

NEW YEYON LIBRARY
BEVELLE COLLEGE

Management Portfolio for LIS 2700
Corrine Harkcom

TABLE OF CONTENTS:

I. DESCRIPTION OF THE ORGANIZATION	2
II. ENVIRONMENTAL SCAN	3
III. STRATEGIC PLAN	7
A. VISION AND MISSION.....	7
B. GOALS AND OBJECTIVES.....	7
1. <i>Around the Clock Computer Access</i>	7
2. <i>Wireless Networking</i>	8
3. <i>Equipment Lending Service</i>	8
IV. BUSINESS PLAN	9
A. EXECUTIVE SUMMARY	9
B. NEED/JUSTIFICATION OF SERVICE	9
C. SERVICE DESCRIPTION.....	10
D. TIMELINE AND ORGANIZATION OF THE PROJECT	11
E. BUDGET.....	12
V. STAFFING PLAN	12
A. STAFFING SCAN	12
B. PERFORMANCE EVALUATION PROCESS	13
C. SAMPLE JOB DESCRIPTION	14
VI. BUDGET	16

I. Description of the Organization

Bevelle College is a small liberal arts school with approximately 1,900 full and part-time undergraduate students. Located in the heart of scenic downtown, with almost 200 faculty and over 250 dedicated staff members, Bevelle College provides the ideal setting for higher learning.

The New Yevon Library holds 195,000 volumes and subscribes to approximately 800 different periodicals. Additionally more than 10,000 titles are available through electronic subscription databases. Of special interest is the particularly strong religious studies section, with a particular focus on the history of religious movements. The New Yevon Library also is in the process of digitizing a large collection of its photographs, slides, and glass plate negatives. These images pertain to the history of Bevelle College and the greater Bevelle community.

The first floor of the New Yevon Library serves as the technology portal for the campus. With the campus's largest computer lab occupying the majority of the area, this area also holds all the audio visual equipment and materials for the library. There are also four small meeting rooms, equipped with computers, available for students to work on group projects.

Currently there are five full-time professional librarians who staff the reference desk and serve as faculty liaisons. Each librarian also handles one area of administrative responsibility. Additionally, there are three full-time and one part-time library technicians who staff the circulation desk, process Interlibrary Loan items, aid in the technical

services department, and maintain the stacks. Rounding out the library staff is one full-time administrative assistant and five work-study student employees.

The New Yevon Library mainly serves the students and employees of Bevelle College; however members of the greater Bevelle community are eligible to obtain borrowers privileges by joining the Friends of New Yevon support group. In the wake of annual budget cuts, the FoNY group actively works to procure financial support through lectures, bus trips, and other projects. The annual budget for the year has decreased to \$1.6 million, with approximately 55% going towards acquisitions and subscriptions, 25% allotted for staffing wages, and the remaining 20% intended for technology maintenance and administrative costs.

II. Environmental Scan

The New Yevon Library at Bevelle College serves both the college population and the greater Bevelle community. According to the registrar, there are 1,900 undergraduate students, a number that has remained steady in the past few years despite increased tuition. Human resources estimates 450 staff and faculty members. By extracting from the automated library system the number of patrons designated with faculty, staff, and student statuses, we can estimate that approximately 70% of those affiliated with Bevelle College are registered to use the library. Additionally, according to the latest census data, there are approximately 12,000 ethnically homogenous residents of Bevelle. Because the city of Bevelle has grown around the college, the median age of the population is slightly lower than the national average at 31.6 years, and level of

educational attainment is significantly higher than average. Unfortunately, only 2% of the community is registered for borrowing privileges at the New Yevon Library.

Through an examination of circulation statistics, we can see unsurprisingly that the majority of materials are borrowed by those affiliated with the institution and dealing in the humanities. Circulation has decreased in comparison to previous years, particularly among the student population. This is not to suggest that the library is being used less than before. Entrance/Exit gate counts are higher comparatively than the previous five years, and the number of log-ons to library computers by students has increased by thirty percent. In contrast to the institutional affiliates, there has been an increase in circulation from the community borrowers, though these numbers primarily reflect the popularity of the new DVD collection in the library.

