To explore and further build a holistic user experience, delivering library resources, services, and spaces in the context of needs.
3. To more fully embed the libraries in student and faculty success.
4. To redefine the libraries' roles in the research life cycle.
5. To align the libraries' strategic directions cohesively with the university's strategic plan.

The libraries are dedicated to further exploring methodologies and opportunities to enhance services and to stay relevant to the University's mission. They are prepared to identify and implement any easy fixes and to explore solutions for the most pressing needs. They also recognize that there are challenges that can only be resolved with additional resources, increased staffing, infrastructure investment, collection funding, and dedicated support from and collaboration with campus partners.

Opportunities

1. To increase collaboration in support of interdisciplinary initiatives and research across the three campuses. For example, HSL works with the Law Library on emerging and current health law and health justice programs to acquire resources and deliver programs and training.
2. To improve communication and redefine a more collaborative organizational structure that respects and retains the unique cultures and needs of each library.
3. To boost research support by hiring skilled faculty librarians and staff to identify, design, deliver, and assess training, programmatic, and resource needs.
4. To enhance library service by collaborating with faculty and residents to identify needs and to recommend and assess collections, training, technology, and spaces.

5. To work closely with campus partners (Information Technology Services, Advancement, Finances, Facilities, Research Services, and Faculty Administration) to ensure that staffing, spaces, collections, and technologies are adequate to support the scholarly endeavor of 21st century library users.

Challenges

Staff Shortages

In past years, all three libraries have operated with minimal staff, making it difficult to keep operations running, much less grow services and programs. To provide advanced research and learning support and fulfill the evolving demands for scholarly communication and research data management, it is critical that the libraries hire more faculty librarians, especially those with interdisciplinary expertise and technology skills. This also would require additional investment in infrastructure.

Dependencies on Other Units

Intentional and prioritized collaboration with close campus partners—such as Facilities, Information Technology Services, Finances, Research Services, and Faculty Administration—is necessary. Some of these partners shared with the OLL Task Force how they aligned their own departments, the lessons they learned, and the benefits they derived. The final presenters from the Office of Research Services and Faculty Administration offered vision and next steps for how the libraries can enhance service delivery across the three campuses to support the research life cycle and to understand the role that faculty administration will play in the proposed realignment. The presentations also provided greater insight into the need to establish dedicated implementation teams between the libraries and campus partners to analyze the causes of access barriers, to explore options, and to recommend solutions to address persistent challenges.

Inconsistent Faculty Status and Benefits

There are multiple inconsistencies among Law, Health Sciences, and University LIbraries librarians. Aligning the librarians as nontenured faculty is a priority that would require library

administration from the respective units to work with Faculty Administration and Human Resources. Clarifying librarians' faculty status will increase opportunities for them to participate in and contribute to scholarly communication, research support, teaching, and the University's mission. Currently, librarians occupy a category between faculty and staff, with no clear designation. This ambiguity contributes to faculty in other academic units seeing them as sources of support but failing to see them as full partners in the academic enterprise. It is important for the Loyola community to recognize the critical roles librarians play in education and research.

Need to Strike a Balance

The Health Sciences Library and Law Library value and appreciate the services provided by the main library; however, they don't always feel a strong alignment with the main library's priorities and strategic directions because their cultures and campuses are vastly different. The three libraries need to strike a balance between maintaining cohesiveness as a library system and attending to the needs of their specific user communities.

Recommendations Part I

The following recommendations address the first part of the OLL charge: to build a 21st-century library. They are supported by data gathered through the mechanisms described earlier in this report: focus group interviews conducted with members of the Loyola community and a university-wide survey.

Staffing

- Current staffing levels are inadequate to provide services that stakeholders have a right to expect. Overall staffing must increase and faculty librarians and staff should be added for key positions.
    - As described earlier in this report, University Libraries overall staffing is not sufficient to meet the needs of faculty, staff, and students and compares unfavorably with AJCU peer institutions. University Libraries combined 60

faculty librarians and staff also compares poorly with local institutions: Northwestern (190), University of Chicago (188), UIC (119), and DePaul (76).

- Even when fully staffed, University Libraries lacks librarians for the social sciences, natural sciences, assessment, civic engagement, and visual resources and lacks staff for cataloging, acquisitions, and instructional support.
- The Law Library lacks a law reference librarian dedicated to the support of faculty scholarship and a law reference librarian dedicated to student services support.
- Health Sciences Library staffing shortages have resulted in a decrease in expert searching services and discoverability of valuable and expensive resources in the last three years. In June 2022, HSL had three full time librarians and two full time staff: Interim Director, Access Services and Technology Librarian, Research and Education Librarian, Interlibrary Loan Specialist and Customer Service Specialist. Two professional positions and one part-time staff position are still vacant
  - Tufts University, which is comparable in both number of students and program diversity, has almost thirteen FTE librarians and almost six FTE paraprofessional staff.
  - Creighton University, a fellow AJCU institution with a comparable number of students and program diversity, employs eleven FTE librarians, six FTE paraprofessional staff, and 2 FTE students.
- Current librarian levels cannot support the expansion of existing and future schools and programs. Librarians should be added to serve the schools and departments that are currently without liaisons.
  - To support the programs of 12 Schools plus the College of Arts and Sciences and the Rome Center, when fully staffed the University Libraries has only 10 dedicated subject liaison librarians. Currently, a single librarian supports both the Quinlan School of Business and the School of Communication; another supports Arrupe College, SCPS, and undergraduate programs in the School of Nursing. Such assignments are unreasonable and contribute to the increasing number of staff departures.

- The Law Library has met the basic needs of expanded non-JD programs (for example, the Rome-based PROLAW program and Master of Jurisprudence programs in child law, health law, and business law) but lacks librarian specialists to fully support those degree programs as well as expanding law faculty specialties in environmental law, national security, and racial justice.
- The Health Sciences Library's research and education librarian is the designated liaison in MNSON ABSN and graduate programs, Parkinson graduate programs, and Bioethics/HCML masters and doctoral students. HSL lacks a designated liaison to support the Stritch School of Medicine, Biomedical Graduate programs, and graduate medical education. These groups are currently shared among the research and education librarian and interim director.

