

1-1-2006

An Organizational Analysis of the Processing Services Division, Thomas Cooper Library, University of South Carolina

Laura M. Ladwig
University of South Carolina - Columbia

Kathleen Bonidy McEvoy
University of South Carolina - Columbia

Cynthia Barrilleaux Stockard
University of South Carolina - Columbia

Follow this and additional works at: http://scholarcommons.sc.edu/libsci_studentpubs

 Part of the [Library and Information Science Commons](#)

Publication Info

2006.

SLIS Technical Report

<http://www.libsci.sc.edu/technicalreports/technicalreports.htm>

© 2006 School of Library and Information Science, University of South Carolina

This Paper is brought to you for free and open access by the Library and information Science, School of at Scholar Commons. It has been accepted for inclusion in Student Publications by an authorized administrator of Scholar Commons. For more information, please contact SCHOLARC@mailbox.sc.edu.

**AN ORGANIZATIONAL ANALYSIS
OF THE
PROCESSING SERVICES DIVISION**

**THOMAS COOPER LIBRARY
UNIVERSITY OF SOUTH CAROLINA**

By

Laura M. Ladwig

Kathleen Bonidy McEvoy

and

Cynthia Barrilleaux Stockard

2006

**University of South Carolina
School of Library and Information Science**

SLIS Technical Report

© Copyright 2006

CONTENTS

SECTION	PAGE
CONTENTS	ii
ACKNOWLEDGEMENTS.....	v
ABSTRACT.....	vi
1.0 EXECUTIVE SUMMARY OF RECOMMENDATIONS.....	1
2.0 FACTUAL	
2.01 Methodology.....	5
2.1 Thomas Cooper Library	
2.11 Recent history.....	6
2.12 Organization.....	10
2.13 Leadership	12
2.14 Human Resources	14
2.15 Financial Resources.....	14
2.16 Clients	17
2.17 Mission, Goals and Objectives.....	18
2.2 National Trends in Processing Services.....	20
2.3 TCL Processing Services Division	
2.31 Recent history.....	22
2.32 Organization.....	25
2.33 Leadership.....	27
2.34 Human Resources.....	31
2.35 Financial Resources	31
2.36 Clients.....	32
2.37 Mission, Goals, Objectives, and Activities.....	33
2.38 Environment	
2.38.1 Opportunities and Strengths.....	35
2.38.2 Threats.....	36
2.38.3 Weaknesses.....	37

SECTION	PAGE
3.0 SUMMARY	
3.1 Methodology.....	38
3.2 Findings	
3.21 Literature Review.....	39
3.22 Recent History of the Thomas Cooper Library and the Processing Services Division.....	39
3.23 Catalog Use Statistics.....	40
3.24 Interviews.....	41
3.24.1 Thomas Cooper Library Administration.....	43
3.24.2 Processing Services Division Coordinator and Unit Managers.....	44
3.24.3 Processing Services Division Paraprofessionals.....	45
3.25 Staff Allocation Study	
3.25.1 Process.....	46
3.25.2 Results.....	47
4.0 RECOMMENDATIONS FOR CHANGE AND JUSTIFICATIONS. . .	49
4.1 Reorganization.....	50
4.2 Team Approach.....	52
4.3 Physical Space.....	54
4.4 Training and Professional Development.....	55
4.5 Metrics.....	58
5.0 APPENDICES.....	60
A: University of South Carolina, University Libraries, Strategic Plan 2004-2009.....	61
B: Vanderbilt University Library Staff Time Allocation Study General Study Information 2003/2004.....	87
C: Time Centers and Tasks for Staff Allocation Project.....	88
D: Interview Questions.....	106

SECTION	PAGE
E. Chart: Staff Allocation over Division.	107
F. Chart: Total Catalog Maintenance Activity. Chart: Total Cataloging Activity	108
G. Chart: Total Administrative and Support Services Activity. ... Chart: Total Acquisition Activity	109
H. Charts: Staff Allocation by Unit.	110
6.0 SOURCES.	111

ACKNOWLEDGEMENTS

Laura Ladwig, Kathleen McEvoy, and Cynthia Stockard wish to extend their gratitude to Dean Paul Willis, Tom McNally, Jane Olsgaard, and the staff of the Processing Services Division for their gracious participation and unfettered access in this directed study. This study could not have taken place without the leadership, direction, guidance and good nature of Dr. John Olsgaard.

ABSTRACT

This report presents results of an organizational analysis conducted of the Processing Services Division of Thomas Cooper Library at the University of South Carolina. The authors reviewed a selection of the recent literature relevant to technical services. The authors also compiled and analyzed the recent history, organization structure, mission, goals, and objectives for Thomas Cooper Library and the Processing Services Division. The report presents results from twelve interviews with Division staff, management, and Library administration; an exploration of catalog use statistics; and a staff time allocation study. Recommendations were made regarding the organizational structure, incorporating a team approach, physical space considerations, training and development, and use of metrics.

1.0 EXECUTIVE SUMMARY OF RECOMMENDATIONS

This analysis and report are the culmination of a semester long directed study for the School of Library and Information Science, course 768, Issues in Libraries and Information Agencies. The course instructor was Dr. John Olsgaard and the authors are the three students who participated in the course.

The purpose of this study has been to analyze the Processing Services Division of Thomas Cooper Library. The team employed a number of diverse methods of fact-gathering as a precursor to performing this analysis. These methods included:

- A literature review of the basic trends and changes within Processing Services departments nationwide.
- An investigation of the recent history, organization, leadership, and resources of Thomas Cooper Library and the Processing Services Division from documentation made available to the team by Thomas Cooper Library.
- A review of statistics on Catalog use within the nine-day period of February 12, 2006 to February 21, 2006.
- Extensive interviews with Thomas Cooper and Processing Services Division administration, supervisors, including Collection Development, and paraprofessionals using standardized questions.
- A staff allocation study conducted the week of March 6, 2006 to March 10, 2006 for the Processing Services Division.

The Processing Services Division is a unit in mid-organizational transformation. This transformation has been largely opportunistic and serendipitous. The transformation began last year with the move from the Main Level of the Library to a new space on Level 5 in order to make way for a reading room. The formation of a monograph unit in 2005 began the transition to units organized by format, rather than function. A historical strength has been the low turnover rate in Processing Services Division. This stability has yielded an experienced staff with broad organizational perspective.

The historical pattern of divisional human resources is also in flux. Several key people have retired; the retirement of additional key personnel is anticipated.

The team respectfully proposes an ambitious but achievable plan to reweave the fabric of the current Division. The following recommendations together with the mission statement, goals and objectives are further explained and justified in section 4.0 of this report.

Reorganize the Division to work more efficiently and effectively

- Transition to groups by format, i.e. monographs and serials versus acquisitions and cataloging – see proposed organization chart
- Facilitate cross training as the necessary consequence of organization by format

Team Approach

- Perform routine work in units
- Address projects as teams
- Deploy project management software
- Promote identification of personnel as “members of Processing Services”
- Prepare job descriptions by position – rather than by person

Physical Space

- Move Binding and Preparations into the main area of Processing Services
- Move all persons working with monographs into the same physical area
- Move all persons working with serials into the same physical area
- Move all persons working with special formats into same physical area

Training and Development

- Develop an extended orientation program for new personnel entering the Division
- Incorporate additional training on Millennium; those persons who receive additional training on Millennium should be selected for their ability to train others in the Division
- Develop a sequenced training program for current and future Division personnel that gives them a broad base of knowledge of all of the functions of the Division
- Determine the amount of time NOTIS needs to be retained

Greater use of metrics in the management and evaluation of Processing Services Division

- Check the accuracy of the cataloging of shelf ready monographs
- Check the accuracy of in-house cataloging
- Incorporate staff allocation studies
- Utilize catalog use statistics to investigate patron search patterns and determine future cataloging practices

2.0 FACTUAL

2.01 Methodology

The following methodology was employed in the study of the Processing Services Division of the Thomas Cooper Library:

- Conducted literature review of basic trends and changes within Processing Services departments nationwide
- Investigated recent history, organization, leadership, and resources of Thomas Cooper Library
- Investigated recent history, organization, leadership, and resources of Processing Services Division within Thomas Cooper Library
- Accessed statistics on Catalog use within the nine-day period between February 12, 2006 and February 21, 2006
- Conducted interviews with Processing Services Division coordinator and supervisors, including Collection Development, using standardized questions (*see* Appendix D)
- Conducted interviews with Processing Services' paraprofessionals unit by unit using standardized questions (*see* Appendix D)
- Conducted an interview with Dean Willis and Thomas Cooper Library Director, Tom McNally using standardized questions (*see* Appendix D)
- Conducted a staff allocation study the week of March 6, 2006 to March 10, 2006 for the Processing Services Division (*see* Appendices E – H).

2.1 Thomas Cooper Library

2.11 Recent history 2000-2005

The Association of Research Libraries ranks Thomas Cooper Library, located on the campus of the University of South Carolina in Columbia, the 38th largest university library in the United States in terms of collections. As a shared Regional Federal Depository Library, Thomas Cooper Library is required to be accessible to and serve the public.

“The library collection includes more than three million volumes of books, serials, and other materials. Access to more than 27,000 online journals is available from on or off campus. In addition, there are about four million titles on microform in the collection. The library provides hundreds of research databases that are available via the Web to the University community from on or off campus. Librarians provide assistance with these resources in person as well as via phone, e-mail and online.”

“The Thomas Cooper Library is open 102.5 hours weekly and reference service areas are fully staffed 83 hours each week. Almost the entire collection is in open stacks. Individual seating for over 2000 patrons is available throughout the building. The library has recently added more than 6,000 square feet of student study space on the Main Level in response to requests from the student body. Approximately 900 private, locked study rooms are available for assignment to graduate students and faculty involved in research projects and 40 student study rooms seating four persons

each are available as well. The library has three classrooms for use by librarians and other faculty on a limited basis. Two of the rooms are modern multimedia classrooms funded by the University 101 program and used primarily for the library instruction module of U101. A more traditional classroom is also available for library related instruction and individual class sessions as requested.”¹

Personnel

George Terry, Dean of Libraries, left on sabbatical in the summer of 2001. At that time, C.J. Cambre was Librarian for Administrative Services, Tom McNally was University Librarian for Public Service, and Homer “Bud” Walton was University Librarian for Processing Services. John Olsgaard was named interim Dean in 2001 and remained in that position until Paul Willis became Dean of Libraries in 2002.

Dean Willis brought together a University Library Organizational Review Taskforce and conducted a re-organization of the library based on the findings of the Taskforce. One of the results was the concept of coordinators, implemented in order to assist Mr. McNally in operating the Thomas Cooper Library. These persons were elected through peer nominations. The following Coordinators were named:
Collection Services – Jane Olsgaard; Reference / Research Services – Virginia Weathers;
Electronic Services – Alma Creighton; Access Services – Caroline Taylor. The Annex,

¹ University of South Carolina. “University Libraries.” Pamphlet. [Printed August 2005.]

Music Library, Business Library, and other similar entities reported directly to Mr. McNally.

Buildings

Groundbreaking ceremonies are scheduled for summer 2006 for two glass-colonnaded wings that will house Rare Books and Special Collections, and the South Carolina Modern Political Collections. The scheduled completion date is late 2008. The wings will provide an additional 72,000 square feet to the library in the form of reading rooms, exhibit halls, an auditorium, seminar rooms, and space for staff and collections.

Renovations on the main floor last summer provided 6,000 square feet of additional study space for students. Plans for the renovation of the entire library are included in the 2004-2009 Strategic Plan; the project date is tentative.

The Library Annex storage facility opened in 1999. The Annex contains "...19,000 square feet of floor space. The storage box, which houses the stored materials, is 50 feet wide by 20 feet long by 38 feet high, supplying 380,000 cubic feet of high-density storage space. The capacity of the box is approximately 1.5 million volumes. The site includes space for additional storage boxes if the need arises."² The Annex is currently 45% full.

² University of South Carolina, University Libraries. *Library Annex*. (Columbia: Univ. of South Carolina, n.d., accessed 17 April 2006); available from www.sc.edu/library/annexbox.html

Divisions

Within Thomas Cooper Library, Inter-Library Loan (ILL), which originally reported to Collection Services then Public Services, became its own Division. Technical Services moved last summer from the Main Floor to newly renovated space on Level 5 and became known officially as "Processing Services." Computer Services, Distance Education and Instructional Support (DEIS), and the University Libraries originally reported to the Provost. Within the last five years the University Libraries became its own entity and is no longer associated with Computer Services or DEIS.

The University libraries, Senior and Regional Campus libraries, and the School of Law library officially migrated to Millennium, a new integrated library system, in late summer 2005. The previous system, NOTIS, has been kept operational to facilitate new system transition. There are a number of predictable, but time-consuming issues that continue with this migration.

2.1 Thomas Cooper Library

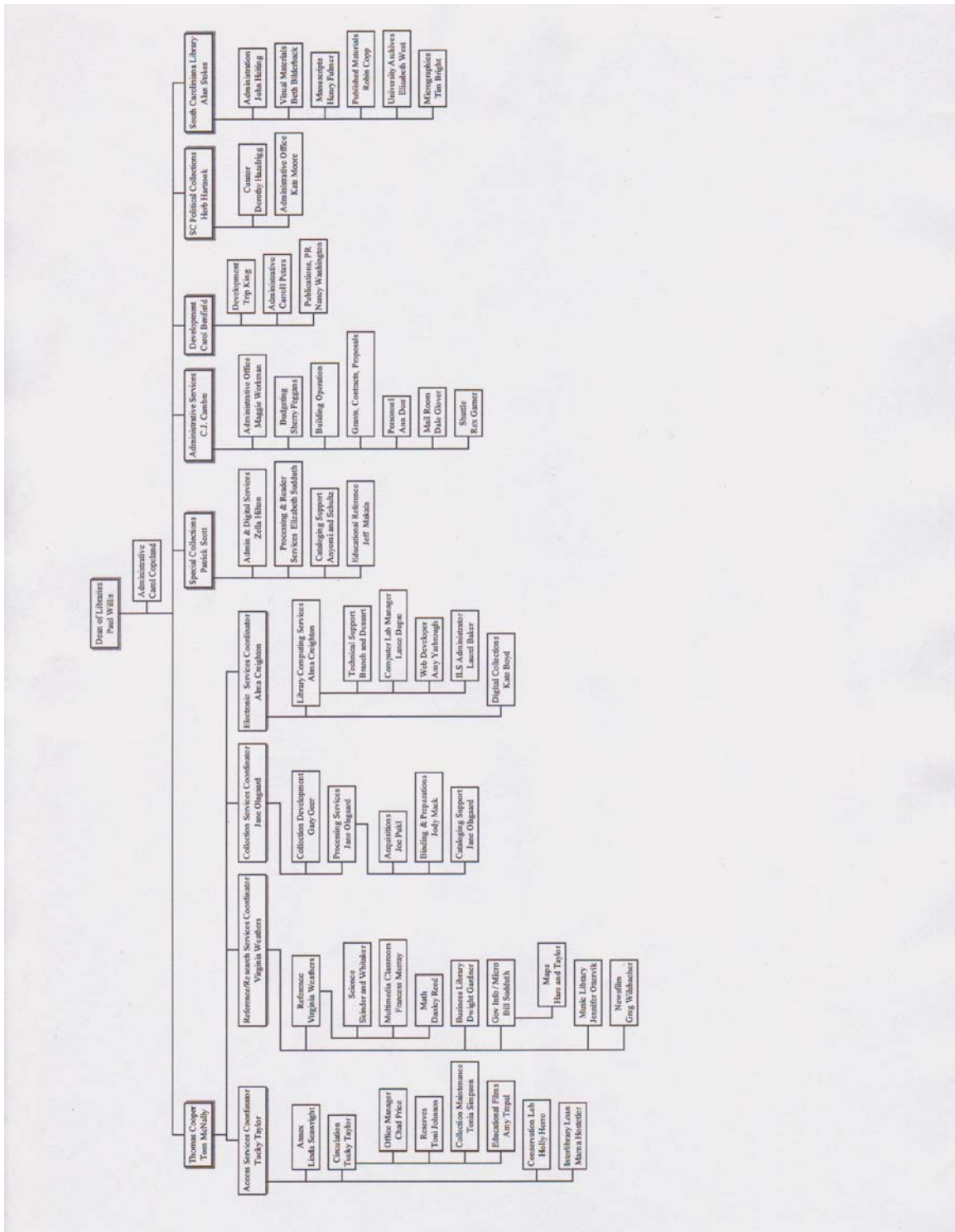
2.12 Organization

The current organization chart of the Thomas Cooper Library is located on the following page. Below is a list of the Library administration and upper management.

