1996

Library Annual Report, 1995-1996

Bates College

The George and Helen Ladd Library
Bates College
Annual Report - 1995/96

This year provided an extraordinary opportunity to make permanent investments in the ability of the Library to serve the Bates community. While we started the year with the ambitious goal to develop a ten year plan for the building, we ended the year with the even more ambitious (perhaps recklessly so) goal to develop and implement the first stage of the renovations themselves. This was due to the support from the President and the Vice Presidents for Finance and Academic Affairs for going ahead with construction. Thus the renovation of the building in the summer of 1996 (not in the scope of this report) has been the major accomplishment of the staff, and the event that has shaped priorities and activities in all other areas of the Library.

By the end of the fiscal year, planning was complete for the main floor services, operations were moved to temporary quarters, and construction had begun. To conform to the norm of an annual report, I will report on completion of the work at the end of 1996/97, and will expect by then to have plans in place for the rest of the renovation project.

Especially considering the degree to which planning to move all the books, wiring, services and staff on the main floor occupied our time in the Winter semester and Short Term, the accomplishments outlined below on other efforts is remarkable. As attached statistical tables and charts indicate, all indicators of activity continue to rise. Over the past five years, circulation from the main circulation desk is up 42 percent; audio circulation is up 40 percent. Reserve circulation from the main desk is up 220 percent; audio reserve circulation is up 20 percent. Cataloging of books is up 42 percent; media cataloging is up as well. Interlibrary loan activity, both borrowing and lending, has doubled. The Library continues to be known throughout the region for its high quality reference services, expert staff in all areas of Library activity, and high integration of library and computing activities.

There are some difficulties that need to be addressed. Despite increases in processing activity, cataloging has not kept up with acquisitions for video and audio materials, and a backlog has developed. It is roughly twice what it was in 1992. Sharon Saunders and technical services staff completed a study to analyze outsourcing options for processing, and developed a project to eliminate this backlog to begin in late fall 1996. Physical facilities for doing bibliographic instruction were inadequate, and with new settings and a completely wired reference area, we will need to examine closely what we can do to help Bates students learn to master the content as well as the format of electronic information services. I began a review of library goals, vision, and priorities, but had my own strategic planning efforts swamped by the need to complete detailed building plans. The organizational momentum to get clear priorities in line with campus priorities, in collections as well as services, needs to be found again. Staffing in public services to keep up with demands of the public continues to be a concern to staff and users,

Mary Riley announced her retirement, having served the College in a unique capacity since 1958. She will be missed, but we know she is not far away to answer critical questions. Vikki Medaglia left the Library in April to take a position a Babson College. Susan MacArthur and David Carpenter served as Acting Acquisitions Librarian and Acting Technical Services Assistant, respectively. Jason Grant was hired on an hourly basis to provide an adult presence in Audio and the ground floor in the evening, which turned out to be a great success.

I completed two years with the Library in August. My appreciation of the skill, expertise, and enormous credibility of the Library staff continues to grow. Without the asset the Library staff represents, we would not be able to set the ambitious agenda of library services we have undertaken. Paula Matthews directly manages all Library activities, and makes sure that planning does not get

in the way of high quality service. The library staff achieves a very high standard of performance in all aspects of their work.

Respectfully submitted,
Eugene L. Wiemers, Librarian
November 1996
Progress toward 1995/96 annual goals:

1. Provide services and information resources of the highest quality that meet user needs.

- With addition of ERL services, most of major periodical indexes are now online.
- Efforts to redesign reference facilities made possible transformation of services to electronic based services.
- An increasing number of reference questions now include some component of how to deal with machines and machine-related problems. This is a mixed blessing.
- Interlibrary loan declined slightly this year. This may reflect in part the collection development effort to purchase subscriptions to heavily-borrowed titles, the increased use of CARL UnCover for some faculty borrowing, and the increased availability of full text databases. It may be temporary. Long term trend for borrowing is still up.
- Review of special collections staffing was done, with new position description and cross-link with reference staff.
- Not much progress was made in enhancing bibliographic instruction programs. The program in its current state is effective, but there is not enough of it.