- Current staffing levels are inadequate to support the growth of new services that are in high demand. Additional positions and skill sets are needed for the libraries to accommodate these service requests.
  - Some high-demand services that the libraries cannot provide include systematic reviews, bibliometrics, data management, data visualization, geographic information systems (GIS), makerspaces, clinical librarianship, and legal technology and legal analytics support.
  - The Health Sciences Library's mission is to support research, teaching, learning, and patient care at HSC. Due to staffing levels, HSL had to temporarily suspend its expert searching service supporting systematic reviews during COVID shutdown. Additional staff is needed to re-establish and grow this service. HSL would like to provide additional patron-requested services including bibliometrics, data management, data visualization, virtual reality, and clinical librarianship.
- Under a collaborative model, the libraries could share positions that would otherwise be unjustifiable for a single library. Positions to be shared might include scholarly communication librarian, data management librarian, development officer, grant writer, marketing and outreach librarian, and web/instructional design librarian.

Space

- Library space is insufficient for the number of students and programs and the projected growth of schools, programs, and users. More user space should be allocated, either by transforming existing areas or adding new facilities.
    - Cudahy Library has much of its space dedicated to materials, which could be weeded and moved off-site if the funding to do so were available. The space could then be renovated and repurposed for student use.
    - The Law Library has limited spaces for group study and collaboration, which are increasingly requested by law students.
    - The Health Sciences Library has seats for 182 users but serves a population of 6,000.
- The libraries lack flexibility to grow in new ways, to adapt to new learning styles and collaborative models, and to meet evolving needs. Future modifications to library spaces should ensure flexibility in space configuration.
    - Most furniture in the University Libraries was selected for cost savings rather than for functionality, and with no consultation with stakeholders. When users attempt to reconfigure these heavy and outdated chairs and tables to better meet their needs, it often results in damge to both furnishings and carpeting.
    - At the Health Sciences Library, nearly all tables in the collaborative space cannot be moved.
- Older spaces have failed to receive necessary, ongoing maintenance and have fallen into disrepair. Heavily used spaces should be updated regularly.
    - Persistent leaks in library spaces on the Water Tower and Lake Shore campuses repeatedly and extensively damage furnishings and books.
- Staff space is insufficient at even current—much less, full—staffing levels. It does not facilitate a hybrid work/instruction environment. Existing spaces should be adaptd to accommodate new ways of working and to be comparable to faculty and staff spaces in other university departments.

- More hybrid teaching and meetings have created a need for more individual workspaces to avoid disturbing those who share office space.

- Furnishings in library spaces are old and are not aligned with 21st-cenury needs. Library staff and users should be consulted about furniture replacement.
  - The libraries often are assigned furniture that does not suit the way students, faculty, and staff inhabit library spaces.

Materials

- Funding for materials does not scale or grow with new schools, programs, or enrollment, and current funding must stretch further each year to cover program growth and expanded student populations. Funding scales should keep pace with the addition of new schools and programs and increased class size.
  - The libraries did not receive additional materials funding, nor staffing, when Arrupe College, the School of Environmental Sustainability, and the Parkinson School of Health Sciences and Public Health were founded. Some existing budget and staff had to be redistributed and reallocated in an effort to meet minimal needs, but it is impossible to provide adequate support.

- It is unclear to what extent University resources are intended to support the Trinity Health System and Loyola University Medical Center.
  - The University general counsel states that the libraries cannot cover health system employees with their online resources, but health system employees and house staff are led to believe that they have access to all the online materials licensed by the University.

- Multiple contracts for resources create a redundancy of staff effort and expense. Contracts should be merged when feasible and cost-effective.
  - The Law Library provides access to Bloomberg Law, LexisNexis, and Westlaw to law students and faculty but cannot license these resources for the rest of campus.

- The UpToDate database of clinical information is licensed by the Trinity Health System, which cannot grant access to this resource to Lake Shore Campus and Water Tower Campus users, despite demand.

Services

- Not all services available in library spaces are under library control, and support for those services is not as clearly communicated as would be beneficial to users. Closer collaboration with campus Information Technology Services (ITS) would benefit all libraries.
  - ITS and Information Commons staff have monthly meetings to discuss their responsibilities regarding that shared space, but similar meetings do not occur between the other libraries and their respective ITS units.
- The libraries serve different populations which have different needs. The libraries should maintain services that meet the requirements of their unique populations
  - The needs of professional students and clinical faculty differ from those of undergraduates and College of Arts and Sciences faculty; many services at the libraries have been tailored to meet these school-specific needs, such as interlibrary loan, research consultations, and instruction and subject matter expertise in relation to liaison roles. Librarian skill sets at one library are not interchangeable with those at other libraries.
- Closer collaboration could provide back-up for key services and subject matter expertise.
  - Loyola librarians with different skill sets could share their knowledge and time with the other librarians, especially with services such as chat reference and research consultations.
- Greater collaboration would provide opportunities for shared training and instruction on topics that are relevant to faculty, staff, and students on multiple campuses. New instructional modules might be developed, or existing workshops might be deployed across multiple campuses.

- Faculty at more than one campus are interested in topics including predatory publishing, data management, bibliometrics, and open access. Librarians could partner on workshops for such topics, ensuring relevance to multiple user groups.

Technology

- User populations at different campuses cannot access all library spaces because of incompatibility with chip technology in University ID badges. Identity management systems should be interoperable across campuses.
  - Loyolans with Trinity Health System credentials cannot access the physical library spaces at the Lake Shore and Water Tower campuses, and vice versa.
- Bifurcated access to online materials is dependent on the physical campus and on disparate Identity management systems.
  - Online materials licensed by the University Libraries are only accessible to users with a Universal ID (UVID), while Lake Shore and Water Tower campus users cannot access resources licensed by HSL.
- The libraries use different applications to accomplish some core services. When feasible, a single application for a given purpose should be implemented for all libraries, including one institutional repository application, one printing application, one website platform, and one online materials authentication application.
- The libraries cannot ascertain accurate usage of spaces without security gates and people-counters in place, and underestimation of library use is widespread. Gates and people-counters should be installed to control access to library spaces and assess their use.
  - The Health Sciences Library, Lewis Library and the Law Library rely on manual head counts to ascertain usage; HSL lacks physical gates that could be closed to users duringat unstaffed hours.

- The Health Sciences, Law, and University libraries have separate websites which is confusing to users. Web presence should be aligned to present a unified access point to services and materials across all libraries.
  - The multiple applications used to manage the websites of the libraries results in duplicated efforts and user confusion.
- The Law Library receives IT services from Law School Computing Services (LSCS), while the rest of the libraries are served directly by ITS. ITS and Law School Computing Services should maintain open communication and collaboration, and the Law Library would benefit from clearer delineation of which services are provided by LSCS and which are provided by ITS.

