

# **Administration**

**Annual Report 1999 - 2000**

## **Z. Smith Reynolds Library**

### **Mission Statement**

The primary mission of the Z. Smith Reynolds Library is to support the current and future instructional and research needs of the faculty and students of the College, the Calloway School, the Graduate School of Arts and Sciences, and the newly opened Divinity School of Wake Forest University, as well as the information needs of the administration and staff of the University. The library meets these needs by acquiring, organizing, preserving, and providing timely access to information and information resources in a variety of media, either on site or accessed from remote locations; the staff also meets these needs by providing instruction in information retrieval methodology. Instructional programs give students the skills necessary to function in, and contribute to, and increasingly networked world. The library contributes to the development of lifelong learners and supports the University's mission of providing a nationally recognized values-based liberal arts education. The library's mission also includes service to the broader Wake Forest community and support of the University's status as a good neighbor in the Winston-Salem community.

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**ZSR Executive Summary**

Everywhere you look there are signs that the Reynolds Library has moved forward in 1999-2000. The facility has benefited from environmental refurbishing in the Rare Book area, the creation of an attractive new space, the 20<sup>th</sup> Century literature room, and shifting of collections, some into remote storage with Twin Cities. Over ten thousand items have been placed there to date. Space remains a critical issue for our collections. After years of effort and a new roof, we are still plagued with leaks and unacceptable temperature fluctuations. Our exhibits continue to glean praise, and increasingly involve students and faculty. Ergonomic concerns that were manifested in staff injuries and complaints were handed with the purchase of suitable equipment funded in part by salary savings.

The library user survey was administered to the faculty in the spring, and 124 responses were received. To read the responses is to see the impact of stagnant budgets on user satisfaction. Satisfaction with the collection has dropped. Faculty want more hours, as well as more books and reference materials, as their highest priorities. Just above half prefer print journals to online journals. They are high in their praise of the staff and very complimentary in regard to services like interlibrary loan.

Collections were enhanced by the Propst collection of plays, the Fyten collection of videotapes and the Smith collection of music manuscripts, as well as by the normal acquisitions of scholarly materials. Of serious concern is the lack of security of collections outside the Reynolds building, such as the Education collection in Tribble, which apparently lost, destroyed or discarded hundreds of audio-visual materials. On a positive note, the Divinity School collection, supported by new dollars, was ready for use on opening day!

The new automation system has had a major impact on processes, and much of the year found us playing catch-up as we completed our transition from Dynix to Voyager. All the library's web sites were redone and improved by the library web team. Close cooperation with Information Systems continued as we participated in training, testing and documentation of applications. The installation of the wireless system as been very well received and has been a great boon to librarians doing instruction in the building!

Staff were more professionally active than ever before, delivering papers and presenting poster sessions, holding offices, and taking the story of Reynolds Library overseas! Library staff are involved in planning for the presidential Debate, assisting the faculty and Trustees with CourseInfo, and participating very actively in the implementation of the new payroll system and plans for university staff orientation and training. Commitment to student training consumed many staff hours. Recruiting for professional positions posed great difficulties, but we ended the year with all professional positions filled! The library's own staff development program grew even stronger this year.

### **Access Services Executive Summary**

#### **Accomplishments**

- Began Off-Site Storage Project
- Shifted large portion of main circulating collection on levels 3 and 6
- Created 20<sup>th</sup> Century Literature Room
- Conducted mini-inventories
- Completed implementation of Voyager in Circulation and Reserve
- Implemented online student payroll
- Designed and installed 22 exhibits

### **Challenges and Concerns**

- Off-Site Storage Project
- Security and safety upgrades
- Major inventories
- Reserve shelving area space
- Availability of Reserve Material

### **Goals for 2000 - 2001**

- Codify and publicize mission, goals, selection criteria, long-range plan for off-site storage
- Implement and complete various projects with departmental libraries
- Begin new in-house use count project
- Enhance use of circulation data and statistics
- Conduct Current Periodicals use-by-title count
- Conduct and analyze electronic reserve pilot program
- Design and install more exhibits

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**Collection Development Executive Summary**

**Accomplishments**

- Collection Development web page redesigned
- Bibliographers increase to 21 and assist with offsite collection selection
- Approval Plan monographs processed through PromptCat
- Divinity School Collection ready for opening day
- International House collections expedited through PromptCat and shipping plan
- 1,190 gift books added to the collections
- Library Book sales produce \$2500 revenue
- Remote storage implemented; management assigned to Access Services
- Weeding projects undertaken for Military Science and Psychology satellite libraries
- Consortial purchases of Electronic Resources increased
- Accepted Ronald Watkins Collection

**Challenges and Concerns**

- Restore accurate budget accounting and reporting processes
- Create a budget structure to reflect real practices and needs
- Evaluate collection balance to assure appropriate growth in subjects and formats