- Paul Willis: Dean of Libraries
- Tom McNally: Director of Thomas Cooper Library
- C. J. Cambre: Director of Administrative Services
- Carol Benfield: Director of Library Development
- Patrick Scott: Director of Special Collections
- Jane Olsgaard: Coordinator of Processing Services
- Virginia Weathers: Coordinator of Public Services
- Alma Creighton: Coordinator of Systems
- Caroline Taylor: Access Services Coordinator

Thomas Cooper Library Organizational Chart

May 2006



2.1 Thomas Cooper Library
2.13 Leadership

The following is pertinent biographical information for the Library's administration.

Paul A. Willis
Dean of Libraries

Paul Willis received his Bachelor's degree from the University of Kentucky in 1963 and his Doctor of Jurisprudence from the same institution in 1969. Dean Willis earned his Master's degree in Library Science from the University of Maryland in 1966. He is a member of the Association of Southeastern Research Libraries and served on the Board of Directors in 2002. He also served on the board of directors for the Association of Research Libraries in 2002. Dean Willis was Director of Libraries at the University of Kentucky from 1973 until 2002, when he became the Dean of Libraries at the University of South Carolina in Columbia.

Thomas F. McNally
Director of Thomas Cooper Library

Tom McNally earned a Bachelor's degree in Education in 1973 from Kent State University. He received his Master's degree in Library Science from the University of Washington in 1978. Mr. McNally is actively involved in the American Library Association, having served on numerous committees. His publications and presentations cover topics such as time management, bibliographic instruction and

security in the workplace. Before becoming the Director of Thomas Cooper Library in 2003, Mr. McNally was the head of Public Services at USC. He has also held positions in Public Services at Loyola University of Chicago Libraries, Ohio State University Libraries, and the University of Michigan Libraries.

C.J. Cambre, Jr.
Director of Administrative Services

C.J. Cambre received his Bachelor of Arts degree in History from the University of New Orleans in 1966 and his Master's degree in Library Science in 1968 from Louisiana State University. He has worked at the University of South Carolina Thomas Cooper Library in a variety of capacities since 1972; he has been Director of Administrative Services since 2001. He has been an active consultant for libraries around the state and throughout the eastern United States. His professional service also includes assisting the American Library Association and the South Carolina State Library by serving on various committees.

2.1 Thomas Cooper Library
 2.14 Human Resources
 2.15 Financial Resources

The following is the last five-year summary of library statistics prepared for the Association of Research Libraries Statistics for Thomas Cooper Library and explanations of specific income and expense categories.

Association of Research Libraries Statistics – Thomas Cooper Library³

Category	2001	2002	2003	2004	2005
EXPENDITURES					
Professional Staff	2922087	2729904	2891703	2851001	2895860
Support Staff	2644812	2608644	2478361	2451827	2603043
Students/Temps	499107	450434	457275	343698	469014
Total Salaries	6066006	5788982	5827339	5646526	5967917
Monographs	1930823	1512271	1082030	1430060	1159065
Serials	3073029	2997122	3378616	3636358	3732876
Other	91127	197921	206690	146975	46944
Misc.	59980	1430	24999	923	59944
Total Materials	5154959	4708744	4692335	5214316	4998829
Binding	156274	109555	151661	67619	69072
Other Operating	3023274	2601632	2516286	2743921	3806296
Total Lib. Exp.	14400513	13208913	13187621	13672382	14842114
PERSONNEL					
Professional Staff	62	64	63	54	54
Support Staff	106	100	102	93	89
Student/Temps	89	89	90	93	88
Total Staff	257	253	255	240	231

³ Prepared by Mr. C. J. Cambre, Jr., Director of Administrative Services, University of South Carolina. Received January 2006.

Income

The sources of income for the library have remained relatively stable throughout this period. Fines and book replacement averages between \$90,000 and \$120,000 per year; photocopying and computer printing averages approximately \$65,000; foundation accounts, both endowed and non-endowed are approximately \$200,000. The primary source of income continues to be state appropriated dollars distributed to the library by the central administration of the University.

Expenses

- Included in “other operating” expenses is everything other than salaries, materials budget, and binding. If an expense is not categorized it is not one of the figures that ARL requires; those expenses are then categorized as other operating expenses.
- It was noted that since 2003 there has been a reduction in both professional staff and support staff. There have been reductions in cataloger and preservation positions.
- There is an assistant director level position that has not been filled. Several departments have lost support personnel; Processing Services has had a number of staff reductions as well.

- A number of positions were computer staff positions which formerly reported to the library. When Computer Services separated from the library, the personnel were dropped from the totals.
- The steady increase over the past three years in serials expenditures is directly related to the inflation in the cost of journals and serials as well as the increase in electronic acquisitions.
- “Other” expenses include expenditures for all materials budget expenditures not reported as serials or monograph expenditures, *e.g.* back files of serials, charts and maps, audiovisual materials, manuscripts, etc.
- “Miscellaneous” expenses include expenditures for all materials budget expenditures not reported as serials or monograph expenditures, *e.g.* expenditures for bibliographic utilities, literature searches, security devices, and memberships for the purpose of publications.

2.1 Thomas Cooper Library

2.16 Clients

There are four main client groups of the Thomas Cooper Library at the University of South Carolina: faculty, students, alumni and friends, and visitors. There are specific web pages for each of the clients accessible from the library's home page under "Library Services." As a shared Regional Federal Depository Library, Thomas Cooper Library is required to be accessible to and serve the public.

Faculty: [facserve.html](#)

Students: [studentserve.html](#)

Alumni and Friends: [alumninfo.html](#)

Visitors: [visitorinfo.html](#)

2.1 Thomas Cooper Library

2.17 Mission, Goals and Objectives

Mission Statement

“The Thomas Cooper Library and its associated collections at the Business Library, Film Library, Math Library, Music Library and South Caroliniana Library constitute the primary academic resource providing scholarly information services for the University of South Carolina System. The principle goal of the Library, an integral part of the USC System, is to acquire, organize, and promote the use of scholarly collections supporting the educational, research, and service missions of the University. The Library also serves research needs of South Carolina residents and provides supplemental library services to institutions of higher learning at the local, state, national, and international levels.”

“The Library houses and preserves collections in a convenient, controlled, and secure environment, and provides excellent service based on the development, organization, conservation, and management of collections and information systems. Access to information is expedited through sharing expertise, participating in networks, and creating original bibliographic tools and educational programs.”

“The Library is committed to meeting the information needs of all patrons in a professional and responsive manner. Assimilation of technological advances and

adoption of creative management practices are critical to information access and resource sharing.”

“The Library is managed within the context of clearly defined responsibilities and support for Library faculty and staff participation. Open communication, professional development, and equal opportunity are priority concerns.”

“As the University moves toward the realization of its 2001 Vision, the Library will furnish user-oriented services, build significant and unique collections, and introduce new technologies for users throughout the USC System. Collectively, these initiatives will sustain the University's growth as one of the nation's leading research institutions.”⁴

The specific goals and objectives for the Thomas Cooper Library are delineated in the Strategic Plan for the Thomas Cooper Library, attached as Appendix “A.”

⁴ University of South Carolina, University Libraries. *Mission Statement*. (Columbia: Univ. of South Carolina, 1990, accessed January 2006); available from www.sc.edu/library/mission.html

2.2 National Trends in Processing Services

One recent trend in processing services departments is a shift from hierarchical to flat organizational structures, frequently accompanied by team activities across units. Acquisitions and cataloging still tend to be separate administrative units within processing services departments even though basic cataloging functions are often found in acquisitions.⁵ The dominant pattern in medium-sized academic libraries over the last two decades is change away from what has historically been the bedrock organizational configuration.

“It seems reasonable to assume that the changing configurations that are documented here are the result of creative and thoughtful efforts to cope ... with the pressing, even relentless, demands placed on these operations by the changing world of information and research.”⁶

As professional librarians are increasingly drawn into administrative and collaborative activities, paraprofessional staff perform higher-level work. Some institutions require higher education or degree for paraprofessionals.⁷ In those

⁵ Pamela Cline Howley. “Change and Adaptation in the Technical Services of a Group of Mid-sized Academic Libraries: A 14-Year Overview.” In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. (Westport, Conn.: Libraries Unlimited, 2004), 57.

⁶ Pamela Cline Howley. “Change and Adaptation in the Technical Services of a Group of Mid-sized Academic Libraries: A 14-Year Overview.” In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. (Westport, Conn.: Libraries Unlimited, 2004), 64.

⁷ Laurie Lopatin. “Review of the Literature: Technical Services Redesign and Reorganization.” In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. (Westport, Conn.: Libraries Unlimited, 2004), 8.

institutions where staff are performing original cataloging, systematic review and revision of staff work is employed to assure quality control.

Outsourcing has been used to manage retrospective conversion, foreign language and other special materials. Libraries that no longer have the staff to handle the processing services workload have begun to outsource routine copy cataloging. In a study of academic libraries, only fifty-two (52%) percent of those surveyed stated that outsourcing provided the desired result.⁸ Hence the paradox of outsourcing out of necessity rather than for effective operational result.

⁸ Laurie Lopatin. "Review of the Literature: Technical Services Redesign and Reorganization." In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. (Westport, Conn.: Libraries Unlimited, 2004), 9.

2.3 TCL Processing Services Division

2.31 Recent history

The following describes the important changes and events in the recent history of the Processing Services Division.

Personnel

In 2003, Jane Olsgaard became project coordinator of Collection Services and in July 2005, she became Coordinator of Processing Services. The Division has experienced a loss of several personnel and positions the last ten years. Within the last five months three long-term library professionals retired. The current plan is to hire a library professional for only one of these positions.

Physical Changes

During summer 2005, the Processing Services Division moved from the Main Level to newly renovated quarters on Level 5. The physical space of the new Division includes a large open area with four adjacent rooms: an office for the Coordinator of the Division, an office for the head of acquisitions, a room dedicated to audio-visual equipment and materials, and a mailroom.

Policy Changes

In 2003, Library administrators decided that all approval books would be purchased shelf-ready. This was a major shift for the Division; the library representatives and faculty liaisons in charge of collection development for the various

disciplines would no longer review books, decide which books to keep, and which to return. All approval books arrive shelf-ready and are added to the collection. The Division decided not to continue automatically binding paperback books. Paperback books are now bound on an as-needed basis. The Division began processing materials to be moved from Thomas Cooper to the off-campus storage site known as the Annex; this included little used monographs and early years of most journals.

Reorganization

During the summer of 2005, the Processing Services Division reorganized to create a monograph unit that has a direct reporting responsibility to the head of monograph acquisitions. This unit includes acquisitions and cataloging personnel that are now cross-trained in the processing, ordering, payment, and copy cataloging of monographs for Thomas Cooper Library. This unit also performs monograph acquisitions activities for the peripheral campuses, but does not perform copy cataloging for their items.

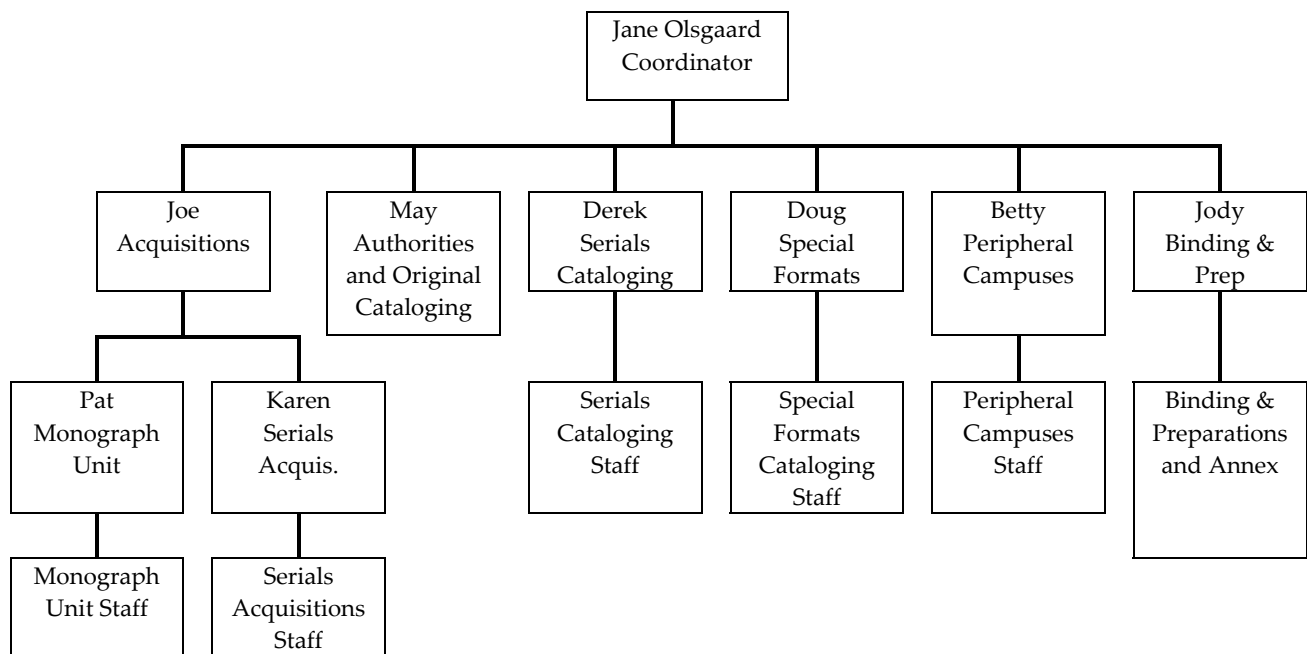
Catalogers for the South Caroliniana Library and Music Library previously worked in Technical Services at Thomas Cooper Library, although the work they did was for the individual libraries. These catalogers now work in, and report directly to the head of, their respective libraries. While this hinders the communication flow between the different libraries' catalogers, it enables South Caroliniana and the Music Library catalogers to work more efficiently.