Recommendations Part II

The recommendations in this section address the second part of the OLL charge: to envision a Loyola University Chicago library system. The three models suggested below are informed by research conducted by Steering Committee members, an examination of restructuring efforts undertaken at other academic insitutions, a review of organizational structures in other university libraries, and input from faculty librarians and staff at LUC's three libraries.

Retain the Status Quo

One option identified through the Task Force's exploration of the One Loyola Library concept is keeping the status quo: three LUC libraries that are fully independent of each other. This option has certain benefits, but also drawbacks.

Maintaining the status quo eliminates the possibility of library-related accreditation issues for the School of Law, which will have an American Bar Association accreditation site visit in 2023. Also, the focus group and survey results showed that each library has a significant pool of LUC faculty and students whose work is deeply integrated with their primary library's services. Library usage has become personalized for those users, who expect continuity. Keeping things as they are sustains that high level of comfort and continued usage for those faculty and students. Similarly, each library has developed specialized service models for the users it serves.

The status quo ensures that users do not become frustrated by dealing with new policies and procedures or worried that their needs will be given less focus in a more generalized alignment of the libraries. Maintaining the status quo likewise eliminates concerns of library faculty and staff who foresee that redistribution of work and changed work environments will result from a new administrative alignment of the libraries. Finally, keeping the status quo allows library faculty and staff to remain focused on user services instead of learning new workflows and taking on new administrative roles.

Maintaining the status quo has several drawbacks, however, including a lost opportunity to improve communication among the three libraries and between the libraries and their users. The focus groups and surveys revealed that some less frequent users are confused about where they are welcome and what each library does. As evidenced by presentations from the Task Force's campus partners, this confusion sometimes extends to departments within LUC. Moreover, keeping the status quo does not provide any formal structure for addressing redundancies in library subscriptions and licenses, particularly between the Health Sciences Library and the University Libraries. Finally, because each of the three libraries is under-resourced, continuing the status quo could hinder the libraries' ability to advance toward a responsive and nimble "21st century library." The focus groups and surveys identified common deficiencies in space, materials, services, technology, and staffing that can be better addressed through a collaborative model than by each library individually.

Remain Separate but Collaborate More Closely

As Emily McElroy discussed in her presentation, the collaborative model among the University of Nebraska Consortium of Libraries (UNCL) offered many positive reasons to replicate their model of library realignment. The Loyola libraries, like UNCL, have several long-standing collaborative working groups already in place (Access Service, IT, Electronic Resources & Periodical Committee). Committing to and formalizing a framework for the existing working groups that respects different cultures, individual campus needs and expectations, and different strategic initiatives can improve the prospects for success. Another plus for the collaborative model is that it allows for individual libraries to report to key leadership on their

campus. This ensures that libraries retain autonomy, identity, visibility, and connection to their constituents. The deep connection to Health Sciences leadership diminished during the COVID-19 pandemic with several transitions in key positions. Faculty, in both surveys and focus groups, expressed great concern about losing the individualized and tailored services they had come to appreciate and value.

The Ithaka S+R Report explored academic models and perspectives. Key takeaways for a more collaborative realignment including increased support for cross-disciplinary and cross-organizational work and large-scale collaborations across campuses/libraries. HSL can see opportunities with the collaborative model to efficiently identify license duplication and chances to share collections based upon cost and user need. As Emily pointed out, the collections collaboration at University of Nebraska found that only 2 percent of collections was duplicated, overall collections costs increased, and additional staffing was needed.

The work of the Task Force and Steering Committee has shown that librarians from the different units can collaborate effectively on targeted projects, using their unique skills and backgrounds in a way that benefits all the library units and their constituents. This may provide a model for future targeted projects.

Realign as a One-Loyola Administrative Structure

Realignment into a One Loyola administrative structure could provide potential opportunity for the greatest efficiency and consistency. It would facilitate more regular communication among library units and allow for all libraries to speak with one voice to University administration; to other LUC campus partners, including Facilities, ITS, and the University Medical Center; and to external entities such as vendors. A single budget would ensure coordinated fiscal planning and spending. Alignment would facilitate equity and consistency for staff across all libraries in currently problematic areas, among them policies concerning length of the workday or workweek, sick leave/vacation, hiring processes, salaries, titles, and faculty status. Alignment would also enable more effective deployment of human resources. Additionally, it could foster a stronger sense of shared identity among members of all LUC's library communities. It also could pave the way to a more unified experience for library users across all campuses, including

access to library facilities and to licensed resources. A single formal structure would ensure ongoing, close collaboration among all libraries, which would allow the Health Sciences and Law libraries to gain fuller awareness of general academic library services and University Libraries to gain a deeper understanding of more specialized library offerings.

Although realignment within a single structure may afford the greatest opportunities for efficiency, it also would involve the most work and present the greatest number of challenges. As the most drastic measure, it would require significant lead time to implement and would necessitate the most change and adjustment. Care would have to be taken to ensure that the needs of individual user groups were not shortchanged, that long-standing relationships be preserved, and that the cultures of the individual libraries were recognized. Before movement in this direction could begin, consideration must be given as to whether it is functionally possible to accomplish, especially in terms of providing building access across libraries on all three campuses and negotiating One Loyola content licenses. Without major University commitment and investment, it could not be achieved.

It is possible to create a single administrative structure, but any such realignment must be done with American Bar Association (ABA) Standards for Approval of Law Schools in mind, particularly Chapter 6 (Library and Information Resources) and Chapter 7 (Facilities, Equipment, and Technology). The standards note that "a law library may be administered as part of a university library system if the dean, the director of the law library, and the faculty of the law school are responsible for the determination of basic law library policies, priorities, and funding requests." A relatively small percentage of ABA accredited law school libraries—approximately 5% —employ this model. Those that do include prestigious schools such as Cornell University, Washington University, and the University of Chicago; within the Association of Jesuit Colleges and Universities (AJCU), Creighton University and the University of Detroit Mercy have explored this option, as described in the reports from other libraries reviewed throughout the course of our work. Should this be the preferred structure, a memorandum of understanding (MOU) is the ideal way to record the relationships between the parties and to ensure that all relevant ABA standards are accounted for and proper documentation is created for Law School accreditation.

In the case of academic health sciences libraries, data collected by the Association of Academic Health Sciences Libraries (AAHSL) for 2020 – 20201 reports about 30% of academic health sciences library report to a university library. The remaining report either to Health Sciences administration or university administration. Regional examples of this structure are found at the University of Iowa and the University of Illinois Chicago and, in the AJCU, Creighton and St. Louis University. Before any decision might be made to consider this approach, Loyola should hold conversations with both the university and the library administrations at a representative sampling of the institutions that have adopted these reporting structures. As with Law, should this be the preferred structure, a memorandum of understanding (MOU) is ideal for preserving and properly documenting adherence to LCME (Liaison Committee on Medical Education) standard 5.8, under Educational Resources and Infrastructure.