2. Provide collections in print, non-print, and electronic formats that meet present and future needs of the College.

- Completed first full year of liaison program and completed division of serials budget by subject.
- Reviewed serials and standing orders for possible cancellations. Canceled 27 titles for savings of approximately $8,400. Added 20 new titles, and electronic versions of Johns Hopkins University Press titles in Project Muse.
- Developed guidelines for weeding and procedures for efficient withdrawal of unneeded materials. Weeded call numbers U, V, Z, and L, and in government documents for U.S. and Maine.
- Established electronic resources working group to better coordinate selection, acquisitions, processing and service issues of electronic programs. Worked with CBB libraries on joint acquisitions of major indexes.
- We completed agreements for implementation of coordinated storage of serial backruns, and began to explore ideas for shared collection storage with CBB.
- Serials use study was implemented, and preliminary results were analyzed.
- No progress was made on a collection development policy. This needs to be major effort next year.

3. Provide records and systems that enhance users' ability to access materials.

- We did exploration of III options to make CBB catalogs look alike and to match patron and bibliographic records in order to provide enhanced access across the consortium. We expect the options available here will end talk of merging the databases and get us focused on more productive and imaginative solutions to joint CBB services.
- We acquired Innovative Interfaces inventory control module and began to re-engineer inventory processes, work which was interrupted by planning for space renovations..

- A newly-constituted group to explore serials display options made significant progress in solving the needs here. This should be finished in the coming year.
- We upgraded the LADD computer to a DEC Alpha. Faster, cheaper, better.
- We had as a goal to study process to load records for U.S. Government documents into the catalog, including budget and workflow issues and make recommendations for implementation and automate documents shelflist. Preliminary work was done, and should be fully studied by the end of 1996.
- We made major improvements in the WWW Library Home Page, but need to integrate this tool into the services and publications programs of the Library.
- We undertook a major effort to explore outsourcing options for processing audio and video materials. As a result a project to catalog the backlog will be undertaken.
- We reviewed and finalized procedures for processing invoices that has resulted in more accurate payment and closer coordination between III and Banner systems.
- Acquisitions staff and the administrative office spent considerable time fixing the problems associated with the EBSCO invoice, and changed the timing of payment of the bill.
- A full review of priorities and staffing for cataloging, based on needs of the curriculum and changes in technology still is needed and awaits next year.

4. Provide a physical environment that enhances the use of information and promotes independent study.

- We completed a ten year plan for building, with projects, costs and priorities, implemented the changes in Audio to renovate listening and storage spaces, and then spent the major part of the spring developing detailed plans for summer construction. This became the preoccupation of much of the staff effort for most of the spring.
- We reviewed security issues in the building with a security audit with Security. There are additional physical steps that need to be taken to improve security. "Closers" were hired in circulation to help solve the issue of how to close the building. Less and less presence from Bates security staff is present and expected.

5. Attract staff of highest quality and train them and equip them to provide best possible services.

- All staff in technical services moved from dumb terminals to Macs or PCs. We experienced some difficulties with Macs. Training on how to use, through hands on and trial and error, was a constant feature of the year. Some steps forward, some steps back.
- We continued to make progress in dealing with the ergonomics of work stations. New chairs, new boards. Efforts to redesign the staff area kept these issue in mind.
- The Librarian worked with the Personnel Department to provide data for the campus-wide pay equity study.
- The Personnel Committee continued review of personnel policies and procedures, paying attention to changes on campus-wide basis, and developed a new goals review process.

6. Manage human and financial resources of the Library to provide for optimal use of resources in support of services to users.

- A review of mission, goals and objectives of Library to bring them up to date with current priorities was begun, but needs much more work.
- Technical Services staff undertook a major effort to develop a team concept of work and work flow in technical services. They looked at PromptCat as a possible enhancement to cataloging (with negative view of it at this time), and undertook systematic efforts to look at how work is done here and how it is done elsewhere. This resulted in significant improvements in communications within the group.