Technology

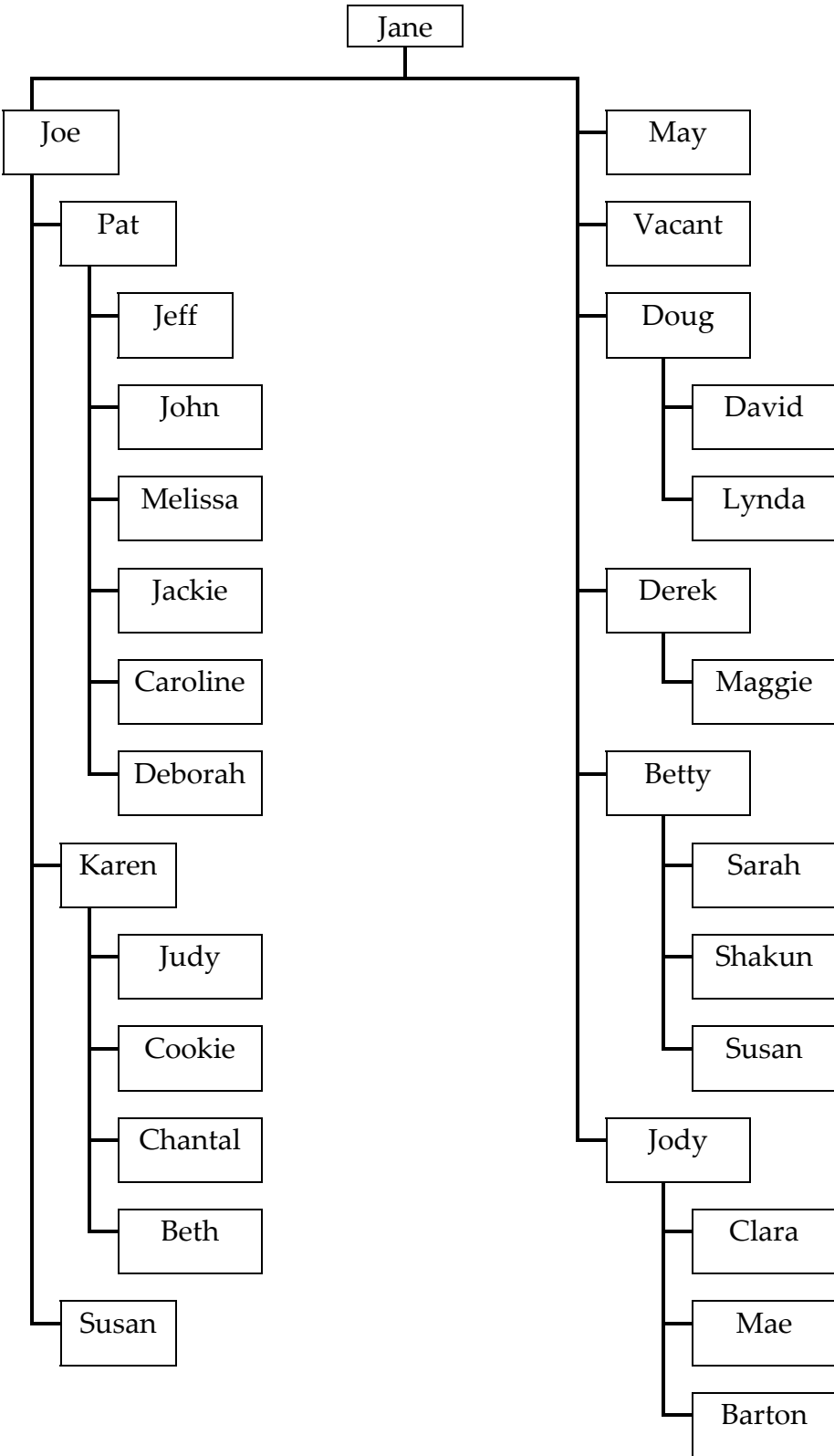
In the summer of 2005, University Libraries migrated to a new integrated library system (ILS), Millennium. The old NOTIS system has been retained as a security blanket until June 2006. This requires that any issues or problems associated with the migration from NOTIS to Millennium must be resolved before June. As an alternative, it may be necessary to retain NOTIS for an extended period in order to resolve these issues in a protected environment.

2.3 TCL Processing Services Division
2.32 Organization

The following page contains the organization chart of Processing Services provided by Jane Olsgaard. The organization chart below is a horizontal representation of the current organization chart of Processing Services.



Processing Services Division
Organizational Chart



2.3 TCL Processing Services Division

2.3.3 Leadership

Jane Olsgaard is the Coordinator of Processing Services. Joe Pukl, May Liu, Douglas King, Derek Wilmot, Betty Boswell, and Jody Mack report directly to Jane Olsgaard. The Division is currently conducting a search for a professional librarian who is experienced in cataloging and database maintenance. The vacant position in cataloging/database maintenance will also report to Jane Olsgaard.

The following is pertinent biographical information on Processing Services Division management and supervisory personnel.

Jane Olsgaard Processing Services Coordinator

Jane Olsgaard earned her Bachelor of Science degree in History from South Dakota State University in 1974. She later received a Master's degree in Library Science from the University of Iowa in 1977 and a second Master's degree in Higher and Adult Education from the University of South Dakota in 1980. Mrs. Olsgaard has conducted research and written articles published in *College and Research Libraries*. She has held various supervisory positions in the libraries at the University of Missouri – Columbia, the University of South Dakota, and the University of Illinois. She presently serves as the Coordinator of Processing Services at the University of South Carolina in Columbia.

Joe Pukl
Head of Acquisitions

Joe Pukl is a professional librarian who earned his MLS from the University of Tennessee. Mr. Pukl has worked for approximately 20 years at Thomas Cooper Library, the majority of those years as the head of acquisitions. Pat Harwell (monographs unit) and Karen McMullen (serials acquisitions) report to him.

Pat Harwell
Supervisor - Monograph Unit

Pat Harwell earned her MLS degree from the University of South Carolina and has worked at Thomas Cooper Library for 11 years. Those who work in the monograph unit with her handle the ordering, receipt, invoices, payments and copy cataloging for the Thomas Cooper Library. The monograph unit also handles the ordering, receipt, invoices and payments for several of the peripheral campuses. The personnel in this unit are cross-trained in acquisitions and cataloging. Two of the six people in the monograph unit who report to her have their MLS degree although they are not in professional positions.

Karen McMullen
Supervisor - Serials Acquisitions

Karen McMullen earned her MLS degree from the University of South Carolina and has worked at Thomas Cooper Library since January 2003. Two of the four people in the serials acquisitions unit who report to her have their MLS degree, although they

are not in professional positions. Those who report to her are responsible for serials acquisitions, standing orders from branch campuses, TDNet, check-in, and claims issues.

May Liu
Original Cataloging

May Liu received her MLS degree from the University of North Carolina at Chapel Hill. She has worked at Thomas Cooper Library for over 15 years. May is responsible for authority control, cataloging dissertations and honors theses, and original cataloging of other materials.

Douglas King
Supervisor – Special Formats

Douglas King has a his MLS degree from the University of South Florida. Mr. King has two people that report to him; one is a tenured librarian. He and his unit are responsible for special/other formats and complex copy cataloging. Mr. King also spends approximately one-fourth of his time collaborating with Kate Boyd on digitization and metadata.

Derek Wilmot
Supervisor - Serials Cataloging

Derek Wilmot earned his MLIS degree from the University of South Carolina and has worked at Thomas Cooper since 2003. One serials cataloging staff member reports to him; they work very closely with the serials acquisitions unit.

Betty Boswell
Supervisor – Peripheral Campuses

Betty Boswell has a Bachelor's degree in Elementary Education from Marshall University. She is liaison to the peripheral campuses and is responsible for their cataloging. The peripheral campuses' collections number over 750,000 volumes. She has worked for the Library in various positions, including several professional positions, for over 31 years. Three individuals report to her; one is a temporary half-time employee. Mrs. Boswell is currently working on the remaining migration problems between NOTIS and Millennium.

Jody Mack
Supervisor - Binding and Preparations

Jody Mack supervises three individuals in the Binding and Preparations unit. Mr. Mack's unit is responsible for the technical and physical processing of the items sent to the Annex and the bindery. The unit also labels materials and prepares items for transfer to the Senior and Regional Campus Libraries.

2.3 TCL Processing Services Division

2.34 Human Resources

2.35 Financial Resources

Processing Services has ten librarians in professional positions. The staff is comprised of 19 paraprofessionals, four of whom have an MLS or its equivalent.

It was noted that since 2003 there has been a reduction in professional and support staff positions.

All budget responsibilities are handled by the Library administration. The Division is not responsible for budget preparation. There are specific amounts budgeted for acquisitions; those responsible for ordering and acquisitions are cognizant of the amounts and work to adhere to the annual budget. Budget responsibilities were discussed with Jane Olsgaard; she does not believe that it would assist her or the Division for her to be responsible for preparing a Division budget. Mrs. Olsgaard believes that the current system is both effective and efficient.

2.3 TCL Processing Services Division

2.36 Clients

The clients of Processing Services are diverse. The internal clients of Processing Services are those entities that are located within Thomas Cooper Library. Internal clients include the following:

- Members of Processing Services Division
- University of South Carolina faculty, students, and alumni
- Visitors to the Library
- Reference librarians

The external clients of Processing Services are those entities that are located outside of the Thomas Cooper Library. These include the following:

- Other University libraries
- Other University libraries' reference librarians and users
- The peripheral campuses
- Peripheral campuses' reference librarians and users
- Aiken Technical College (currently under contract)
- The controller's office
- Vendors

2.3 TCL Processing Services Division

2.37 Mission, Goals, Objectives, and Activities

Mission: To buy, process, preserve, and provide access to materials for the University of South Carolina community and its clients.

Goals:

- Develop a strategic plan for the Processing Services Division
- Improve communications among members of the Processing Services community
- Make the best use of the power and features of Millennium
- Optimize the workflow and expertise level of Processing Services
- Develop a marketing plan to combat invisibility

Objectives:

- Promote inclusion of Processing Services in the Strategic Plan for the University Libraries
- Plan for retirement of key individuals
- Fill the cataloging vacancy with an emphasis on database maintenance
- Progress toward consistency and conformity in bibliographic records
- Empower the BibCat group to set policy
- Examine workflow and determine personnel needs
- Evaluate the merits of crosstraining within and/or across units
- Move toward standardization of processing for peripheral campuses

Activities:

- Incorporate strategic plan ideas from other organizations into Processing Services' Strategic Plan
- Participate in drafting the Strategic Plan for the University Libraries
- Learn about and experiment with the powers and features of Millennium
- Use the BibCat group for problem solving and decision making regarding the catalog
- Solicit ideas and feedback from the staff regarding workflow and operations
- Experiment with varying degrees of specialization to improve efficiencies
- Encourage flexibility and innovation among staff
- Develop usage studies of the catalog

2.3 TCL Processing Services Division

2.38 Environment

2.38.1 Opportunities and Strengths

- The historically low turnover rate in Processing Services Division has yielded an experienced staff with a broad organizational view.
- Cross-training between acquisitions and copy-cataloging has enabled a streamlined monographs process.
- Serials acquisitions and serials cataloging have an excellent working relationship and the potential to successfully join as a Serials Unit.
- Student workers are readily available for routine and repetitive work at a relatively low cost, freeing up more knowledgeable people for higher level work.
- There is potential for electronic ordering with EBSCO and bibliographic record downloads for approval books from Blackwell.

2.3 TCL Processing Services Division

2.38 Environment

2.38.2 Threats

Thomas Cooper Library's participation in the Pascal project is threatened because the database is not ready to join a union catalog. Database remediation must be accomplished as soon as possible. Premature loss of NOTIS will hinder this effort.

One of the professional librarians from Processing Services is collaborating with the Library's Digital Activities Center on a digital initiative that will prepare TCL for the growth and expansion of digitization. There is potential for the Processing Services librarian's time to become more divided as this project continues to grow. The Division may determine that this is an acceptable time allocation or, in the alternative, that a new position should be created in the metadata unit to accommodate the increased activity.

2.3 TCL Processing Services Division

2.38 Environment

2.38.3 Weaknesses

Flexibility and initiative seem to be lacking in a few members of the staff. Some of the factors that have contributed to this may include overly attentive supervision and personal preferences to perform certain types of tasks. There is an undercurrent that there may be further staff reductions through attrition and additional outsourcing; this has a negative impact on the overall morale. The close physical proximity to others in the Division and noise distractions are common complaints.

Quality control assessment is lacking. Opinions are contradictory regarding the quality of the outsourced copy cataloging work. In order to make objective judgements about the quality of these records, representative samples should be closely examined. Equivalent sampling of copy cataloging done by staff would offer a basis for comparison in terms of both quality and cost-effectiveness.

Staff reductions through attrition have made it challenging to accommodate gift collections, special projects, and professional development without allowing backlog. It is unsustainable to continue to ask people to take on special projects without corresponding increases in staff; the backlog will eventually become untenable.

3.0 SUMMARY

Following are the activities and prominent findings of this study.

3.1 Methodology

- Conducted literature review of basic trends and changes within Processing Services departments nationwide
- Investigated recent history, organization, leadership, and resources of Thomas Cooper Library
- Investigated recent history, organization, leadership, and resources of Processing Services Division within Thomas Cooper Library
- Accessed statistics on Catalog use within the nine-day period between February 12, 2006 and February 21, 2006
- Conducted interviews with Processing Services Division coordinator and supervisors, and the Collection Development Librarian, using standardized questions (*see Appendix D*)
- Conducted interviews with Processing Services' paraprofessionals unit by unit using standardized questions (*see Appendix D*)
- Conducted an interview with Dean Willis and Thomas Cooper Library Director, Tom McNally using standardized questions (*see Appendix D*)
- Conducted a staff allocation study the week of March 6, 2006 to March 10, 2006 for the Processing Services Division (*see Appendices E – H*)

3.2 Findings

3.21 Literature Review

3.22 Recent History of Thomas Cooper Library and Processing Services Division

Change is the prevailing trend for Processing Services departments nationally.

There is a discernable trend from hierarchical organizational structures to flat, seamless ones. Arrangement by format rather than function is not uncommon; in other words, monographs and serials versus acquisitions and cataloging.

Thomas Cooper Library has risen in the Association of Research Libraries ranking to number 39 nationally by increasing monographic and serial acquisitions, both online journals and print holdings. The concept of coordinators was implemented following an organizational restructuring in 2003. The Library migrated to a new integrated library system late summer 2005. Groundbreaking ceremonies for two additions are planned for summer 2006.

Thomas Cooper's Processing Services Division has a flat organizational structure. The Division has lost three employees to retirement in the last five months with plans to replace just one of these individuals. The entire Division moved from the Main Level to newly renovated quarters on Level 5 during the summer of 2005 and then migrated from NOTIS to Millennium late summer. A major policy change in recent history is the decision to accept all approval books shelf-ready. A cross-trained monograph unit that reports directly to the Head of Monograph Acquisitions was formed in 2005.

3.2 Findings

3.23 Catalog use statistics

The importance of an accurate catalog to Processing Services' clients should not be underestimated. During the nine-day period between February 12, 2006 and February 21, 2006, there were 80,350 catalog searches conducted on Millennium. This figure includes OPAC activity for all campus libraries, peripheral campuses, and use through the proxy server. This sample indicates that the catalog is searched approximately 9,000 times each day.⁹

⁹ Provided March 2006 by Marilee Birchfield, Reference Librarian, University of South Carolina.