Next steps

Because potentially significant human, fiscal, and other resources will be necessary to optimize any library reporting framework going forward, the Task Force proposes that University administration determine the structure most worthy of investment for Loyola's libraries. It may be advisable to draw on the expertise of an academic library consultant or an external review team for additional informed perspectives regarding how best to proceed.

The Task Force further recommends that there be an opportunity for conversation with President Rooney and Provost Callahan, to review this report, answer any questions, and consider next steps. It also would be helpful for Steering Committee members to have a separate conversation with the President and Provost, to debrief the One Loyola Library project from the stakeholders point of view.

Finally, the Task Force believes it likely will be necessary to form an implementation team to facilitate the next phase of One Loyola Library work. To support that effort, a draft Business Plan and Communication Plan have been developed as helpful resources.

Conclusion

It often is said that the library is the heart of a university, a statement that acknowledges the critical role libraries play supporting and advancing the core functions of higher education. They are interconnected with all things academic. Libraries exist for the good of their communities and must assert their agency to meet ever-evolving user needs in responsive, forward-thinking ways. The One Loyola Library initiative provided LUC's three libraries with an opportunity to consider this mandate.   In this report, the Task Force offered recommendations to fulfill both parts of its charge: to create a responsive 21st-century library and to envision a stronger and more agile library system.

The library cannot—and should not—function in isolation, but rather as a vibrant campus partner, working with others to support the teaching, learning, and research mission and other strategic priorities of the university. With this in mind, the OLL Task Force recognizes the essential need to engage with the campus partners noted in this report—and with others—in order to be the best possible 21st-century library, whether or not major realignment happens. Most critically, it is imperative that Facilities engages directly with the libraries regarding decisions about buildings and spaces. Human Resources and Faculty Administration should work with the libraries to examine and remedy current disparities regarding staff benefits and faculty status.

In the course of the OLL Task Force's work, inadequate staffing across all libraries was the most critical concern expressed by students, staff, and faculty, including those who served on the Task Force. One member noted that "As a "client" of the library, I am most aware of the negative consequences of insufficient staffing." Even baseline user needs cannot be met with current staffing levels. Data presented in this report documents the staffing deficit of Loyola's libraries compared with our AJCU and other peers. Increased staffing is an urgent need that must be addressed immediately. If it isn't, not only will the libraries fail to keep pace with what they struggle to do now, they will be forced to start eliminating services, programs, and academic support.

Through the OLL initiative, existing collaborations among Loyola's three libraries were further illuminated, and the benefits of even closer collaboration were acknowledged. The Task Force hopes that the information contained in this report and its recommendations will support that direction.

APPENDICES

Appendix A—Library Redundancies Reports

[Library Redundancies Analysis Document](#)

Appendix B—One Loyola Library Charge

The teaching, learning, research, and work of Loyola University Chicago (LUC) is supported by a Health Sciences Library on the Maywood Campus; a Law Library on the Water Tower Campus; and the University Libraries, which includes Cudahy Library, the Loyola Information Commons, and the Library Storage Facility on the Lake Shore Campus, Lewis Library on the Water Tower Campus, and the Information Commons at the John Felice Rome Center.

In the spirit of One Loyola, and with an eye toward collaborative action in building a library structure that is nimble, aware of the unique needs of each individual campus, and responsive to today's and tomorrow's faculty, students, and staff, the provost has asked that a task force be formed and comprised of key stakeholders representing the three LUC campuses. Task force members will work together to identify needs, solicit feedback, and describe current opportunities and challenges for building a 21st-century library. The work will culminate in recommendations and a vision for a Loyola University Chicago Library System.

Appendix C—Task Force Membership

Initial Task Force Membership, March 9, 2021

*Marianne Ryan, Chair	Dean, University Libraries
*Gail Hendler, Co-chair	Assoc. Provost and Director, Health Sciences Library
*Patricia Scott, Co-chair	Director, Law Library
*Abby Annala[1]	Adjunct, Quinlan School of Business

Lorenzo Baber	Assoc. Prof., School of Education
Emily Barman	Dean, Graduate School
Julia Bninski	Asst. Dean, Arrupe College
Julie Darnell	Assoc. Prof., Parkinson School
Sander Evers[2]	Assoc. Prof., John Felice Rome Center
James Faught	Assoc. Dean, School of Law
*Emma Heet	Assoc. Dean, University Libraries
*Elizabeth Huggins	Librarian, Health Sciences Library
Jan Kelly	Asst. Prof., Stritch School of Medicine
Carol Kostovich	Assoc. Prof., Niehoff School of Nursing
*Hong Ma	Assoc. Dean, University Libraries
Molly Marz[3]	Admin. Asst., University Libraries
Goutham Menon[4]	Dean, School of Social Work
Mariana Miller	Asst. Dean, Institute of Pastoral Studies
*Joe Mitzenmacher	Librarian, Law Library
Catherine Nichols	Adv. Lecturer, Anthropology
*Lucy Robbins	Asst. Director, Law Library
*Tiffany Tawzer[5]	Librarian, Health Sciences Library
Jing Yang	Asst. Prof., School of Communication

*Denotes Steering Committee member.