**Goals for FY 2001**

- Create reliable processes and reports from Voyager for accurate budget monitoring
- Write proposal for a restructured library materials budget
- Complete reviews of all serials subscriptions
- Complete weeding projects in progress

- Design weeding project for main collections

## **Information Services Team Executive Summary**

### **Accomplishments**

- First Year Seminar instruction sessions increased by 25%
- Documents Department reprogrammed call number codes for access through Voyager; preserved U.S. Congressional serial set; shifted documents and microtext collections
- Information Team with Technology Team overhauled webpages for databases and e-journals; redesigned Documents, Microtext and Reference homepages
- Document Delivery project implemented Ariel software and Clio software to better meet patrons' needs
- Initiated faculty and staff outreach project; distributed e-flyer marketing library research services
- Adopted new policy and procedure for selecting and acquiring electronic resources
- Number of electronic databases increased from 183 to 232; electronic journals increased from 800 to over 1000

### **Challenges and Concerns**

- Threat to Federal Depository Library Program funding from Congress
- Balancing materials funds among print and electronic resources
- Keeping the specifics of library services constantly before our client groups through promotion and marketing
- Maintaining adequate levels of technology

### **Goals for 2000-2001**

- Increase e-contacts with staff and faculty to promote library services
- Collaborate with Technology Team in all aspects of Voyager 2000 launch, especially help screens
- Promote e-mailing and downloading of data to disk to reduce excessive printing
- Promote "Project VoteSmart"
- Complete Voyager records corrections and CD ROM backlog in Government Information and Microtext
- Promote and facilitate access to electronic books

## **Special Collections Team Executive Summary**

### *University Archives/Baptist Historical Collection*

#### **Accomplishments**

- Collections moved from fourth to sixth floor of the Reynolds wing
- Archives/Baptist Collection web page updated and expanded
- Complete Biblical Recorder index made available on the internet
- Archives began outreach program to all academic departments

#### **Challenges and Concerns**

- Much of the collection, especially the audio and video tapes, is in poor condition and needs to be rehoused and restored
- Need a plan to preserve and make accessible the *Old Gold and Black* and *Biblical Recorder* back issues
- Need better defined procedures for processing of materials

#### **Goals for FY 2000-2001**

- Begin preservation program for audio and video tapes
- Complete contact with academic departments; begin outreach to other university units
- Continue cataloging of photographs and finding aids
- Review policies and work on procedures manual

### ***Rare Books and Manuscripts Department***

#### **Accomplishments**

- Renovation completed on half of closed stacks, for mildew and asbestos abatement.
- Added two major gift collections: the Propst drama collection and the Smith music manuscripts.
- Rare Books web page was extensively redesigned, with two new digital archive collections made available

#### Challenges and Concerns

- Constant adjustment of workflow to accommodate new responsibilities of staff members
- Difficulties in keeping the environment stable enough for rare materials, despite some improvements to HVAC system

#### **Goals for FY 2000-2000**

- Make Hayes, Dolmen, Oates, and other manuscript collections accessible through our web site
- Continue to provide the best possible access and reference services in the department

## **Technical Services Team Executive Summary**

The Technical Services Team's year was filled with excitement as team members rallied to the task of learning to navigate the library's new automated system, Endeavor. These efforts produced a more cohesive team as we shared the problem solving and the

workload.

### **Accomplishments**

- Re-evaluation and design of workflow for materials processing.
- Increased amounts of online ordering through several major vendors.
- Established cataloging procedures for electronic serials and databases.
- Contribution to the development of the Cooperative Online Resource Catalog (CORC)
- Cataloged a core collection for Flowhaus in Vienna, and numerous monographs from the Watkins' gift.
- Increased patron access to periodicals by displaying the correct binding status.

### **Challenges and concerns**

- Lack of sufficient personnel.
- Migration to PeopleSoft.
- Preparing for the new ABLE system for binding.
- Implementation of electronic invoicing for serials.
- Clearing remaining backlogs in periodicals caused by system migration.
- Implement the Voyager Acquisitions 2000 module.
- Online accesses to Endeavor for the satellite libraries.
- Ledger revision for 2001 to provide accurate reporting of all funds.
- Involvement of Library bibliographers in GOBI online ordering.

### **Goals for 2000 - 2001**

- To have ample representation in any training that Voyager offers for the new acquisitions features in 2000.