3.2 Findings

3.24 Interviews

Between late January and early March 2006, interviews were conducted with the Division Coordinator, the management and staff of Processing Services, the Dean of Libraries, and the Thomas Cooper Library Director. The team spent approximately seven to ten hours preparing for the interviews. There were 15 separate interviews conducted for a total of 21 hours of interviewing time. There were 13 distinct groups interviewed:

- Processing Services Coordinator
- Acquisitions Supervisors
- Cataloging Supervisors
- Monograph Unit
- Serials Acquisitions
- Serials Cataloging Staff
- Binding and Preparations Unit
- Special Formats Cataloging Staff
- Peripheral Campuses Unit
- Head of Acquisitions
- Head of Collection Development
- Peripheral Campuses Supervisor
- Dean of Libraries and Director of Thomas Cooper Library

All of the interviews were recorded on audio tape except for the last interview with the Dean and Director. The team spent approximately ten hours reviewing the tapes. At the conclusion of the review, all of the tapes were destroyed.

3.2 Findings

3.24 Interviews

3.24.1 Thomas Cooper Library Administration

The administration of Thomas Cooper Library expressed an appreciation for the Processing Services staff. They recognized the staff as the strength and primary asset of the Division. They also indicated a desire to incorporate the following into the Processing Services Division to a greater degree than currently exists:

- Flat, streamlined organizational structure
- Cross training between units
- Decentralization
- Improved technology
- Capability of searching electronic journals and the library catalog simultaneously

3.2 Findings

3.24 Interviews

3.24.2 Processing Services Division Coordinator and Unit Managers

The coordinator and unit management personnel indicated that the presence of a coordinator/facilitator is a great benefit and help to the Division.

- Communication between units has improved, partly because of the physical arrangement of new quarters.
- The close proximity between units makes for improved workflow.
- The need for additional staff was expressed, especially a senior cataloger, a database management unit, and an administrative assistant.
- The shared catalog should exhibit more consistency and uniformity.
- Quality control on outsourced products is necessary.
- Thinking time and additional training time with Millennium are perceived needs.
- A different physical layout would reduce distractions and noise.
- A desire for greater respect from the library and university communities was a common theme.
- The library community should be informed about the work of Processing Services and the role this Division has in the library.
- The Division would benefit from job descriptions written for positions rather than people.

3.2 Findings

3.24 Interviews

3.24.3 Processing Services Division Paraprofessionals

The individuals interviewed expressed strong appreciation for one another and for the Division Coordinator. The longevity of current staff is an asset to the Division. Concomitantly, as these long-term employees resign large gaps in the corporate memory are lost. There is a lack of understanding for the reasoning behind recent decisions such as cross-training and shelf-ready books, and a concern that outsourcing reduces the quality of the final product. The need for more staff, including a senior cataloger, database management, and an administrative assistant was expressed. There is concern that additional staff positions will be eliminated from the Division. Communication between units regarding unit and individual responsibilities and accomplishments requires improvement. The individuals believe that education throughout the university community would increase respect and appreciation for the Division.

3.2 Findings

3.25 Staff Allocation Study

3.25.1 Process

In an effort to understand the work and workflow of the various units of the Processing Services Division, a time study methodology developed by The Chronos Group and tested by Notre Dame and Vanderbilt Universities, was adapted to the Thomas Cooper Library Processing Services Division.¹⁰ Data collection forms and lists of task codes were distributed; during the study week, every participating individual noted his or her activities in fifteen-minute increments. The task codes were grouped in Overhead Centers such as Administration or Automation, and in Product/Service Centers such as Acquisitions, Cataloging, and Catalog Maintenance. Within each center, tasks were itemized with descriptive explanations (*see* Appendix C).

¹⁰ Dilys Morris, "Time and Cost Analysis: Staff Allocations Project," *ARL* 230/231, October/December 2003 [journal on-line]; available from <http://www.arl.org/newsltr/230/timecost.html>; Internet; accessed 13 April 2006; and Vanderbilt Staff Allocation Study; available from <http://staffweb.library.vanderbilt.edu/admin/TimeStudy/Intro.htm>; Internet; accessed 27 February 2006.

3.2 Findings

3.25 Staff Allocation Study

3.25.2 Results

The data was entered into a spreadsheet and analyzed. The staff participated at a rate of 83%. The total time recorded was 892.6 hours distributed among the cost centers in the following percentages:

Overhead Centers

- 10% Administrative and Support Services
- 1% Automation and Systems
- 5% Leave

Product/Service Centers

- 30% Acquisitions
- 32% Cataloging
- 1% Collection Development
- 9% Catalog Maintenance
- 3% Electronic Resources
- 5% Preservation
- 0% Storage and Stacks Maintenance
- 0% User Assistance
- 4% Volume Preparation

The predominant tasks performed by each unit were in line with expectations. The biggest surprises were the high percentage of work involving catalog maintenance (26%) in the Binding and Preparations unit and the modest percentage of electronic resources work (15%) in Serials Acquisitions. Several charts of these findings are included in Appendix E through H. While this is not a statistically reliable survey, it does provide a “proof of concept” of the type of metrics needed to balance

organizational priorities against organizational resources. The resulting data will not only document shifts in staffing patterns and priorities over time within Processing Services, it will also give Processing Services a baseline against which to measure itself. If the entire library participates in the process, the data could provide justification of increased resources from the University, and value output measures for regional reaffirmation of accreditation. The high level of participation and evident staff enthusiasm for this voluntary study indicate that staff allocation studies are not only possible, they are also beneficial.

4.0 MISSION, GOALS, OBJECTIVES AND RECOMMENDATIONS FOR CHANGE AND JUSTIFICATIONS

Mission: To buy, process, preserve, and provide access to materials for the University of South Carolina community and its clients.

Processing Services is a division in transition; the proposed reorganization of the Division may be viewed as a series of steps in that transition. The Division has been operating by precedent rather than in a foreordained manner. The current mission statement is consistent with the purposes and basic duties of the Division as a whole and its component parts. The following goals, objectives, and recommendations are intended to assist in the reversal of that trend. The recommendations are intertwined and expected to be used in conjunction with each other.

4.1 Reorganization

I. Goal: The Division of Processing Services will operate within the new organizational structure with a team-driven approach to task completion:

- 1. Objective:** During the next fiscal year the coordinator of the Division will be tasked to allocate human resources to semi-permanent and temporary teams, and allocate tasks and timelines appropriate for project completion. Project management software will assist in managing the human resources and in tracking progress toward project goals.
- 2. Objective:** During the next fiscal year the coordinator of the Division will be tasked to direct the completion of a comprehensive review of job descriptions within the Division.
- 3. Objective:** During the next six months, plans will be made to effect a smooth transition surrounding the retirement of the long-time peripheral campuses liaison.

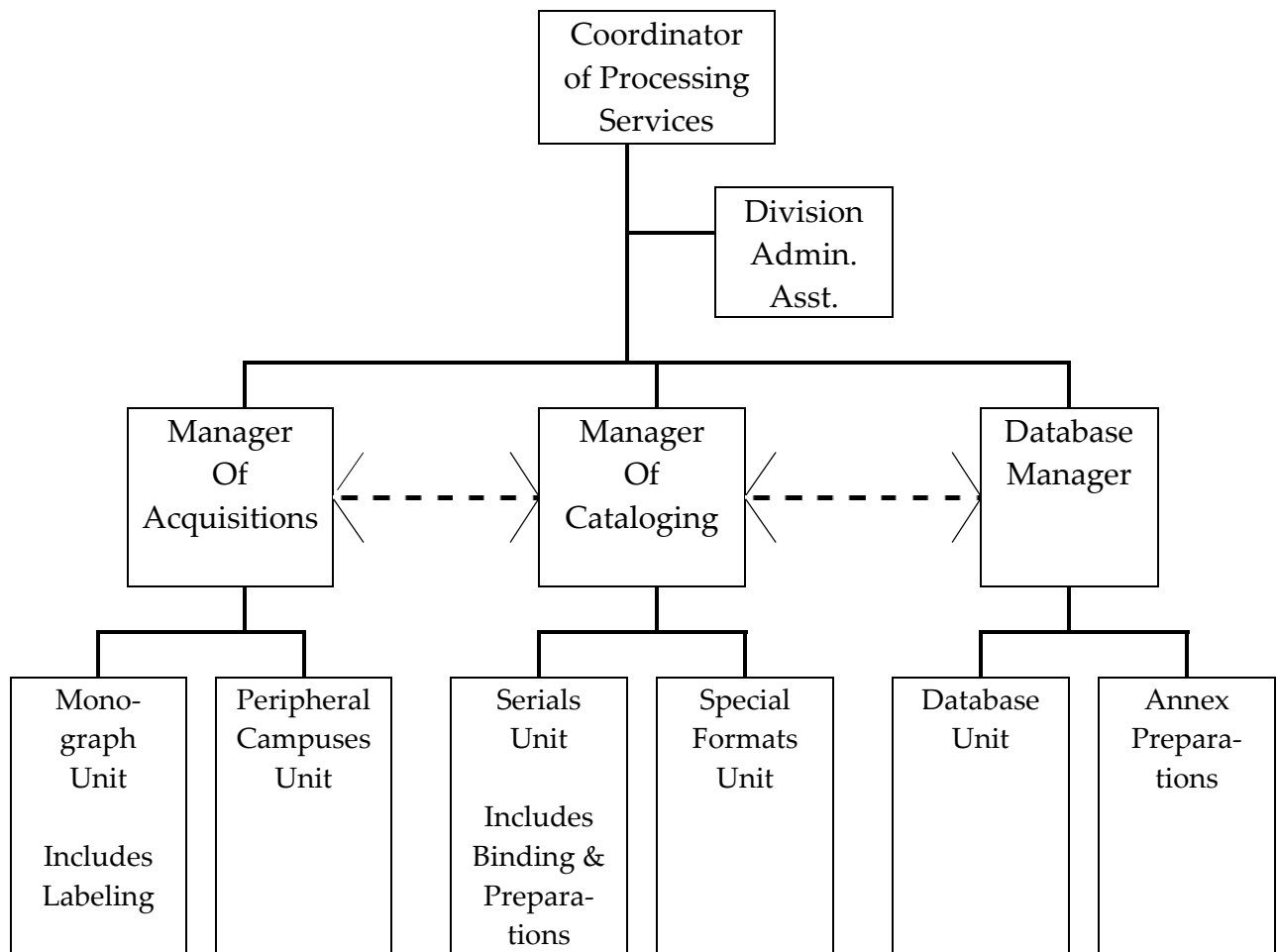
Meetings between peripheral campus librarians and administrators, and Processing Services administrators should address the relevant issues.

Recommendation: Reorganization

- Reorganize the Division to work more efficiently and effectively
- Transition to groups by format – see proposed organization chart
- Facilitate cross-training as the necessary consequence of organization by format

Continued evaluation and implementation of the proposed reorganization will increase the efficiency and effectiveness of this foundation Division of the Thomas Cooper Library.

**RECOMMENDED PROCESSING SERVICES DIVISION
ORGANIZATIONAL CHART**



4.2 Team Approach

II. Goal: The Division of Processing Services will have a flexible organization plan that will adapt to an increasingly changing environment:

1. **Objective:** During the next fiscal year the coordinator of the Division will be tasked to reorganize the Division along “format-driven” lines of authority, communication, and control.

The monograph acquisitions unit serves as a model for bringing acquisitions and cataloging into one functional unit based on the format of the material being handled. Serials acquisitions and serials cataloging have an excellent working relationship and show potential to join successfully as a Serials Unit. The special formats cataloging group will need to develop acquisitions expertise in order to form a self-contained unit.

Recommendation: Team Approach

- Perform routine work in units
- Address projects as teams
- Utilize project management software to track progress and human resource utilization
- Promote identification of personnel as “members of Processing Services”
- Prepare job descriptions by position – rather than by person

It was noted in the evaluation of the Division that it is oriented towards completion of special projects. It is recommended that the Division be structured in functional working teams, on a daily basis, and for ongoing and special projects. In

order to properly monitor those projects, it is recommended that project management software be utilized by the Division coordinator and the three senior management level employees (as outlined above). The long-range goal is for all of the units to become one functional Division.

4.3 Physical Space

III. Goal: The Division of Processing Services will fully utilize space resources to bring Division members in like areas into close physical proximity.

1. **Objective:** During the next fiscal year the coordinator of the Division will be tasked to physically move all Division members into space that approximates the evolving organizational structure.

Recommendation: Physical Space

- Move Binding and Preparations into the main area of Processing Services
- Move all persons working with monographs into the same physical area
- Move all persons working with serials into the same physical area
- Move all persons working with special formats into same physical area

The Binding and Preparations personnel are physically removed from the main Processing Services area. Communication and a sense of belonging to Processing Services will be enhanced with this unit physically moved to the main area of the Division. Although it is an advantage for the unit to be near the loading dock, once the new construction begins Binding and Preparations could be moved. It is a logical progression for this move to take place.

Based upon the Division reorganization recommendations, those individuals working with the same formats – monographs, serials or special formats – should be in close proximity to each other. This will promote unity among the individuals working with the same formats and enhance the ability of the unit members to exchange information, ideas and duties.

4.4 Training and Professional Development

IV. Goal: The Division of Processing Services will utilize training programs to gain the greatest benefit of the Division's human resources.

1. **Objective:** During the next two fiscal years the coordinator of the Division will be tasked to develop and institute training programs to improve the skills and abilities of the Division's members.

An ongoing training program offering an assortment of modules addressing aspects of searching, ordering, cataloging, classification, features of Millennium, etc. will lead into the next stage of Divisional reorganization. In order to use the power and features of Millennium to best advantage, selected staff will acquire advanced training and will then train others in the Division.

Recommendation: Training and Professional Development

- Develop an extended orientation program for new personnel entering the Division
- Additional training on Millennium; those persons who receive additional training on Millennium should be selected for their ability to train others in the Division
- Develop a sequenced training program for current and future Division personnel that gives them a broad base of knowledge of all of the functions of the Division
- Determine the amount of time NOTIS needs to be retained

The most important capital in every organization is its people. People are the corporate memory of an organization, its local nomenclature. Training and development of personnel is an investment in the Division.

“The main objective of training... should be to create an environment in which positive attitudes will develop initially.”¹¹ An extended orientation program for new personnel will help achieve this goal.

The persons who receive additional training on Millennium should be selected for their communication skills and their ability to train others in the Division; this will maximize the Division’s return on investment.

In order to be effective, the professionals and staff need to grow in a changing environment. Professionals need both thinking time and professional training in order to experience that growth. All of the members of the Division need training and development to increase their efficiency in their respective positions. A sequenced training program would allow Division members the opportunity for innovation and collaboration, and enable the Division to have greater flexibility with its members.

The following are examples of sequenced training:

- Basic Millennium training
- Advanced Millennium training
- OCLC searching
- Recognition of quality records for copy cataloging
- LC classification
- LC subject headings

¹¹ Sheila D. Creth, *Effective on the Job Training: Developing Library Human Resources* (Chicago: American Library Association, 1986), 4.

- Time management skills
- Project management software training
- Monographs task sequence
- Peripheral campuses task sequence
- Serials task sequence
- Special formats task sequence

4.5 Metrics

V. Goal: The Division of Processing Services will develop and utilize ongoing metrics for continuous improvement and refinement of services to its clients.

1. **Objective:** During the next fiscal year the Coordinator of the Division will task a project group to develop quality control assessments of both in-house and outsourced copy cataloging.

These measures will provide data that will inform development of training modules and help determine satisfaction levels with shelf-ready materials.

2. **Objective:** During the next fiscal year the dean will initiate an organizational affiliation with other research libraries to form a consortium with uniform measures of library operations.

The measurement will be a library-wide collection of staff time and task data. This can be combined with financial information for cost-benefit analysis. Affiliation with other research libraries offers a basis for comparison.