1. Left Task Force and Steering Committee February 2022.
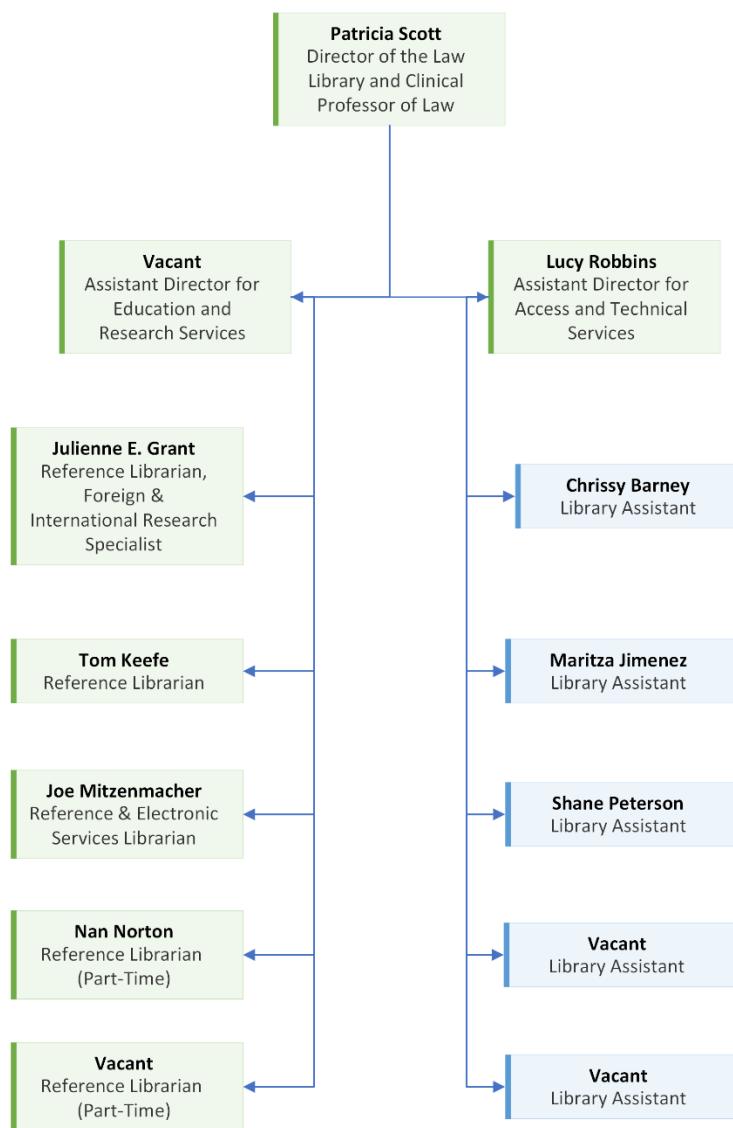
2. Left Task Force August 2021, replaced by Anne Wittrick, librarian at John Felice Rome Center.

3. Left Task Force November 1, 2021.

4. Left Task Force January 2022.

5. Left Task Force and Steering Committee August 2021, replaced by Jonna Peterson, Associate Director, Health Sciences Library.

In addition to the original members and their replacements, the following faculty and students joined the Task Force after its inception:
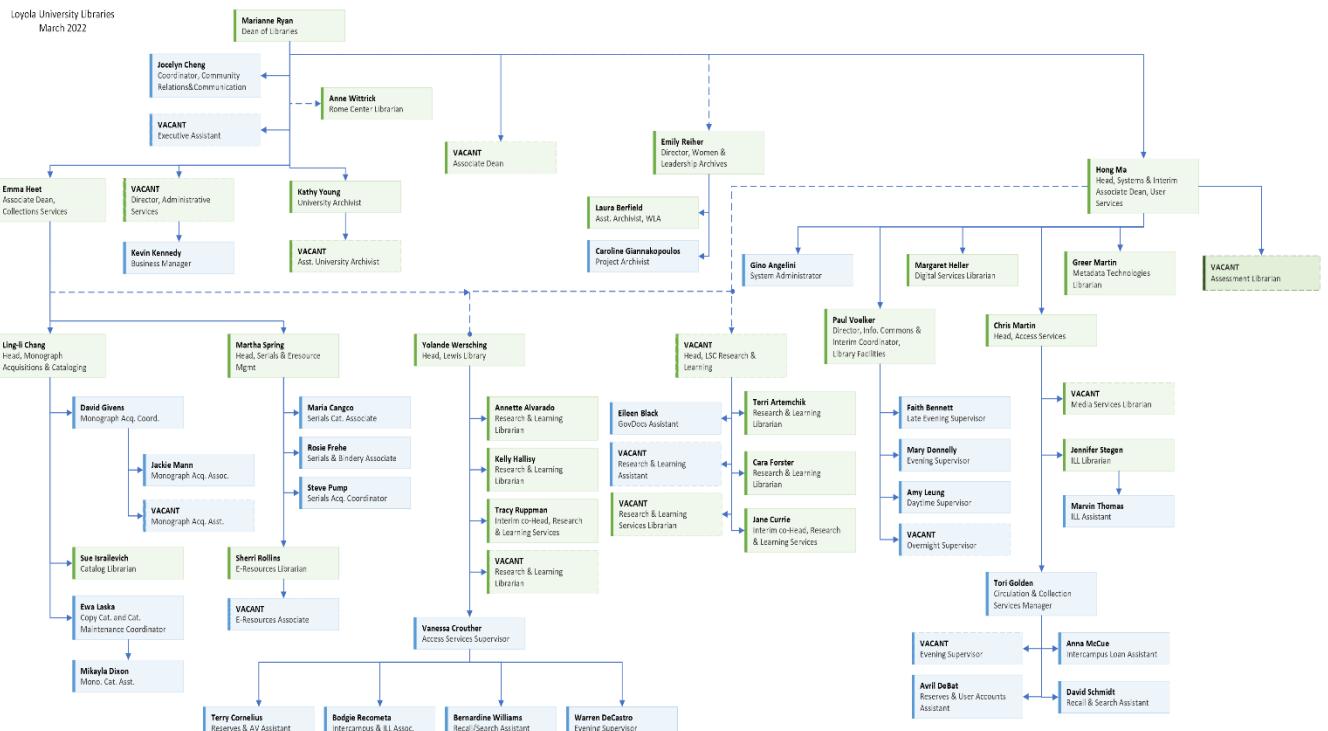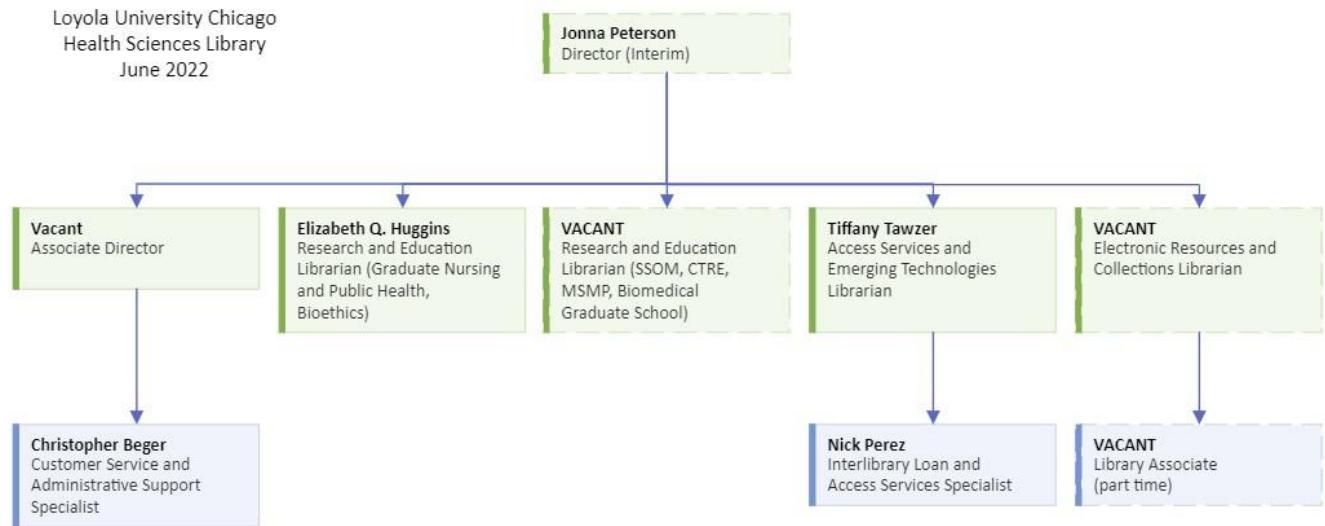
- Gail Baura, director and professor of Engineering, joined September 2021
- Le'Loni English, law student, joined September 2021
- Tori Olson, President, Graduate Student Advocacy Council, joined October 2021
- Natalia Yarborough, Student Government of Loyola Chicago senator, joined November 2021