Recently all registered patrons were asked to respond to a LibQual+ survey, and the library had an astonishingly high return rate of forty percent. The main concern among registered borrowers was technology, both access to and lack thereof. Eighty percent of respondents expressed an interest in a wireless network connection in the library, though only 27% claimed to own any equipment with wireless capabilities. Currently a wireless network is financially feasible, though administrative concern is expressed over the number capable of access. Furthermore, respondents were concerned about the limited hours in which they had access to the computer lab on the first floor. Hours have been extended somewhat, but further investigation is needed to assess demand. Additionally, statistics from subscription databases show an increase in online library access which places emphasis on the need for a library that serves simultaneously as a technology hub for the campus.

In order to increase the borrowing population in the Bevelle community, we mailed surveys to randomly selected residents in order to understand what services community members would like to see offered. Many residents requested services that were already available to them either through the New Yevon Library or the Bevelle Public Library, which indicates a need for improvement on our community marketing and outreach and some type of cooperation with the Bevelle Public Library. Similar to the interests of the borrowing population, those not registered expressed an interest in technology, particularly workshops that focus on the latest technology trends. This explains the lack of success the library has had in previous attempts at workshops offered to the community, which were very basic introductions to computer skills. A more advanced approach will be taken in the future, with a more intense marketing campaign.

Our surveys also included questions regarding the digital image project on Bevelle history. Forty-six percent of campus affiliates were aware of the collection, but only 24% of the community acknowledged its existence. Campus affiliates expressed varied levels of interest in the collection depending on their fields of study, but the community members were interested in obtaining more information and remote access to the digital repository (it is currently limited to on-campus access for community members).

Finally, in an effort to increase the membership in the Friends of New Yevon (FoNY), the community survey had a series of questions regarding interest in this group. Unfortunately community members are unclear on how to join, what membership includes and what is expected of members. According to the survey, 42% feel the FoNY membership system is more complicated than necessary in order to obtain borrowing

privileges, and 60% believed that membership implied a commitment to active participation in the fund-raising (which in reality is purely voluntary). Respondents were fairly evenly divided when asked how much they would be willing to spend annually to obtain borrowing privileges (\$1, \$3, \$5, \$7, or \$10), placing approximately 60% of respondents willing to pay more than our current amount of \$3.

Servicing the academic community of Bevelle College is New Yevon's main priority, thus our focus in the upcoming year will lie in technology access and upgrades. A surprisingly large number of respondents were interested in wireless networking, and we feel that installation of a wireless network combined with a laptop lending program would be of great benefit to the faculty and students at Bevelle. Because a wireless network already exists in the main classroom building, we hope to look at the number of log-ons to that network to determine frequency of use in order to better gauge an actual demand. Twenty-four hour computer access is not available anywhere on campus at the moment, so in order to estimate the demand for the service we will be doing two trials during the last two weeks of the spring semester and the first two weeks of the summer semester. Through gate counts we know the end of the spring semester is the busiest time for the library, and the beginning of the summer semester is the slowest, so we are hoping to use these two trials to quickly estimate a demand for 24-hour access. If needed, a third trial will take place at a more 'average' time of year, but we are hoping that these first two trials will have enough attendance to show adequate demand. Finally we will focus on the addition of an equipment lending program. Information will be sent to faculty in order to assess what technologies will be useful for their courses. We may find that some departments already own equipment available for students to borrow, but students are

with unaware or unable to obtain the equipment during the hours provided. We're hoping that we can work with these departments to reach a better arrangement for the students.