3. **Objective:** Immediately following the successful affiliation of Thomas Cooper Library with the above group, the dean will task a committee to operationalize the system.

Recommendation: Metrics

- Increase the use of metrics in the management and evaluation of Processing Services Division
- Begin quality control assessments of shelf ready monographs
- Begin quality control assessments of in-house cataloging
- Establish a biannual schedule for Staff Allocation Studies

There is a divergence of opinion as to the accuracy of the cataloging of shelf ready monographs. In order to make objective judgments about the quality of these

records, representative samples should be closely examined. Equivalent sampling of copy cataloging done by staff would offer a basis for comparison in terms of both quality and cost-effectiveness. Acceptable error rates will need to be determined. Assessment of in-house cataloging will also reveal training needs.

The staff allocation study that was performed in the Processing Services Division was a proof of concept activity. The Division should conduct regular staff allocation studies with participation required of all personnel. These types of studies have been conducted at, most notably, Iowa State, Vanderbilt, Notre Dame, and Cornell. The results of these studies will assist administration in future project management and personnel needs. This type of study has potential for determining costs associated with particular activities while controlling for overhead expense. Analysis of data may suggest the realignment of workflows in order to make use of the most appropriate level of expertise and efficiency. Results of cost analyses combined with quality control assessments have the potential to influence decisions regarding outsourcing and training. The benefits of optimized workflow, increased efficiency, and benchmarking indicate the necessity and effectiveness of undertaking similar studies on an on-going basis. It is therefore recommended that Thomas Cooper Library, through the good offices of the Dean, initiate an organizational affiliation with other research libraries to form a consortium with uniform measures of library operations.

5.0 APPENDICES

A:	University of South Carolina, University Libraries, Strategic Plan 2004-2009.....	61
B:	Vanderbilt University Library Staff Time Allocation Study General Study Information 2003/2004.....	87
C:	Time Centers and Tasks for Staff Allocation Project.....	88
D:	Interview Questions.....	106
E.	Chart: Staff Allocation over Division.....	107
F.	Chart: Total Catalog Maintenance Activity..... Chart: Total Cataloging Activity	108
G.	Chart: Total Administrative and Support Services Activity..... Chart: Total Acquisition Activity	109
H.	Charts: Staff Allocation by Unit.....	110

University of South Carolina
University Libraries
Strategic Plan
2004-2009

April 30, 2004

SECTION A Executive Summary

This document represents the outcome of the strategic planning process undertaken by the administration and staff of the University Libraries. The purpose of the process has been to identify progress made by the libraries during the past year, to develop strategic goals for the library over the next five years, to create strategies for accomplishing these goals and to devise an assessment plan to measure the effectiveness of the University Libraries in accomplishing its goals. The process included the formation of a Strategic Planning Committee comprised of Library Coordinators covering all areas of Library operations and representatives from the Library administration. Committee members met with department heads and department heads met with members of their staff to solicit input from both library faculty and library support staff. As drafts were compiled, they were distributed to all library personnel for additional input. The results of the LibQual user's surveys, a user satisfaction survey produced by the Association of Research Libraries, were also taken into consideration.

As the major research library in South Carolina, the mission of the University Libraries is to provide students, faculty and staff with comprehensive access to information essential to teaching, research and outreach activities of the University of South Carolina. The libraries collect, organize, conserve and manage print and digital resources in order to provide library and information services to the University community which includes the other USC campuses. The University Libraries also serves as a major educational resource for the citizens of South Carolina through interlibrary loan, document delivery and in-house use.

Despite permanent budget reductions in the past three years totaling \$1,290,307 (FY02, \$539,051; FY03, \$533,499; FY04, \$217,757) the University Libraries still made progress in fulfilling its strategic goals. Utilizing vacancy lag money, private endowment funds, and a Board of Trustees approved serials inflation allocation, the Library was able to maintain its materials budget and did not cut serials, monographs or electronic resources purchases. Web based subscriptions were increased by 18%. Thomas Cooper upgraded and increased the speed and reliability of its network infrastructure. Wireless access was extended at Thomas Cooper and is now available throughout the library for student and faculty research. The Library began a number of digital initiatives, most notably the digitization of the Sanborn maps. Plans are underway to increase student seating on the main floor of the Thomas Cooper Library by 250, providing more wireless workstation areas, smart card printing facilities, and easy access to reference staff to assist in utilizing information resources. Loan periods for graduate students have been extended to semester loans. Three state-of-the-art microform scanners/readers have been acquired to provide expanded access to the Library's extensive microform collection.

The Library's development efforts were very successful. Endowments increased during the year by over \$611,000. The South Financial Group made a contribution of \$50,000 for the handling and processing of the papers of former Governor Carroll Campbell. The 2nd. annual dinner to honor Lou and Beth Holtz raised over \$40,000 for the Holtz Endowment for Undergraduate Resources. The Music Library received a \$150,000 contribution to construct quarters and

maintain a major music collection. The Arthur E. Holman Jr. Conservation Lab was officially named and recognized through a \$100,000 contribution.

In order to achieve its mission, the University Libraries has established the following goals for the period 2004-2009. The goals were reached through a process of open communication and staff participation.

Goal 1 Evaluate, select, acquire, organize and preserve a collection of materials in a variety of formats (print, electronic, multi-media, etc.) as well as the equipment necessary for its use. These resources support the curricula of the University, provide the basis for a well-rounded liberal education, reflect the diverse composition of a multi-cultured community, and to the extent possible, meet the research needs of the University community which include the other USC campuses.

Goal 2 Provide exceptional services that support, enhance and promote the academic programs of the University.

Goal 3 Assist users in understanding the organization of Library resources, in identifying, locating and using recorded information, in utilizing library services and in developing critical thinking skills while serving as a partner in developing information literacy for lifelong learning.

Goal 4 Maintain a strategy and associated instruments to assess the University community regarding the importance and effectiveness of Library resources, services and staff in fulfilling the Library's mission and goals to provide a realistic measure of Customer Service/Client Satisfaction.

Goal 5 Develop and expand the library development efforts in order to establish a stable foundation of multiple and diverse funding that supports the endeavors of the University Libraries.

Goal 6 Continue to be recognized in the top fifty public research libraries in the nation.

Goal 7 House library collections and service activities in space that meets staff and user requirements, assures the security of the collections, and enhances the operating performance and productivity of the University Libraries' staff.

Goal 8 Maintain a leadership role in university, regional, statewide and national cooperative efforts in order to achieve more effective and efficient services for our customers.

Goal 9 Recruit, train, and develop personnel possessing the wide range of knowledge, skills and experiences necessary to meet the diverse library service requirements of the University community.

Although its goals are long term by nature, University Libraries will place a

major focus on the following objectives during academic year 2004-2005:

- Obj: Build collections, both print and digital, to support the educational mission of the University, provide innovative information and communication technology and remain at the cutting edge of the expanding information delivery systems.
- Obj: Expand the infrastructure and scope of the digitization activities in the libraries
- Obj: Maintain exemplary service to students, faculty, and staff.
- Obj: Continue to expand access to web-based online resources for use by students, faculty, and staff.
- Obj: Seek increased financial support by increasing the number of grant proposals and increasing private fund raising with special focus on the new Rare Books wings.
- Obj: Provide training and education for members of the library staff to ensure they stay abreast of technology changes and provide support for scholarly activities by library faculty.

The University Libraries will utilize a number of different methods to assess its performance in accomplishing these objectives. A primary assessment tool will be the LibQUAL+™ survey, designed by the Association of Research Libraries, which is used to define and measure library service quality across institutions and to create useful quality assessment tools for local planning. The Library will compare itself to the University's peer institutions that participate in this survey. Other measures used to assess performance will be the number of grants submitted and awarded, the amount of private funding received, the percentage of the materials budget spent for electronic resources, and the number of library guides published. An additional assessment method, the Value Centered Management Service Units – Accountability Standards, will compare the libraries with the University's peer institution libraries

SECTION B Mission Statement

As the major research library in South Carolina, the mission of the University Libraries is to provide students, faculty, and staff with comprehensive access to information essential to the teaching, research, and outreach activities of the University of South Carolina. The libraries collect, organize, conserve, and manage print and digital resources in order to provide library and information services to the University community. As campus needs for information are met services are extended, in cooperation with other libraries, throughout the state.

The University Libraries is an integral part of the educational process. It is essential to the quality of the intellectual and cultural life of the University of South Carolina. The University Libraries mission supports the University's mission by providing support for the University's programs of teaching, research, and outreach activities. The University Libraries also serves as a major educational resource for the citizens of South Carolina and, when appropriate, for other libraries on a regional, national, and international level.

The University Libraries offer a wide array of traditional and electronic services to the University academic community and guests of the University. The Libraries provide services within the Thomas Cooper Library, South Caroliniana Library, Business Library, Mathematics Library and Music Library and cooperates fully with the Medical and Law Libraries. The University of South Carolina libraries currently rank 44th nationally among public institutions of higher education.

SECTION C Progress on Previous Year's Plan (FY2003-2004)

Strategic Goal 1: Evaluate, select, acquire, organize and preserve a collection of materials in a variety of formats (print, electronic, multi-media, etc.) as well as the equipment necessary for its use

Objective	Assessment Criteria	FY2003-2004 Results/Progress
Undertake systematic preservation assessment for the Thomas Cooper, South Caroliniana and Newsfilm Libraries in order to develop a long range plan for the preservation of collections.	The Preservation Advisory Committee will consult with preservation staff to establish a quarterly schedule of conservation activities.	The Preservation Advisory Committee met each quarter and determined the focus of work to be accomplished. Decisions were reached through a consensus of the committee members.
Evaluate, build and align collections with current University priorities through collaboration with schools, colleges, and academic departments.	The University Libraries will survey the university community on an annual basis to establish benchmarks for the success and adequacy of collections and resources.	The LibQual survey was administered to the University community and benchmarks of service were established. A Liaison Team was formed to communicate with the academic departments concerning their collection needs.

Strategic Goal 2: Provide exceptional services that support, enhance, and promote the academic programs of the University

Objective	Assessment Criteria	FY2003-2004 Results/Progress
Increase communication with users, including those at all USC campuses, in order to keep them informed of new	The liaison to the campuses will attempt to be included in existing campus surveys or will create a survey to	Work Groups were set up for the Campuses to keep them informed in the process of writing the RFP for a new online

and changing information resources.

measure user knowledge and satisfaction with the Columbia campus services and resources.

catalog system and with evaluating systems. Columbia campus library staff met with campus librarians at all of their Assembly meetings. Several staff have been trained in digital scanning and preservation techniques. A Digital Activities Team was formed and drafted a policy that included selection criteria for digitization, digitization standards, copyright issues, metadata standards and equipment minimums. A Librarian to head up the Library's digitization efforts has been appointed. A project to digitize the SCL Sanborn maps is in progress.

Bring focus to the digitization activities in the libraries.

Staff will be trained in digitization and the library will construct an electronic repository server.

A USC Research Campus Support Team was formed to explore the information and library support needs of the University's research partners. The team worked with the Vice President of

Provide specialized information services to the research campus as it develops.

The Library will have developed a formal plan for providing service to the research campus.

Continue to maintain and develop the library computer lab which is the largest lab on campus available to students for more hours than any other lab.

Continue to expand access to web-based online resources for use by students, faculty, and staff.

The Library will survey the University community on an annual basis to establish benchmarks for the success and adequacy of collections and resources.

Target percentage increase of 5%.

Research to determine needs and the feasibility of the Library being able to meet those needs.

The laptop checkout program has been expanded. Workstation hardware and software has been upgraded and new technologies have been added that will better meet the needs of students.

The Library increased its web based subscriptions by 18%. Library Computing Services continues to enhance and standardize the Library website exploring and implementing new methods of delivery for distant learners and web design techniques that provide a consolidated portal to the libraries resources. 43 new finding aids for the Manuscripts Collection were added to the website.

Strategic Goal 3: Assist users in understanding the organization of library resources, in identifying and locating recorded information, in utilizing library services, and in developing critical thinking skills while serving as a partner in developing information literacy for lifelong learning

Objective	Assessment Criteria	FY2003-2004 Results/Progress
Develop a for credit information literacy course for students	The guidelines for the development of new courses and the content of the Curricula and Courses Committee will be used as a guide.	The Library Information Literacy Team has developed a proposal for LIBR 100 and submitted the proposal, along with documentation, to the University Curriculum and New Courses Committee for consideration for Fall 2004 or Spring 2005.
Inform students, faculty and staff about the uses, availability and flexibility of new technology and services and assist them in learning the new technology.	The University Library will survey the University community on an annual basis to establish benchmarks for the success and adequacy of collections and resources	Use of electronic resources have increased by 24%.

Strategic Goal 4: Maintain a strategy and associated instruments to assess the University community regarding the importance and effectiveness of Library resources, services and staff in fulfilling the Library's missions and goals to provide a realistic measure of Customer Service/Client Satisfaction

Objective	Assessment Criteria	FY2003-2004 Results/Progress
Implement the LibQUAL survey developed by the Association of Research Libraries	Survey the University community on an annual basis using the LibQual	The LibQual Building and Customer Services survey was conducted campus-

instrument.

wide and the results are being tabulated.

Strategic Goal 5: Develop and expand the library development efforts in order to establish a stable foundation of multiple and diverse funding that supports the endeavors of the University Libraries

Objective	Assessment Criteria	FY2003-3004 Results/Progress
Seek funding to preserve Movietone collection and other unique holdings in the libraries.	Develop proposals and explore alternative funding for preservation efforts.	Efforts are underway to identify both federal and private funds to support both Movietone and Modern Political Collections.
Seek increase financial support by increasing the number of grant proposals and increasing private fund-raising.	Development officers each make a minimum of 30 solicitations annually. Four grant proposals will be submitted.	Both Library development officers will exceed 30 solicitations including final proposals and closing 20 gifts.
Work with Thomas Cooper Society and South Caroliniana Society to solicit donations in support of the library collections, programs and services.	New donors identified. Continued growth for ExLibris Society.	The Ex Libris Society is firmly established for its third year and increased membership over last year. Additional gifts of over \$30,000 were added to the Modern Political Collections endowment and the Treasurers Acquisition program generated

Identify funding for new rare books wings.

Secure lead gift of \$3-5 million during quiet phase and additional fundraising underway.

over \$13,000 to purchase rare or unique items. A lead gift of 2 million has been secured in addition to over \$40,000 in the George D Terry Memorial Fund designated for the new building support.

Strategic Goal 6: Continue to be recognized in the top fifty public research libraries in the nation

Objective

Continue to emphasize increases or maintenance of serials subscriptions, number of new volumes added to the collection, the number of staff, and the total library expenditures.

Assessment Criteria

The Library's budget remains adequate to support collections and services that are competitive with comparable research institutions.

FY2003-2004

Results/Progress

Despite a state mandated reduction in funding, the Library materials budget was not reduced. 40,732 volumes, 1,018 serials, 52,086, and 30,297 government documents were added to the collection. MPC received materials from Don Holland, Fritz Holland and Carroll Campbell.

Strategic Goal 7: House library collections and service activities in space that meets staff and user requirements, assures security of the collections, and enhances the operating performance and productivity of the University Libraries' staff.

Objective

Manage library buildings and equipment to support

Assessment Criteria

Key University administrators and physical facilities

FY2003-2004

Results/Progress

Three new HVAC units were added to TCL to replace units that no

achievement of goals and a safe, healthful and accessible learning and working environment.

supervisors will assist the library in developing a reasonable action plan to address building needs of the University Libraries.

longer functioned properly. Plans are in place to replace other units. The SCL project to replace windows and add storm windows throughout has been completed. Plans to renovate the main floor of the TCL opening the area and expanding seating for student use are progressing. Engineering work and design work has been completed.