- To see more bibliographer involvement in YBP online GOBI requesting.
- To fill and receive orders as timely as possible.
- Hiring enough students or temporary help to get to the halfway point in cleanup.
- Reduce the amount of time required to mark or prepare items for Circulation.
- Using Voyager for routine serials claiming.
- Training specific library staff to suppress checked-in serials from OPAC.
- Continuing transfer of notes from paper to online records.
- Processing of primary invoices for several serial vendors electronically, e.g. EBSCO

## **Technology Team Executive Summary**

### **Accomplishments**

- Organized team and developed formal mission, goals, objectives and procedures
- Designed, directed and implemented the library web site redesign
- Determined library Y2K readiness and achieved 100% compliance by October 1999
- Planned, managed and coordinated delivery of ThinkPad orientation for 999 new students
- Developed technology training program for library staff and delivered 15 classes
- Assumed management of student computer lab from IS
- Completed implementation of core Voyager modules
- Executed pilot inventory project using the ITC video collection and wireless scanners
- Programmed dynamic web pages to deliver access to electronic resources, video collection and microtext
- Facilitated management of Chatham Collection through development of an Access database and the Voyager Call Slip module

- Installed and configured Ariel, an Internet-based document transmittal system for ILL
- Implemented Launch Command to provide web access to and use statistics for Windows-based database applications
- Instituted a sophisticated asset management and service call tracking system, TrackIt

### **Challenges and Concerns**

- Training and development of new Technology Team staff
- Transitioning team members from old teams to new, forming a cohesive identity and communicating that to the other library teams
- Future availability of sufficient resources for continuing education of technology staff to stay current on emerging technologies
- Support and maintenance of aging hardware to keep it serviceable through FY2001
- Difficulty anticipating Voyager hardware requirements and dealing with Voyager bugs and upgrades

### **Goals for 2000 - 2001**

- Execute ITC materials inventory analysis and database clean up
- Implement printing charge back system in ITC lab and Reference Department
- Implement Media Scheduling and Image Server modules in Voyager
- Develop effective student training program
- Hire and train new Information Technology Specialist
- Increase visibility of ITC resources and services to the university population
- Upgrade to Voyager Release 2000
- Implement use tracking systems for Current Periodicals and Main Stacks
- Distribute, install and configure FY2001 computer equipment allocation
- Facilitate the establishment of an Electronic Reserves program

- Improve collection and analysis of electronic resources use statistics

## **Conclusion and a Look at Next Year**

This was an especially difficult year for the library. Changes in systems, both in the library (Dynix to Voyager) and in university payroll and financial reporting systems seemed to double the work of staff and reduced productivity greatly. The lack of good financial information increased uncertainty throughout the year as to balances available. Only the hope and expectation that these systems would improve in the near future kept the staff soldiering on. Key vacancies added responsibilities to staff and to the many " temps" that we added. It was therefore most gratifying to be able to distribute the salary supplements over the 2.5%.

Our newest team, the Technology Team, did amazing work and showed a synergy that was refreshing and creative. They have shown great initiative and a can-do spirit. All our teams deserve praise for their special contributions. Involvement in the academic life of the university is highly desirable for academic libraries, and our involvement increased significantly. Three staff taught courses for credit, staff worked with classes on exhibits and with faculty on the development of CD-Roms for instructional purposes. Library and internet resource instruction continued to grow, and glowing letters of thanks were received. Library staff have also partnered with administrative units on many projects, and are generally perceived as competent and as campus leaders.

We are definitely seeing the impact of putting our incredible array of electronic resources online. Digitization projects for our special collections attract attention and increase use. The use of online resources from residences and faculty offices grows while traffic in the building holds steady. Declines in photocopies made indicated that our students are using the online versions of many journals and printing them locally. We are in the middle of a transition, one which will change student behavior faster than faculty attitudes.

Next year promises to be very exciting! We will be exploring options for the linking of our catalog with the catalogs of major research libraries in the southeast, and the development of a courier system and unmediated interlibrary loan! We will also be exploring a consortial approach to 24/7 online reference service, with a LIVE reference librarian! Pilot projects in electronic reserve, and new digitization projects will be developed. Our library will return to the practice of setting goals and objectives, using a combination of top down and bottom up processes. We will take TRP training and use it to learn how to deal more effectively with the pressures. We are optimistic that the next version of the Voyager acquisitions software will result in improvements and restored productivity. We will need to make a major decision about renovating the existing Baptist Collection/Archives space to avoid losing public space to this function. It will take a donor to provide the \$100,000 needed to abate asbestos and renovate the space that would allow the Baptist Collection to remain where it is.

It is said that one must choose one's battles, and it may be time to tackle the materials budget again, to deal with the twin issues of the growth of electronic resources (and the need to allocate larger sums to them) and the growth of interdisciplinary programs. The solutions, in the absence of true growth in the budget, must be re-asserting library control of funds over departmental priorities. In some departments, where each faculty member is given a number of dollars to spend, the Balkanization of the budget has reached extremes. It remains to be seen whether the Library Planning Committee of the faculty will be supportive of this need.

### **Acknowledgements**

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Contact [Administration](#)