Appendix D—Libraries Organizational Charts

**Loyola University Chicago
School of Law library
Organizational Chart
March 2022**

Patricia Scott
Director of the Law Library and Clinical Professor of Law

Vacant
Assistant Director for Education and Research Services

Lucy Robbins
Assistant Director for Access and Technical Services

Julienne E. Grant
Reference Librarian, Foreign & International Research Specialist

Chrissy Barney
Library Assistant

Tom Keefe
Reference Librarian

Maritza Jimenez
Library Assistant

Joe Mitzenmacher
Reference & Electronic Services Librarian

Shane Peterson
Library Assistant

Nan Norton
Reference Librarian (Part-Time)

Vacant
Library Assistant

Vacant
Reference Librarian (Part-Time)

Vacant
Library Assistant

Loyola University Chicago Health Sciences Library — June 2022

Jonna Peterson — Director (Interim)

- **Vacant** — Associate Director
  - **Christopher Beger** — Customer Service and Administrative Support Specialist
- **Elizabeth Q. Huggins** — Research and Education Librarian (Graduate Nursing and Public Health, Bioethics)
- **VACANT** — Research and Education Librarian (SSOM, CTRE, MSMP, Biomedical Graduate School)
- **Tiffany Tawzer** — Access Services and Emerging Technologies Librarian
  - **Nick Perez** — Interlibrary Loan and Access Services Specialist
- **VACANT** — Electronic Resources and Collections Librarian
  - **VACANT** — Library Associate (part time)

Loyola University Libraries — March 2022

Marianne Ryan — Dean of Libraries

- **Jocelyn Chong** — Coordinator, Community Relations&Communication
  - **Anne Wittrick** — Rome Center Librarian
- **VACANT** — Executive Assistant
- **Emma Heet** — Associate Dean, Collections Services
- **VACANT** — Director, Administrative Services
  - **Kevin Kennedy** — Business Manager
- **Kathy Young** — University Archivist
  - **VACANT** — Asst. University Archivist
- **VACANT** — Associate Dean
- **Emily Reiher** — Director, Women & Leadership Archives
  - **Laura Berfield** — Asst. Archivist, WLA
  - **Caroline Giannakopoulos** — Project Archivist
- **Hong Ma** — Head, Systems & Interim Associate Dean, User Services
  - **Gino Angelini** — System Administrator
  - **Margaret Heller** — Digital Services Librarian
  - **Greer Martin** — Metadata Technologies Librarian
  - **VACANT** — Assessment Librarian

- **Ling-li Chang** — Head, Monograph Acquisitions & Cataloging
  - **David Givens** — Monograph Acq. Coord.
    - **Jackie Mann** — Monograph Acq. Assoc.
    - **VACANT** — Monograph Acq. Asst.
  - **Sue Israilevich** — Catalog Librarian
  - **Ewa Laska** — Copy Cat. and Cat. Maintenance Coordinator
    - **Mikayla Dixon** — Mono. Cat. Asst.
- **Martha Spring** — Head, Serials & Eresource Mgmt
  - **Maria Cangco** — Serials Cat. Associate
  - **Rosie Frehe** — Serials & Bindery Associate
  - **Steve Pump** — Serials Acq. Coordinator
  - **Sherri Rollins** — E-Resources Librarian
    - **VACANT** — E-Resources Associate
- **Yolande Wersching** — Head, Lewis Library
  - **Annette Alvarado** — Research & Learning Librarian
  - **Kelly Hallisy** — Research & Learning Librarian
  - **Tracy Ruppman** — Interim co-Head, Research & Learning Services
  - **VACANT** — Research & Learning Librarian
  - **Vanessa Crowther** — Access Services Supervisor
    - **Terry Cornelius** — Reserves & AV Assistant
    - **Bodgie Recometa** — Intercampus & ILL Assoc.
    - **Bernardine Williams** — Recall/Search Assistant
    - **Warren DeCastro** — Evening Supervisor
- **Eileen Black** — GovDocs Assistant
- **VACANT** — Research & Learning Assistant
- **VACANT** — Research & Learning Services Librarian
- **VACANT** — Head, LSC Research & Learning
  - **Terri Artemchik** — Research & Learning Librarian
  - **Cara Forster** — Research & Learning Librarian
  - **Jane Currie** — Interim co-Head, Research & Learning Services
- **Paul Voelker** — Director, Info. Commons & Interim Coordinator, Library Facilities
  - **Faith Bennett** — Late Evening Supervisor
  - **Mary Donnelly** — Evening Supervisor
  - **Amy Leung** — Daytime Supervisor
  - **VACANT** — Overnight Supervisor
- **Chris Martin** — Head, Access Services
  - **VACANT** — Media Services Librarian
  - **Jennifer Stegen** — ILL Librarian
    - **Marvin Thomas** — ILL Assistant
  - **Tori Golden** — Circulation & Collection Services Manager
    - **VACANT** — Evening Supervisor
    - **Avril DeBat** — Reserves & User Accounts Assistant
    - **Anna McCue** — Intercampus Loan Assistant
    - **David Schmidt** — Recall & Search Assistant