Renovate the Thomas Cooper Library for the safety, comfort and usability of all members of the University community (2003-2006).

The University administration will place a high priority on the library for a bond issue for renovation.

Strategic Goal 8: Maintain a leadership role in university, regional, statewide, and national cooperative efforts in order to achieve more effective and efficient services for our customers

Objective

Work cooperatively with other SC senior institutions and participate actively in state-wide library programs such as Pascal to implement a new web-based catalog as part of the creation of a state-wide virtual library (2003-2006).

Work cooperatively with state, regional, and national

Assessment Criteria

The University will assist PASCAL in the development of a state-wide virtual library.

The library will participate in a variety of consortium

FY2003-2004

Results/Progress

The USC Library played a leading role in preparing the Request for Proposal for PASCAL effort to obtain a new web based catalog. Bids for the catalog will be submitted sometime in May of 2004.

USC played a leading role in developing and strengthening

organizations to enhance collections and services through collaborative purchases, resource sharing, virtual library services initiatives, digital initiatives and other consortium activities.

relationships in order to enhance collections and services.

consortium purchasing of high cost/high value resources. Cooperative activities have increased access to these resources for other USC campus libraries. The Kudzu Consortium has 16 ASERL member libraries. The ILL component guarantees 2-3 day turnaround from these libraries and overnight delivery from Clemson University. The Pascal consortium has formed a committee to explore the possibility of a state wide shuttle for delivery of library material.

Strategic Goal 9: Recruit, train, and develop personnel possessing the wide range of knowledge, skills, and experience necessary to meet the diverse library service requirements of the University community

Objective

Provide training and education for members of the library staff to ensure that they stay abreast of technology changes and support scholarly activities by

Assessment Criteria

Library staff will have completed instruction and training updates on an annual basis. Library faculty increase their output of scholarly activities.

FY2003-2004

Results/Progress

Selected staff have been trained in digitization techniques. The Cataloging staff have received training in OCLC CatME, Cataloging Micro Enhancer and staff have

library faculty.

received training conducted by Human Resources. Library staff delivered papers at SCHA, the University of Arizona, Western Kentucky University, SCLA, Charleston Serials and Acquisitions Conference.

Increase the attention and care devoted to the process employed in recruiting the best candidates available for faculty positions.

The Library minimum salary will continue to be increased thereby enhancing applicant pools.

The minimum beginning salary for library faculty was increased to \$31,000. Faculty recruiting was minimal this year but when positions were filled, a national search was conducted.

The modified goals established last year remain valid. Due to the continued reduction in state funding (three year permanent library reduction of \$1,245,307) the Library will have to increase its development efforts to offset state funding shortfalls. Electronic access to information resources is becoming increasingly important and a digital presence for the Library will become a major focus or objective.

The following are the major accomplishments made during the year with respect to the Library's stated goals and objectives.

Strategic Goal 1: Acquired 3 state-of-the-art microform scanner/readers to assist users in accessing the Library's extensive microform collection.

Strategic Goal 2: Increased web-based subscriptions by 18%. Initiated the following digitization projects: Sanborn Maps, Joseph Heller Papers, and Posters of the Great War. Appointed a librarian to be in charge of the library's digitization efforts. Increased the graduate student loan period to semester checkouts.

Strategic Goal 3: A proposal for an information literacy course taught by library faculty was developed and submitted to the Curriculum and New Courses Committee for approval. The Library developed and produced a series of 15 online instructional modules for the Honors

College and University 201 – Fundamentals of Inquiry. Government Documents staff instructed 200 Social Work graduate students in the use of 2000 Census data.

Strategic Goal 4: Library faculty and staff conducted a Building Use and Customer Service (LibQual) survey to determine user expectation and satisfaction

Strategic Goal 5: Library endowments increased by over \$600,000. A lead gift of \$2,000,000 was obtained for a new Special Collections addition to the Thomas Cooper Library.

Strategic Goal 6: Despite continuous years of state reductions, the University administration was able to provide the Library with \$300,000 to cover the cost of serials inflation. The Library did not reduce the materials budget. Expanded access to electronic resources was provided to several USC campus libraries: GeoRef, Compendex, and Wilson Omni File Full-text Mega Edition.

Strategic Goal 7: Three new HVAV units were installed in the Thomas Cooper Library to improve environmental conditions and to help alleviate mold and control humidity.

Strategic Goal 8: USC Library faculty played the lead role in Pascal's (Partnership Among South Carolina Academic Libraries) submission of an RFP for a proposed state-wide web-based catalog.

The major obstacles which prevented the University Libraries from reaching a number of its goals and objectives were reduced state funding over the past three years and the state of the economy. The Library has had permanent budget reductions totaling \$1,290,307. This has resulted in reduced purchasing power for library materials and necessitated not filling many library faculty and support staff vacancies. Since the Association of Research Libraries bases its membership criteria index on number of volumes and serials, number of volumes added, number of staff and total library expenditures, University Libraries has dropped continuously in the membership criteria index rankings during the past three years. The state of the economy has also hindered the Library's development efforts.

The University Libraries utilized a number of different factors to assess its progress during the year. The major assessment tool was the Library's annual user satisfaction survey. This survey was administered to students, faculty and staff of the University as well as to other users of the Library. The survey measured the user satisfaction rate for library collections and services and allowed for a comparison with University peer institutions. Other assessment tools utilized were the Association of Research Libraries ratings, the amount of funds raised for endowments and gifts, the number of new web resources acquired, the number of events supported by the library, and whether or not funding was obtained for serials inflation.

For the most part, the Library was successful in meeting its goals and objectives. The Library did compare favorably with University peer institutions its annual survey and met or surpassed other criteria levels that had been established. The Library did not meet its goals in the area of the Association of Research Libraries ranking and in its development efforts. An explanation is provided above in the paragraph listing major obstacles.

As a result of the assessment process, some of the objectives for next year will receive greater effort, i.e. the Library's development efforts. The user survey indicated a need to expand our efforts in the area of digitization and this will become another major focus of our activity.

SECTION D Strategic Goals (2004-2009)

- Goal 1** Evaluate, select, acquire, organize and preserve a collection of materials in a variety of formats (print, electronic, multi-media, etc.) as well as the equipment necessary for its use. These resources support the curricula of the University, provide the basis for a well-rounded liberal education, reflect the diverse composition of a multi-cultured community and, to the extent possible, meet the research needs of the University community.
- Goal 2** Provide exceptional services that support, enhance, and promote the academic programs of the University.
- Goal 3** Assist users in understanding the organization of library resources, in identifying and locating recorded information, in utilizing library services, and in developing critical thinking skills while serving as a partner in developing information literacy for lifelong learning.
- Goal 4** Maintain a strategy and associated instruments to assess the University community regarding the importance and effectiveness of Library resources, services and staff in fulfilling the Library's missions and goals to provide a realistic measure of Customer Service/Client Satisfaction.
- Goal 5** Develop and expand the library development efforts in order to establish a stable foundation of multiple and diverse funding that supports the endeavors of the University Libraries.
- Goal 6** Continue to be recognized in the top fifty public research libraries in the nation.
- Goal 7** House library collections and service activities in space that meets staff and user requirements, assures the security of the collections, and enhances the operating performance and productivity of the University Libraries' staff.
- Goal 8** Maintain a leadership role in university, regional, statewide, and national cooperative efforts whenever possible in order to achieve more effective and efficient services for our customers.
- Goal 9** Recruit, train, and develop personnel possessing the wide range of knowledge, skills, and experience necessary to meet the diverse library service requirements of the University community.

SECTION E Objectives and Strategies

Goal 1 Evaluate, select, acquire, organize and preserve a collection of materials in a variety of formats (print, electronic, multi-media, etc.) as well as the equipment necessary for its use. These resources support the curricula of the University, provide the basis for a well-rounded liberal education, reflect the diverse composition of a multi-cultured community and, to the extent possible, meet the research needs of the University community.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Undertake an examination of Processing Services workflow	Merge units in Acquisitions and Cataloging Departments of the Thomas Cooper Library.	Materials will be acquired and cataloged through a streamlined process	The library will reassign staff to other critical areas because of economies realized by merging units
Evaluate, build and align collections with current University priorities through collaboration with schools, colleges and academic departments.	Provide collections and resources essential to advancing University teaching and research.	The University Libraries will survey the university community on an annual basis to establish benchmarks for the success and adequacy of collections and resources.	LibQUAL+(TM) , a survey developed by the Association of Research Libraries, will be used to define and measure library service quality across institutions and to create useful quality assessment tools for local planning.

Goal 2 Provide exceptional services that support, enhance, and promote the academic programs of the University.

Objective 04-05	Strategies	Assessment Criteria	Assessment
Implement policies established by the Digital Initiatives	The University Libraries will need to establish server space,	Digital Activities Team policies will be in effect and digital	The Library will have a number of digitization initiatives

Team and initiate digitization projects related to maps, Government Documents, and other special collections	purchase metadata software and establish programming support	projects will be underway	underway in the areas of text, data, images and publishing following established digital policies and procedures
Provide specialized information services to the research campus as it develops	The University Libraries has developed a roadmap to provide a range of services from basic to optimal depending on the requirements of un-identified research partners	The Library will have provided a plan and associated costs for various levels of service	The Library will be an active partner in the planning and development of the research campus.
Continue to expand access to web-based online resources for use by students, faculty, and staff	Increase funds spent for electronic resources as a percentage of the materials budget	Target percentage increase of 5%	Target percentage met

Goal 3 Assist users in understanding the organization of library resources, in identifying and locating recorded information, in utilizing library services, and in developing critical thinking skills while serving as a partner in developing information literacy for lifelong learning.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Upon approval of the University Curricula and New Courses Committee, the	Librarians will develop the course and have it listed in the Master Schedule	A complete syllabus will be developed, instructors identified, and the course will	In accordance with the policies of Academic Affairs, a student

Library will offer a for credit information literacy course for the Spring 2005 semester

Inform students, faculty and staff about the uses, availability and flexibility of new technology and services and assist them in learning the new technology

Effectively communicate information about the Library services and collections through the Library homepage and library publications, and working collaboratively with teaching faculty on instructional projects and programs.

be taught

The University Library will survey the University community on an annual basis to establish benchmarks for the success and adequacy of collections and resources.

evaluation will be prepared and submitted once the first course offering is completed

LibQUAL+(TH), a survey developed by the Association of Research Libraries, will be used to define and measure library service quality across institutions and to create a useful quality assessment tools for local planning.

Goal 4 Maintain a strategy and associated instruments to assess the University community regarding the importance and effectiveness of Library resources, services and staff in fulfilling the Library's missions and goals to provide a realistic measure of Customer Service/Client Satisfaction.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Continue to conduct the LibQUAL+™ survey developed by the Association of research Libraries.	Implement the survey in a fashion that provides for the greatest response rate from students, faculty, and staff	Survey the University community on an annual basis using the LibQUAL+™ instrument.	LibQUAL+™ will be used to define and measure library service quality across the institution and to create useful quality assessment tools for local planning.

Goal 5 Develop and expand the library development efforts in order to establish a stable foundation of multiple and diverse funding that supports the endeavors of the University Libraries.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Seek funding to preserve Movietone news collection and other unique holdings in the libraries	Continued education concerning preservation needs with library prospects and identify specific collections	Develop proposals and explore alternative funding for preservation efforts.	Funds raised for preservation needs
Seek increased financial support by increasing the number of grant proposals and increasing private fund-raising	Develop specific proposals and solicit prospects. Prepare grant proposals to supplement state funding.	Development officers each make a minimum of 30 solicitations annually. Four grant proposals will be submitted.	Central Development Office review in place. Two grant proposals will be funded.
Identify funding for new rare books wings	Develop comprehensive plan for raising \$8 million to fund additions, including naming opportunities	Secure additional gifts of \$3-5 million during quiet phase and additional fundraising underway	Groundbreaking scheduled

Goal 6 Continue to be recognized in the top fifty public research libraries in the nation.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Continue to emphasize increases or maintenance of serials subscriptions,	The importance of library support as it relates to the success of the University	The Library's budget remains adequate to support collections and services that	The Association of Research Libraries Annual Survey reports the relative

number of new volumes added to the collection, the number of staff and the total library expenditures.	enterprise must be communicated to University administrators, donors and academic units	are competitive with comparable research institutions	position of research libraries according to the criteria index. Serials inflation will be funded.
--	---	---	---

Goal 7 House library collections and service activities in space that meets staff and user requirements, assures the security of the collections, and enhances the operating performance and productivity of the University Libraries' staff.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Manage library buildings and equipment to support achievement of goals and a safe, healthful and accessible learning and working environment	Convene a building needs summit of key university administrators and physical facilities supervisors to call attention to the need for an action plan to maintain the Cooper Library until renovation funds can be secured and develop plan for relocation of Film Library and MPC.	Key University administrators and physical facility supervisors will assist the Library in developing a reasonable action plan to address building needs of the University Libraries.	The Cooper Library will be maintained until funding can be secured for renovation. A plan will be formulated for the relocation of the Film Library and Modern Political Collections.
Renovate the Thomas Cooper Library for the safety, comfort and usability of all members of the University community. (2003-2006)	Secure funding to renovate the Thomas Cooper Library.	The University Administration will place a high priority on the Library for a bond issue for renovation.	The Thomas Cooper Library will be renovated.

Goal 8 Maintain a leadership role in university, regional, statewide, and national cooperative efforts in order to achieve more effective and efficient services for our customers.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
<p>Work cooperatively with other SC senior institutions and participate actively in state-wide library programs such as Pascal to implement a new web-based catalog as part of the creation of a state-wide virtual library (2003-2006)</p>	<p>The University Library will take a leadership role in the selection of and funding for a web based catalog that will serve as a basis for a state wide virtual library.</p>	<p>The University Library will assist PASCAL in the development of a state wide virtual library.</p>	<p>A state wide virtual library among academic libraries will be established in South Carolina.</p>
<p>Work cooperatively with state, regional and national organizations to enhance collections and services through collaborative purchases, resource sharing, virtual library services initiatives, digital initiatives and other</p>	<p>The University Libraries will seek out and participate in any and all consortium activities that serve to enhance the collections and services provided to the University community.</p>	<p>The Library will participate in a variety of consortium relationships in order to enhance collections and services.</p>	<p>The collections and services of the University Libraries will be enhanced through consortium relationships and activities.</p>

consortium
activities.

Goal 9 Recruit, train, and develop personnel possessing the wide range of knowledge, skills, and experience necessary to meet the diverse library service requirements of the University community.

Objective 04-05	Strategies	Assessment Criteria	Assessment Method
Provide training and education for members of the library staff to ensure that they stay abreast of technology changes and support scholarly activities by library faculty	The University Libraries will develop an ongoing training program that offers training in current applications as well as emerging technologies.	Library staff will have completed instruction and training updates on an annual basis. Library faculty increase their output of scholarly activities	Library Human Resources staff will log the training completion of staff and will report to the Department Heads and administration. Increase in faculty scholarly activity over previous year.
Increase the attention and care devoted to the process employed in recruiting the best candidates available for faculty positions.	The University Libraries will attempt to increase the minimum salary levels to compete for the best candidates.	The Library minimum salary will continue to be increased thereby enhancing applicant pools.	The minimum salary for faculty positions will be increased and applicant pools will include top library school graduates.