- A new budget structure for photocopy operations was implemented, allowing detailed cost studies.
- As a result of losses, procedures for handling cash were completely revised and audited.
- The serials department was reorganized, moving acquisitions functions into Acquisitions, and catalog and preservation functions into Cataloging. Some additional work is needed to make sure other functions are not lost in the shuffle.

7. Develop relationships with constituencies outside Bates that enhance the Library and its services to users.

- We reviewed policies for local borrowers in light of new definition of Bates Community, reviewed the policies with Facilities Access Review Board, and prepared for implementation.
- With staff from the Office of Special Programs, we completed a review of service expectations for summer programs and special students. This will be an ongoing effort, especially with interruptions due to summer renovation work.

Goals for 1996/97

1. Provide services and information resources of the highest quality that meet user needs.

· Expand and publicize Library's instruction program. Develop skill expectations students should know, implement them, and make sure student employees know them.
· Develop tools to assess user expectations and user needs, for all services of the Library, including use of library tools and services on the network and the OPAC.
· Review copyright policies for reserves and electronic access and make needed changes to enhance use of materials.
· Examine changes needed in reference services and structures in light of opportunities of new location. Incorporate electronic tools and services into reference functions.
· Work with CBB libraries to implement direct unmediated borrowing.

2. Provide collections in print, non-print, and electronic formats that meet present and future needs of the College.

· Develop collection management policy that relates to curriculum. Use this as tool to better understand user needs and instructional demands on collections.
· Develop common CBB framework for collections policy.
· Continue weeding program, concentrating on ground floor collections in anticipation of move. Implement CBB agreements for serials retention.
· Build framework to incorporate internet resources into collection, including selection, processing, assessment and weeding.

3. Provide records and systems that enhance users' ability to access materials.

· Straighten out periodicals display. Make needed decisions regarding design and get every record corrected.
· Develop library-wide priorities for processing of materials, and implement, including processing of electronic materials.
· Implement outsourcing project, and develop plan to prevent new processing backlogs.
· Make progress in electronic reserves. Explore alternative technologies and models. Serve as test site for III module?

- Design and implement a web front end that integrates electronic resources with existing services.
- Design and implement Z39.50 interface for CBB and explore III web interface.
- Streamline government documents processing to reduce needed staff commitment.
- Review III inventory module and appropriate parameters for inventory schedule, and implement changes.

4. Provide a physical environment that enhances the use of information and promotes independent study.

- Complete detailed building plans for library renovation, and plan and implement Phase 2, including enhancements for video viewing and storage, signs.
- Complete plans for CBB storage site.
- Review photocopy and microform needs, including number and type of machines. Make needed changes in policies and prices, and design new spaces to accommodate services.

5. Attract and retain staff of highest quality, train and equip them, and manage human and financial resources of the Library to provide for best possible services to users.

- Improve communication within the Library and with the Library's constituencies on campus. Clarify roles and responsibility for public relations and publicity, roles and responsibility for managing library web page, and get current texts of library publicity on the web.
- Complete strategic plan, with mission, vision and goals. Articulate goals and priorities, and implement goals review process.
- Review compensation in light of pay equity study.
- Review staffing needs, identify critical needs, define vacant position and review existing position descriptions. Find effective ways to take on and change work based on library priorities. Get current position descriptions on the web.
- Provide enhanced opportunities for staff development, particularly to improve collection development practice, and improve computing skills of staff, including HTML processing, GIS and dataset access, and manipulation of electronic texts.
- Review organizational structure (groups, departments, areas of responsibility) and make needed changes.
- Address issues related to staff morale.
- Reduce administrative overhead by examining and changing procedures for handling cash, eliminating receipt of cash for fines and other charges, and using e-mail or other electronic forms and notices.
- Complete review of Personnel Policies and Procedures Manual.

6. Develop relationships with constituencies outside Bates that enhance the Library and its services to users.

- Develop new bookplate system.
- Implement gifts policy.
- Continue to improve library stewardship activities, including gifts and endowments.
- Continue to expand and clarify scope of CBB cooperation.