Appendix E— Detailed Timeline

Task Force Meetings			
Primary Meeting Topics			Link to minutes
	March 9, 2021	Setting the stage, introductions, committee structure, charge, goals, origin, overview of the libraries, Health Sciences Library presentation	
	March 22, 2021	Law Library presentation, University Libraries presentation, discussion and questions, surveying the Loyola community	
	April 1, 2021	Surveying the community, general survey questions, data gathering strategies	
	April 19, 2021	Surveying the Loyola community plan A, plan B, training, discussion and questions, background information and data for the Task Force, Task Force membership	https://loyolauniversitychicago.sharepoint.com/:w:/s/OneLoyolaLibrary/EeHe1el_kzRHtPfvuhPwS-QB9o7pUOwzewjfa-gx0n-Lqw?e=WHsYNr
	May 3, 3021	Guest speaker Tom Nicholas, adjunct instructor, Department of Marketing, focus group training	
	May 17, 2021	Debrief focus group training, next steps, student representation on the Task Force	
	June 1, 2021	Focus group progress, update on student representation on the Task Force, impact of LUC leadership changes on the OLL Initiative, next steps, focus group office hours available	
	June 16, 2021	Guest speaker Devin Savage, dean of libraries at Illinois Institute of Technology; design thinking for libraries; takeaways from meeting with President Jo Ann Rooney; focus group progress; taking and sharing notes during focus groups	
	July 13, 2021	No meeting (focus group for nonlibrary Task Force members)	
	July 28, 2021	Guest speaker Provost Margaret Callahan, continuing to work in the direction of One Loyola Library, continue the discussion with faculty Task Force members about space, staffing, and resources	

August 11, 2021	Review and discussion of focus group data analysis: space, materials and resources, services, unmet expectations, future of academics, scholarship and research
August 26, 2021	Focus group data analysis: library impacts and discussion; reaction to spaces, materials, and services; planning for the university-wide survey; survey goals
September 8, 2021	Guest speaker Elizabeth Kiscaden, assistant vice provost for Library Services, Creighton University; University Libraries presentation
September 20, 2021	Guest speaker Ramsey Donnell, associate dean of the Law Library, University of Illinois Chicago; Law Library presentation
October 4, 2021	Guest speaker Emily McElroy, dean and associate professor, Leon S. McGoogan Health Sciences Library, University of Nebraska Medical Center; Health Sciences Library presentation
October 20, 2021	Task Force membership updates, overview of other Loyola Libraries units (Rome Center, University Archives, Women and Leadership Archives), next steps
November 2, 2021	Farewell Molly Marz, welcome Natalia Yarborough, university-wide survey update, preparing for meetings with campus partners
November 16, 2021	Survey data, discussion, finalizing template for campus partner presentations
December 1, 2021	Presentation by survey analysis team (general comments, spaces, materials, services)
December 15, 2021	Presentation by the survey analysis team continued, discussion of scheduling meetings with the campus partners, soliciting input from LUC libraries faculty and staff, brainstorming components of Task Force Final Report/outputs
January 12, 2022	Guest speakers Joanna Pappas, vice provost, Academic Finance and Operations; Peter Schlecht, assistant vice president, Campus Planning; and Hamlet Gonzalez, director, Campus Operations
January 25, 2022	Guest speakers vice president and chief information officer Susan Malisch, associate vice president, Daniel Vonder Heide, ITS

February 8, 2022	Guest speakers John Drevs, associate vice president of Digital Marketing and Communication; Communication Specialist Anna Shymanski Zach; Karen Paciero, vice president for Advancement	
February 23, 2022	Discussion of OLL projects and the final report	
May 17, 2022	Guest speakers Michelle Pencyla, assistant provost, HSC Faculty Administration and Sonny Singh, vice provost for Research	

Steering Committee
Primary Meeting Topics

March 11, 2021	Housekeeping, debrief kickoff meeting, review context for the OLL initiative, clarify Task Force and committee structure, discuss surveying the community	[01. OLL_SC_MeetingMinutes_03.11.21.docx](#)
March 25, 2021	Update on survey distribution, review current draft survey, data and information-gathering assignments	[02. OLL_SC_MeetingMinutes_03.25.21.docx](#)
April 8, 2021	Debrief Task Force meeting, update survey distribution, review current draft survey, data and information-gathering assignments	[03. OLL_SC_MeetingMinutes_04.08.21.docx](#)
April 22, 2021	Focus groups shared a template for the call for participation and volunteer form, adding student members to the Task Force, check-in regarding data and information-gathering assignments	[04. OLL_SC_MeetingMinutes_04.22.21.docx](#)
May 6, 2021	Debrief Task Force meeting, update focus group sign ups, next steps for focus groups, determine librarian roles for focus groups, define and divide duties/tasks for moderator and assistant moderator, claim ownership from the Steering Committee/librarians, organize information in SharePoint	[05. OLL_SC_MeetingMinutes_05.06.21.docx](#)

May 20, 2021	Debrief Task Force meeting, focus groups update, organize information and data in SharePoint, student reps on our committee	06. OLL_SC_MeetingMinutes_05.20.21.docx
June 3, 2021	Touch base regarding impact of Provost's Office change on OLL, populating SharePoint subfolders, focus groups update	07. OLL_SC_MeetingMinutes_06.03.2021.docx
June 17, 2021	Debrief Task Force meeting, focus group loose ends, final reminder about populating SharePoint subfolders, further debrief of the meeting with University administration, brainstorming next steps	08. OLL_SC_MeetingMinutes_06.17.21_Amended.pdf
July 1, 2021	Focus group progress, status of information in SharePoint subfolders, brainstorming next steps	09. OLL_SC_MeetingMinutes_07.01.21.docx
July 15, 2021	Sample focus group analysis and next steps, focus group with OLL Task Force faculty members, upcoming Task Force meetings and assignments	10. OLL_SC_MeetingMinutes_07.15.21.docx
August 12, 2021	Debrief Task Force meeting, focus group analysis, university-wide survey, upcoming Task Force meetings and assignments	11. OLL_SC_MeetingMinutes_08.12.21.docx
August 26, 2021	Thoughts about direction for university-wide survey, upcoming Task Force meetings and assignments, look at how other libraries have explored administrative realignments	12. OLL_SC_MeetingMinutes_08.26.21.docx
September 9, 2021	Debrief OLL Task Force meeting, thoughts about direction for university-wide survey, update about timeline for end of OLL, update about Office of Institutional Effectiveness survey distribution list	13. OLL_SC_MeetingMinute... etingMinute