SECTION F Assessment Plan

The University Libraries will utilize a number of different methods to determine if it has accomplished its goals and objectives. Section E of the Strategic Plan 2004-2009 list not only the goals and objectives for each goal, but strategies, assessment criteria (or indicators) and the assessment method to be used to measure success.

The primary assessment tool will be the LibQUAL+™ user survey developed by the Association of Research Libraries. Over 350 libraries, including most members of the Association of Research Libraries, are utilizing this survey to determine user satisfaction with both library collections and services. LibQUAL+ allows libraries to define and measure library service quality across institutions and to create useful quality assessment tools for local planning. This survey will be issued annually to students, faculty and staff of the University of South Carolina. University Libraries conducted its first LibQUAL+ survey during the Spring Semester 2003. LibQUAL+ results will allow the Library to compare itself with other University peer institutions.

In addition to the LibQual+ survey the Library will utilize a number of additional methods to assess its accomplishments and these methods are listed in Section E., i.e. whether or not a specific target was met, a specified number of donors were contacted, a specific number of grants were obtained, whether a course was approved and is being offered, the amount of funds raised through the Library's development efforts, the statistical ratings of the Association of Research Libraries, etc. U. S. C. Business and Finance will also provide the Library will a peer institution comparison based on the Value Centered Management Service Unit – Accountability Standards.

SECTION G Resource Requirements

Resource	Source	Objective Addressed	Time Frame
\$300,000	State funds or combination of state and operating funds	Strategic Goal 6, Objective 1	Yearly
\$8,000,000	Private Funds	Strategic Goal 5, Objective 4	2 Years
\$30,000,000	State Bond Issue	Strategic Goal 7, Objective 2	3-5 Years

Strategic Goal 6, Objective 1

Goal 6: Continue to be recognized in the top fifty public research libraries in the nation.

Objective 1: Continue to emphasize increases or the maintenance of serials subscriptions, both print and electronic, the number of volumes added to the collection, number of staff, and the total library expenditures as these factors dictate Association of Research Libraries rankings

Strategic Goal 5, Objective 4

Goal 5: Develop and expand the library development efforts in order to establish a stable foundation of multiple and diverse funding that supports the endeavors of the University Libraries.

Objective 4: Identify funding for the new rare book wings

Strategic Goal 7, Objective 2

Goal 7: House library collections and service activities in space that meets staff and user requirements, assures the security of the collections, and enhances the operating performance and productivity of the University Libraries' staff.

Objective 2: Renovate the Thomas Cooper Library for the safety, comfort and usability of all members of the University community.

APPENDIX B

Vanderbilt University Library Staff Time Allocation Study

General Study Information

2003/2004

Purpose: To gather information about the time spent in the various categories of work that Library staff perform.

Staff in the libraries are involved in many tasks, often ones that cross functional boundaries that might normally be associated with particular tasks, e.g., editing of bibliographic or item records (technical services function) in one of the library divisions (normally thought of as public services). To gain a better understanding of how staff time is distributed functionally, rather than organizationally, a couple of ARL libraries have been working toward a Staff Allocations Project time study that might be useful internally in understanding the time investment in various functional library tasks. We also hope that data at the institutional level might be interesting and useful to compare across libraries.

Dilys Morris, formerly at Iowa State, leads the current project; Vanderbilt and Notre Dame are trying out this study. Other large libraries have expressed some interest in this kind of information, and ARL is watching the effort to see whether and how it might be useful in their gathering of measurement tools. Key to comparable and reliable data is the clear understanding and communication of the categories of work effort that should be recorded. Notre Dame began collecting data in early 2004; Vanderbilt is testing three weeks during the 2003/2004 fiscal year to determine the appropriateness of the categories.

Vanderbilt Library staff are asked to record their time in 15 minute intervals in the various product/service centers defined for the study. The first week for data collection was November 10-17; the second week was February 27 - March 4; the final week for 2003/2004 is June 10-16. Recording sheets will be collected from each participating division, and data will be entered into the software created for this purpose. Comment sheets will be collected on any and all questions and on suggestions about where to record time, how to clarify the categories, and how to improve the taxonomy.

By 2004/2005, the Staff Time Allocation Study should be ready for ongoing production use. In the meantime, the libraries at Vanderbilt will have gathered useful information and will have played an important part in a more generalizable and comparative library assessment tool. 2 June 2004

APPENDIX C
TIME CENTERS AND TASKS
FOR
STAFF ALLOCATION PROJECT

Table of Contents

Common Definitions

AC Acquisitions

AS Administrative & Support Services

AU Automation & Systems

CA Cataloging

CD Collection Development and Management

CM Catalog Maintenance

ER Electronic Resources

LV Leave

PR Preservation

SS Storage and Stacks Maintenance

UA User Assistance

VP Volume Preparation

Common Definitions

Training, Revision, Procedures, and Policies

- • Training: Used by individuals training others and staff being trained who are accomplishing no work. If work is accomplished, time is counted in appropriate task.
- • Demonstrations and presentations
- • Procedure and policy documentation
- • Revision of other's work when done as a separate task

Consulting and Problems

- • Consulting and responding to inquiries and questionnaires, including e-mail
- • Problem-solving falling outside of normal procedures and guidelines. Often work is referred because an individual did not know how to proceed. Does not refer to complex investigation or verification which is part of an assigned task
- • Liaison work

Administrative Work

- • If the administrative work covers more than one product or service center, split time between product/service centers. If the administrative work covers many product/service centers or library-wide issues, place time in AS03

Meetings

- • All time spent in meetings
- • Meeting preparation specific to a meeting
- • If a meeting covers more than one product or service center, split time between product/service centers. If a meeting covers many product/service centers or is administrative in nature, place time in AS04

Other

- • Use for unusual activities that are not identified by the center definitions

Email: There are no tasks to use specifically for email. Determine the type of work being completed by using email, such as administrative work, consulting and problems, general reading, etc and then select the correct center.

AC Acquisitions

AC01 Training, Revision, Procedures, and Policies

AC02 Consulting and Problems

AC03 Administrative Work

- • Evaluating costs, terms, and sources; vendor analysis and report preparation
- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

AC04 Meetings

AC05 Other

- • Mail preparation (labels, boxes, envelopes)
- • Sorting, shelving, distributing
- • Other

AC06 Searching

All pre-order searching (resulting records may be used for both cataloging and ordering purposes) AC07 Ordering

- • All creation of order records and first-time preparation of check-in records (on or off-line) Assigning vendors and determining exchange partners
- • Estimating prices and verifying discounts
- • Serial source changes

AC08 Record Maintenance

- • Claims, cancellations, and all correspondence
- • Updating order and check-in records
- • All associated record filing and pulling

AC08.1 Record Maintenance - Firm Orders, Continuations

- • Claims, cancellations, and all correspondence
- • Updating order and check-in records, posting reports

AC08.2 Record Maintenance - Serials, Periodicals

- • Claims, cancellations, and all correspondence
- • Updating order and check-in records, posting reports

AC09 Receiving

- • Opening and sorting all mail
- • Receiving materials and checking-in; includes materials, invoices, and normal searching for missing records
- • Creating online pay statements
- • Checking-in cataloging records received from services like OCLC PromptCat

AC09.1 Receiving - Firm Orders, Continuations, Approvals

- • Opening and sorting all incoming mail and packages
- • Receiving materials, creating item records, charging, and routing
- • Related problem solving

AC09.2 Receiving - Serials, Periodicals

- • Opening and sorting all incoming mail and packages
- • Receiving materials, creating item records, charging and routing
- • Related problem solving

AC10 Payments

- • Recording billing and converting currency
- • Preparing invoices and vouchers (on or off-line), including photocopying and assembling
- • Checking and verifying statements; invoice approval and bookkeeping
- • Fund code management
- • Associated filling and pulling

AC10.1 Payments - OPAC- Firm Orders, Continuations, Approvals

- • Posting payments in OPAC
- • Preparation of invoices, including photocopying and assembling
- • Checking and verifying statements, bookkeeping
- • Fund code management
- • Interacting with libraries and vendors regarding price increases, etc.
- • Preparation of approval invoices, including deduction of books to be returned

AC10.2 Payments- OPAC- Serials, Periodicals

- • Posting payments on OPAC
- • Preparation of invoices, including photocopying and assembling
- • Checking and verifying statements, bookkeeping
- • Fund code management
- • Interacting with libraries and vendors regarding price increases, etc.

AC10.3 PAYMENTS

- • Entering payments on second system
- • Fund code management
- • Record management

AS Administrative & Support Services

AS01 Training, Procedures, and Policies

AS03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction of library initiatives
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies
- • Vendor relationships
- • License negotiations. Put electronic resource work in its own center
- • Administrative work covering multiple product centers and cannot be easily divided between product centers
- • Creating/maintaining staff web sites

AS04 Meetings: not related to a Product/Service Center

- • All institution sponsored meetings, demonstrations and presentations not related to a specific product/service center. If the meeting concerns product and service center issues, place time in the appropriate product/service center. Includes travel time to meetings, but if work accomplished during travel, count in appropriate center.
- • Consulting and referring, responding to inquiries
- • Includes preparation time

AS05 Other

AS06 Professional Work

- • Research, writing, teaching not included in position description, vitae preparation, professional service, conference attendance and meetings not required by position. Includes travel time to meetings, but if work accomplished during travel, count in appropriate center

AS07 General Reading

- • Informational reading for professional development (journals, books, reports, memos)

AS08 Staff Development

- • Demonstrations and presentations
- • Annual performance reviews; employee conferences
- • Recruitment strategy development

AS10 Office Management

- • Typing, filing, organizing, sorting, photocopying, inputting and editing, statistics compilation, scheduling meetings and appointments, completing questionnaires, maintaining calendars, travel arrangements, maintaining unit supplies, etc.

AS14 Personnel Activities

- • Hiring and firing
- • Policies and procedures
- • Benefits

AU Automation and Systems

AU06 Solving Problems and Maintaining Software/Hardware

- • Diagnosing and handling problems with hardware and software and other automation related activities. Checking records for system functionality

AU07 Installing Software/Hardware

- • Setting up/installing software. Reading and deciphering documentation, calling vendors, initializing disks. Hooking up and maintaining hardware

AU08 Programming and Application Development

- • Programming, developing applications, setting up databases and spread sheets, documenting
- • General Web design support
- • AU09 Network/Server Management Tape and file processing; backing up; loading and copying new records and indices
- • Organizing and maintaining file structures
- • Software installation and testing
- • Maintenance/upgrading of operating system and services
- • Jack activations
- • Assignment of computer network addresses/names
- • Troubleshooting network connectivity problems

AU09 Network/Server Management

AU10 Workstation Management

- • Building/testing images
- • Setting up and maintaining network and computer accounts; developing scripts
- • Creating and maintain OU policies
- • Creating/distributing software installers

AU11 Staff Microcomputer Management (for other than technology staff)

- • To be used by staff managing work microcomputer
- • Organizing and deleting files
- • Setting options
- • Backing up
- • Software loading and resolving usage problems

CA Cataloging

CA01 Training, Revision, Procedures, And Policies

CA02 Consulting and Problems

CA03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

CA04 Meetings

CA05 Other

- • Sorting, shelving, boxing, distributing and retrieving, file maintenance and material tracking
- • Searching and printing cataloging copy, if done as separate task, if not count as cataloging task
- • OCLC updates, if done as separate task

CA06 Authority Work

- • Searching, verifying, and establishing names, subjects, series, and uniform titles for new title cataloging and recataloging. Use only if performed as separate task; otherwise, count in cataloging task
- • Establishing or revising existing authority records for local use or NACO participation
- • Communication with LC on authority issues

CA07 Copy Cataloging

- • Verification and modification (description and classification) of an existing catalog record. Does not include recataloging of a local record.
- • Item record creation and bar coding if done as part of cataloging task
- • Verification of call numbers if done as part of cataloging task
- • Passing records into the local system if done as part of cataloging task
- • Includes authority work if done as part of task

CA08 Full-level Original Cataloging

- • Creation of cataloging records (description and classification) which meet national standards for full cataloging; includes new records derived from variant edition records
- • Item record creation and bar coding if done as part of cataloging task
- • Verification of call numbers if done as part of cataloging task
- • Passing records into the local system if done as part of cataloging task
- • Includes authority work if done as part of task

CA09 Minimal- level Original Cataloging

- • Creation of cataloging records (description and classifications) which does not meet national standards
- • Creation of local provisional records
- • Item record creation and bar coding if done as part of cataloging task
- • Verification of call numbers if done as part of cataloging task
- • Passing records into the local system if done as part of cataloging task
- • Includes authority work if done as part of task

CA10 Recataloging

- • Subsequent changes to a cataloging record (description or classification); for serials includes cessations, title changes, addition of notes
- • Adding additional copies and volumes to a cataloging record

- • Item record creation and bar coding if done as part of cataloging task
- • Verification of call numbers if done as part of cataloging task
- • Passing records into the local system if done as part of cataloging task
- • Includes authority work if done as part of task

CA11 Enhanced Access

- • Activities separate from a cataloging task which add access enhancements to cataloging record or Web access. Examples: scanning of table of contents, book covers, theses abstracts; creating Web documents from MARC record

CA12 Outsourced Cataloging

- • Preparation and management of outsourced new title cataloging

CA13 Passing Records into Local System

- • Use if addition of cataloging records to the local OPAC is batched and done as a separate task

CA14 Call Number Verification

- • Verification of call numbers if batched and done as a separate task

CA15 Editing/Inputting Catalog Records

- • Use if records from tasks CA07-CA10 are edited and input as a separate task.

CD Collection Development and Management (Center does not include pre-order searching, acquisition record creation/maintenance or fund accounting, all of which are covered in the Acquisitions Center)

CD01 Training, Revision, Procedures and Policies

CD02 Consulting and Problems

- • Includes responding to questions concerning collection development and management

CD03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

CD04 Meetings

CD05 Other

CD06 Selection

- • All material formats and review of received materials (other than gifts)

CD07 Approval Review

- • Review of materials received from approval vendors

CD08 Collection Review

- • Withdrawal and transfer decisions
- • Identification of materials to go to storage.

CD09 Collection Policy

- • Development and maintenance
- • Liaison work with academic departments
- • Alerting colleges or user groups to library resources, service and policies
- • Assessing how policies meet user needs

CD10 Records

- • Creation and maintenance of selection-related records
- • Want Lists creation and maintenance

CD11 Vendor Selection Profiles

- • Establishment and maintenance

CD 12 Gifts

- • Negotiating, Accepting, Processing, Disposing

CM Catalog Maintenance

CM01 Training, Revision, Procedures, and Policies

CM02 Consulting and Problems

CM03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

CM04 Meetings

CM05 Other

CM06 Card Maintenance

- • Card receiving, filing and revision; preparing, pulling and changing cards

CM07 Online Editing

- • Editing and inputting cataloging records (no cataloging decisions are being made)

CM08 Shelf Listing

- • Maintenance of information on a shelf list record

CM09 Database Clean-up Projects

- • Includes all types of records: bibliographic, order, payments, binding, etc.