III. Strategic Plan

A. Vision and Mission

The New Yevon Library's mission is to provide quality information services and access to educational technology by becoming the technology hub of the campus. With plans to upgrade existing technology and purchase and install new equipment, we hope to create learning opportunities for students through the use of technology. Already the library serves as the main computer laboratory for the campus, but New Yevon Library has a vision to further student access to the information needed to succeed in this technologically evolving world. This year the library has three main goals it would like to achieve: around the clock computer access, installation of a wireless network, and the implementation of an equipment lending service.

B. Goals and Objectives

1. Around the Clock Computer Access

- a. Addition of two staff members whose primary duties will include monitoring and maintaining the computer lab and serving as a technology aide during the overnight hours

- b. Alliance with Campus Security Officers for regular overnight safety checks and to serve as an authoritative presence before and during potential disputes.
- c. Installation of Card Swipe machines on library doors, active during the computer-access only hour, to ensure that only students, faculty, and staff are the only ones capable of entering the library
- d. In cooperation with College Computing Office, 15 additional computers will be purchased and installed on the first floor, furniture will be purchased by the library

2. Wireless Networking

- a. Hire a Network and Computing consultant for library, to oversee installation and maintenance of library networks and computers
- b. Investigate options for most suitable number and location of access points
- c. Examine VPN technologies and options for making VPN clients available to students, staff, and faculty
- d. Contract installation with College Computing Office

3. Equipment Lending Service

- a. Purchase equipment: Five laptops capable of accessing wireless network, one portable DVD player for use in group viewing rooms, one DVD cam, and one digital camera
- b. Develop policies and user agreement contracts for use of lending equipment and create a strategy for awareness of services and policies

Action Plan:

Timeframe	Involved	Task
January	All	Meet to discuss potential policies and points to include in user agreements for lending equipment
Mid-January	Head of Circulation	Draft user agreement contracts and policies for laptops, DVD player, DVD Cam, and Digital Camera (separate)
February	All	Meet to review and finalize user agreement contracts and policies. Discuss awareness campaign.
Mid-February	Circulation Staff	Print and compile paperwork associated with lending procedures, policies, and user agreement contracts for equipment
Mid-February	Library Director	Develop brochure and flyer explaining policies and equipment available and send to Printing Services
March	Library Director	Send e-mail to campus mailing lists announcing availability of equipment lending service

IV. Business Plan

A. Executive Summary

In order to better assist students and community patrons who are in need of remote assistance, the New Yevon Library plans to implement a Virtual Reference Service. Previous surveys show a demand for more technologically driven initiatives within the library, and a discussion of the implementation and budgetary concerns shows that the service can be reasonably accomplished.

B. Need/Justification of Service

Serving both the College and the greater Bevelle community, the New Yevon Library serves as a 21st Century information center. Statistics show that Bevelle College and the surrounding community is very technologically driven;

members are young, intelligent, and more likely to have a computer with to high-speed internet than cable television, and more likely to use a cell phone or VOIP service as an alternative to a land line in their home. Because of this, more library users rely on the internet for information and communication. The virtual reference desk can serve as a place for basic inquiries about the library that the user is having trouble finding, or as a place for questions about the online databases to which the library subscribes or general internet searching practices.

While the initial growth of the service will be slow, it is expected that once students become comfortable chatting with librarians in the more informal setting, the alternative method will be used. Similarly, the built-in VOIP alternative will offer a new way for patrons to participate in a familiar telephone inquiry. As trends move toward having one 'pipeline' for all services, it will be easier for the library to continue serving those who have given up the traditional telephone.

C. Service Description

By introducing chat and VOIP as a way of communicating with the library for inquiries, the library can make interaction from the community more convenient and less costly to the patron. Furthermore, students who are using computer labs outside of the library can still ask librarians for assistance in finding information online.