			s_09.09.21. docx
September 23, 2021	Debrief OLL Task Force meeting, status of the impact report, university-wide survey update		14. OLL_SC_Me etingMinute s_09.23.21. docx
October 7, 2021	Debrief OLL Task Force meeting, survey update		15. OLL_SC_Me etingMinute s_10.07.21. docx
October 21, 2021	Debrief OLL Task Force meeting, discussion about the Task Force membership, survey update, template for campus unit presentations		16. OLL_SC_Me etingMinute s_10.21.21. docx
November 4, 2021	Debrief of OLL Task Force meeting, update on Task Force notetaking, final adjustments to Task Force membership, OLL LibGuide, survey analysis team update, finalizing list of campus partners to reach out to, creating the template for campus unit presentations, what realignment/unification will look like in practice		17. OLL_SC_Me etingMinute s_11.04.21. docx
December 2, 2021	Guest speaker Provost Margaret Callahan. She addressed such issues as reasons for One Loyola, the possibility of financial support, and what unification means. Other agenda items included clarifying expectations for the Survey Analysis Team's final report		18. OLL_SC_Me etingMinute s_12.02.21. docx
December 16, 2021	Presentation by the Survey Analysis Team, brainstorm components of Task Force final reports/outputs, soliciting input from LUC Libraries faculty and staff, scheduling meetings with campus partners		19. OLL_SC_Me etingMinute s_12.16.21. docx
January 13, 2021	Debrief Task Force meeting with presenters Joanna Pappas (Finance), Peter Schlecht and Hamlet Gonzalez (Facilities/Campus Operations); seeking OLL input from Health Sciences Library, Law Library, and		20. OLL_SC_Me etingMinute s_01.13.22. docx

		University Libraries librarians, faculty, and staff; finalize plan	
	January 27, 2021	Debrief Task Force meeting with presenters Susan Malisch and Dan Vonder Heide from Information Technology Services, brief discussion of the OLL drop-in session, update on the Google Form survey, info on the upcoming partnership meeting	21. OLL_SC_MeetingMinute_01.27.22.docx
	February 10, 2022	Debrief Task Force meeting, what we learned from the campus partners, survey analysis report updates and next steps, library staff feedback, business plan update, communication plan update, Final Report framework	22. OLL_SC_MeetingMinutes_02.10.22.docx
	February 24, 2022	Communications plan update, business plan update, survey analysis report update, discussion of next steps	23. OLL_SC_MeetingMinutes_02.24.22.docx
	March 3, 2022	Guest speaker Sarah Sanabria from Southern Methodist University (SMU) described her experience, makeup of SMU Committee, what they learned, Q&A	24. OLL_SC_MeetingMinutes_03.03.22.docx
	March 10, 2022	Debrief last meeting with Sarah Sanabria from SMU, next steps for Final Report, communications and business plans update	25. OLL_SC_MeetingMinutes_03.10.22.docx
	March 17, 2022	Communications and business plan update, Final Report assignments, and progress report	26. OLL_SC_MeetingMinutes_03.17.22.docx
	March 24, 2022	Communications and business plan update, discussion about extending the deadline, discussion of the recommendations in the business plan	27. OLL_SC_MeetingMinutes_03.24.22.docx
	March 31, 2022	Discussion of Final Report extension, business and communication plan update, OLL Final Report update, campus partners update	28. OLL_SC_MeetingMinute

			s_03.31.202 2.docx
	April 7, 2022	Status of OLL work, Final Report check-in	29. OLL_SC_Me etingMinute s_04.07.22. docx
	April 28, 2022	Final Report action items, framework and clarifying details of Final Report, review status of business plan and communications plan	30. OLL_SC_Me etingMinute s_04.28.22. docx
	May 5, 2022	Update status of conversations with campus partners, Final Report action items	31. OLL_SC_Me etingMinute s_05.05.22. docx
	May 12, 2022	Run-through draft selections of Final Report	32. OLL_SC_Me etingMinute s 5.12.22.doc x
	May 19, 2022	Debrief of May 17 Task Force meeting, review Final Report draft, discussion of next steps	33. OLL_SC_Me etingMinute s 5.19.22.doc x
	May 26, 2022	Continued review and revision of Final Report draft	34. OLL_SC_Me etingMinute s 5.26.22.doc x
	June 2, 2022	Continued review and revision of Final Report draft	35. OLL_SC_Me etingMinute s 6.2.22.docx

June 14, 2022	Continued review and revision of Final Report draft, discussion and incorporation of comments from Task Force members, discussion of final steps.	36. OLL_SC_MeetingMinutes 6.14.22.docx

Appendix F—Focus Groups Final Report

Focus Group Analysis Report

Appendix G—Presentations

Creighton University Case Study—presentation by Elizabeth Kiscaden, associate vice provost for Library Services, Creighton University, to the Task Force on September 8, 2021.

Academic Library Realignment: Context and Considerations—presentation by Marianne Ryan, Dean of the University Libraries, to the Task Force on September 8, 2021.

LUC Law Library—presentation by Patricia Scott, director of the Law Library, and Joe Mitzenmacher, reference & electronic services librarian, to the Task Force on September 20, 2021.

Library Integration: The Law Library in a Higher Ed Acquisition—presentation by Ramsey Donnell, associate dean of the Law Library & Information Services, University of Illinois Chicago School of Law, to the Task Force on September 20, 2021.

Academic Health Sciences Libraries: Structures and Trends—presentation by Gail Y. Hendler, director and associate provost; Jonna Peterson, associate director; and Elizabeth Huggins, research and education librarian, to the Task Force on October 4, 2021.

One Loyola Library Task Force—presentation by Emily McElroy, dean of the Leon S. McGoogan Health Sciences Library, University of Nebraska Medical Center, to the Task Force on October 4, 2021.

Appendix H—Survey Analysis Final Report

Survey Analysis Final Report

Appendix I—Library Staff Feedback

Staff Feedback Summary

Appendix J – Campus Partners Presentations

Campus Partners Presentations—Executive Summaries

Appendix K—Business Plan

Business_Plan_Final

Appendix L—Communication Plan

Communication Plan, June 2022

Appendix M— Academic Health Sciences Libraries: Structural Models and Perspectives Report

Rieger, O. Y. (2020, October 21). Academic Health Sciences Libraries: Structural Models and Perspectives. https://doi.org/10.18665/sr.314248

Appendix N—ABA Accreditation Standards

2021-2022 Standards and Rules of Procedure for Approval of Law Schools, Chapter 6, Library and Information Resources

2021-2022 Standards and Rules of Procedure for Approval of Law School, Chapter 7, Facilities, Equipment, and Technology