CM10 Holdings/Location Changes

- • Withdrawals, transfers, lacks, retention changes

CM11 Item Record Creation

- • Includes Bar coding, if done together

CM12 End Authority Work

- • Investigation and follow-thru resulting from system identified new and conflicting headings. Does not include authority work completed as part of the cataloging process
- • Preparation and management of outsourced authority work

ER Electronic Resources (does not include work related to locally digitized material)

ER01 Training, Revision, Procedures, and Policies

ER02 Consulting and Problems

ER03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies
- • License negotiations and management
- • Investigating coverage issues

ER04 Meetings

- • Cross-departmental meetings about electronic resources implementation/use

ER05 Other

ER06 Content and Access Tools

- • Management and maintenance of tools (eg. SFX database, SerialsSolutions data, exProxy database, URL tools for persistent access)
- • Web site creation and management
- • Metadata creation, indexes, finding aids, links

ER07 Programming and Application Development

- • Programming, developing applications, setting up databases and spread sheets (e.g. PURL development, encoded urls with passwords, Electronic Products database development)

ER08 User Materials: Creation and Maintenance

LV Leave

LV01 Vacation

LV02 Sick Leave

LV03 Holiday

PR Preservation

PR01 Training, Revision, Procedures, and Policies

PR02 Consulting and Problems

PR03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

PR04 Meetings

PR05 Other

PR06 Pamphlet Binding and Stiffening

- • Stiffening and pamphlet binding; include marking and labeling, if done at same time
- • Maintaining binding records
- • All in-house binding

PR07 Collation and Binding Preparation

- • Binding preparation (including photocopying),
- • Post binding processing and file maintenance; includes bar coding if done at same time
- • Binding database input and maintenance

PR08 Conservation Treatment/Repair

- • Repair treatments, boxing and shrink wrapping (including photocopying); marking, labeling and bar coding, if done at same time
- • Maintaining conservation records

PR09 Brittle Book Processing and Reformatting

- • Pre and post processing and any associated record keeping

PR10 Shelf and Book Cleaning

PR11 Collection Surveying

- • Entry of data and analysis of results

PR12 Disaster Preparedness and Response

- • Cleaning, freeze-drying and other treatments resulting from disasters

PR13 Outreach Services

- • Formal programs and preparation

PR14 Mass Deacidification

PR15 Environmental Monitoring and Control

PR16 Distribution

- • Sorting, shelving, delivering, receiving, boxing

SS Storage and Stacks Maintenance

SS01 Training, Revision, Procedures and Policies

SS02 Consulting and Problems

SS03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

SS04 Meetings

SS05 Other

SS06 Shelf Maintenance: reading and shelving

SS07 Stacks shifting

SS08 Transfers

- • Boxing and moving materials between locations

SS09 Records

- • Creation and maintenance of stacks and storage records

UA User Assistance

UA01 Training, Revision, Procedures and Policies

UA02 Consulting and Problems

UA03 Administrative Work

- Scheduling desks
- Creating, maintaining, investigating patron records
- Administrative work, statistics review and analysis, reports, memos
- Job related reading requiring response
- Planning and strategizing
- Vision and direction
- Evaluation and assessment of programs and resources
- Overseeing operations and services; analyzing, assessing and monitoring services/products

UA04 Meetings

UA05 Other

UA06 Reference Assistance

- Includes reference-type assistance at all public service desks
- Telephone, email and online services
- Alerting colleges or other specified user groups to library resources, services and policies

UA07 Directional Assistance

UA08 Research Consultation Services

- Includes lengthy one-on-one sessions with users

UA09 User Materials: Creation

- Exhibits, guides, finding aids, brochures, and web pages
- If for materials digitized locally, time goes in Digital Collections Center
- If for other electronic resources, time goes in Electronic Resources Center

UA 10 User Materials: Maintenance

- If for materials digitized locally, time goes in Digital Collections Center
- If for other electronic resources, time goes in Electronic Resources Center

UA 11 General Desk Assistance

- Time spent at a desk not providing assistance nor accomplishing other library work

VP Volume Preparation

VP01 Training, Revision, Procedures, and Policies

VP02 Consulting and Problems

VP03 Administrative Work

- • Administrative work, statistics review and analysis, reports, memos
- • Job related reading requiring response
- • Planning and strategizing
- • Vision and direction
- • Evaluation and assessment of programs and resources
- • Overseeing operations and services; analyzing, assessing and monitoring services/products; user assessment studies

VP04 Meetings

VP05 Other

VP06 Physical Shelf Preparation

- • Marking, labeling, pasting, stamping; cleaning pasting machine
- • Inserting security devices
- • Includes bar coding, if done at same time

VP06.1 Physical Shelf Preparation: Monographs

VP06.2 Physical Shelf Preparation: Serials

VP07 Distribution

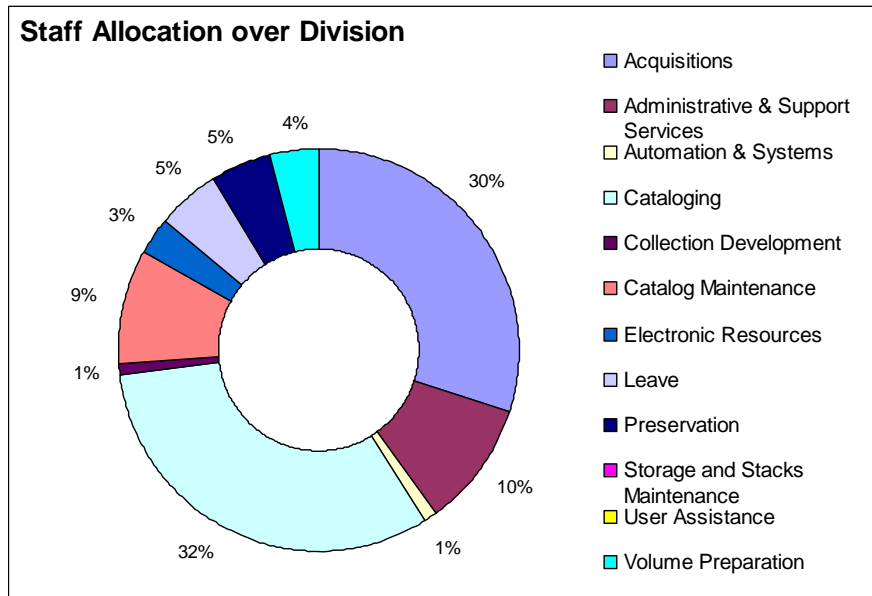
- • Sorting, shelving, delivering, receiving, boxing
- • Receipt and filing of separately published indexes; updating loose leaf services

APPENDIX D

INTERVIEW QUESTIONS

1. What works well within or is a strength of the current organizational structure of Processing Services?
2. How would your ideal Processing Services Division be organized? How would it function as part of the library as a whole?
3. Please identify any services or processes of the Division that you believe would function more effectively if centralized. Please identify any services or processes of the Division that you believe would function more effectively if decentralized.
4. What current drawbacks or hindrances do you see in the Division? What positive highlights come to mind when you consider Processing Services?
5. What would you like to cut from or delete from the Division? What would you like to add to the Division?
6. What improvements would you like to see?
7. What should Processing Services be accomplishing on a yearly basis? What jobs should they be responsible for accomplishing?
8. What activities would make Processing Services more visible and/or respected within the library and greater university community?
9. If there is one thing you would change in Processing Services (or that would affect Processing Services), what would it be and why?

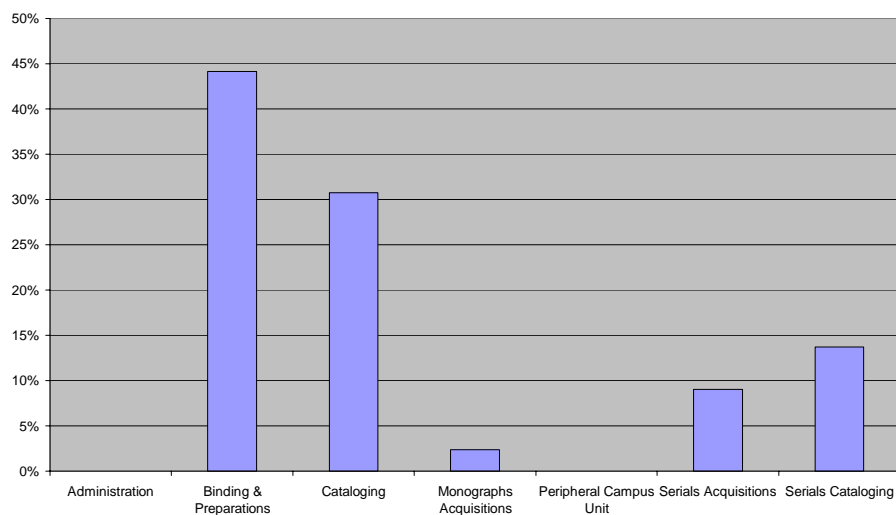
APPENDIX E



Eighty-three percent of the staff participated, working a total of 892.6 hours. Acquisitions and cataloging accounted for 62% of the time.

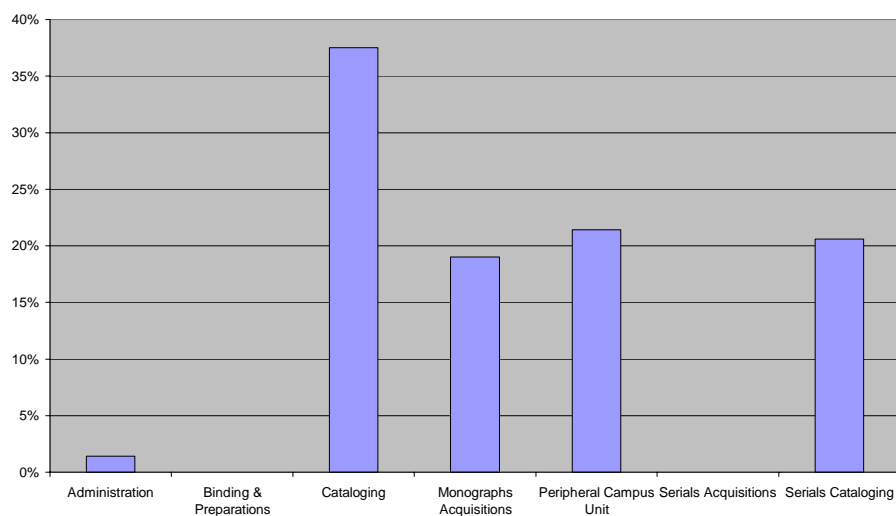
APPENDIX F

Total Catalog Maintenance Activity



Nine percent of the total hours of staff time were spent on catalog maintenance. Seventy-five percent of the catalog maintenance was performed by the Binding and Preparations and Cataloging units.

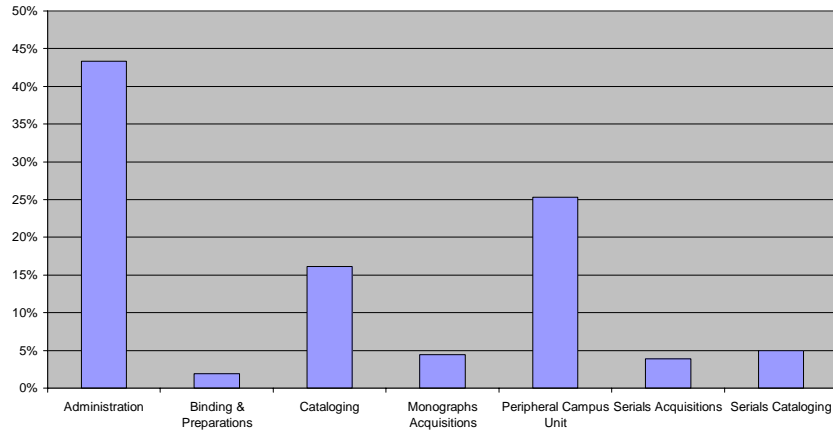
Total Cataloging Activity



Thirty-two percent of the total hours of staff time were spent cataloging. Forty percent of the cataloging was performed by the Monograph Acquisitions and Peripheral Campus units.

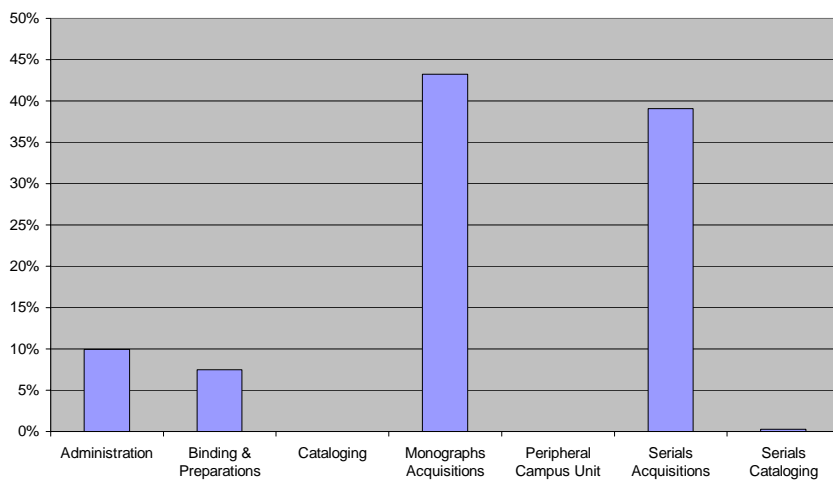
APPENDIX G

Total Administrative & Support Services Activity



Ten percent of the total hours of staff time were spent on administrative and support services activity. Forty-three percent of the administrative and support services activity was performed by highest level personnel.

Total Acquisitions Activity



Thirty percent of the total hours of staff time were spent on acquisitions activity. The seven percent of the acquisitions activity performed by the Binding and Preparations unit reflects a migration related project.

APPENDIX H

Staff Allocation by Unit



Staff Allocation study by unit, March 6-10, 2006, Thomas Cooper Library.

6.0 SOURCES CONSULTED

- Creth, Sheila D. *Effective on the Job Training: Developing Library Human Resources*. Chicago: American Library Association, 1986.
- Howley, Pamela Cline. "Change and Adaptation in the Technical Services of a Group of Mid-sized Academic Libraries: A 14-Year Overview." In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. Westport, Conn.: Libraries Unlimited, 2004.
- Lopatin, Laurie. "Review of the Literature: Technical Services Redesign and Reorganization." In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. Westport, Conn.: Libraries Unlimited, 2004.
- Mastraccio, Mary L. "Quality Cataloging with Less: Alternative and Innovative Methods." In *Innovative Redesign and Reorganization of Library Technical Services: Paths for the Future and Case Studies*. Westport, Conn.: Libraries Unlimited, 2004.
- Morris, Dilys. "Time and Cost Analysis: Staff Allocations Project," *Association of Research Libraries* 230/231 (October/December 2003): 23; Available from <http://www.arl.org/newsltr/230/timecost.html>; Internet; Accessed 13 April 2006.
- University of South Carolina. "University Libraries." Pamphlet. [Printed in August 2005].
- University of South Carolina, University Libraries. *Library Annex*. Columbia: Univ. of South Carolina, n.d. Available from <http://www.sc.edu/library/annexbox.html>; Internet; Accessed 17 April 2006.
- University of South Carolina, University Libraries. *Mission Statement*. Columbia: Univ. of South Carolina, 1990. Available from <http://www.sc.edu/library/mission.html>; Internet; Accessed January 2006.
- Vanderbilt University Library. *General Study Information*. Available from <http://staffweb.library.vanderbilt.edu/admin/TimeStudy/StudyInfo.htm>; Internet; Accessed 27 February 2006.

Vanderbilt University Library. *Staff Time Allocation Study 2003/2004*. Available from <http://staffweb.library.vanderbilt.edu/admin/TimeStudy/Intro.htm>; Internet; Accessed 27 February 2006.