The ideal Chat/VOIP service will be available through the click of a button. The user simply chooses whether they would prefer to type or talk, and the service opens within a frame of the current browser. The service must be compatible with all of the most popular browsers and operating systems and an alternative service

made available for those unable to access the client. The service will be as simple as possible so that even those who are new to the internet will have little problem understanding what is to be done. The library chat service will be staffed by all librarians during regular hours, however during irregular hours simple inquiries can be answered by support staff that can refer advanced inquiries to a librarian.

D. Timeline and Organization of the Project

Starting in November, the Head of Reference Services, the Director, and the Head of the College Computing will begin looking into the technical aspects associated with the service. They will meet with software providers and recommend the application that will best suit our needs no later than the second week of January. From there the Director will meet with the College Computing Office in order to discuss implementation and integration into the existing library webpage. Concurrently, the Head of Reference Services will meet with the other librarians to discuss the new program as well as temporary scheduling for the librarians to staff the virtual reference desk. Policies and guidelines will also be discussed, and a training session for all library staff will be planned. These meeting must take place by mid-February, so that the program can be launched for testing at the end of February. Training for librarians and support staff who will be taking inquiries at the virtual reference desk will take place within five days of the launch date. During March, the service will be evaluated for usability, problems encountered will be identified and solved, and scheduling will be revisited in order to formulate the best staffing solution to meet the demands of the service. The service will be in full operation at the beginning of April.

E. Budget

Most of the cost for this service will be in the purchase of adequate software in order to begin virtual reference services. However, staff hours dedicated to this service and process will also need to be considered.

Purpose	Amount	Total
<i>Purchase of software</i>	\$10,000	\$10,000
<i>Implementation by College Computing Office</i>	\$15,000	\$25,000
<i>Training session for staff</i>	\$2,000	\$27,000
<i>Instructional sessions to introduce program to students and community</i>	\$2,000	\$29,000
<i>Wage increase for Head of Reference Services</i>	\$2,000	\$32,000
<i>Additional expenses</i>	\$3,000	\$35,000

V. Staffing Plan

A. Staffing Scan

Currently the New Yevon Library maintains a total staff of fifteen persons. There are five librarians, all holding MLIS degrees, who are responsible for staffing the reference desk, serving as a departmental liaison to Bevelle College faculty, and handle one area of administrative responsibility. The Director of the library, in addition to the responsibilities of the position, acts as the faculty liaison to the Business department. The librarian in charge of the Special Collections Archive also serves as the contact for the School of Humanities. The Head of Technical Services is responsible for all acquisitions and supervising the Cataloguing Assistant, as well as serving the School of Communication and Information

Science, while the Head of Reference Services oversees the reference scheduling and virtual reference responsibilities is the liaison for the School of Education.

Finally, the librarian acting as Head of Public Services is the contact librarian for the Social Science disciplines.

In addition to the librarians, there are four full-time and one part-time non-student employees. The Circulation Supervisor reports to the Head of Public Services, and is responsible for overseeing circulation activities and scheduling the work-study students and other full-time staff. Additionally, there are two full-time staff members aiding in the circulation department who in addition to the responsibilities of staffing the desk, are responsible for Inter Library Loan and Stacks Maintenance. The Administrative Assistant is also a full-time employee. The lone part-time employee is the Cataloguing Assistant.

Finally, there are five part-time work-study student employees, who are responsible for helping out in the circulation department through assisting patrons and shelving materials.

B. Performance Evaluation Process

Prior to each performance evaluation, staff will meet with their immediate supervisor (all librarians will meet with the Director) to review their job description and receive an Employee Self-Evaluation sheet. The Employee Self-Evaluation sheet is to be used to list and discuss any achievements and accomplishments the employee has completed during the review period. Additionally, the self-evaluation sheet should be used to express future goals as well as any progress toward goals

not yet fulfilled. The completed self-evaluation will be turned in to the supervisor who will review the assessment and discuss the proposed goals.

The supervisor will then be responsible for writing an evaluation based on the job description, the employee's self-evaluation the supervisor's own assessment of the employee's job performance. The supervisor will then provide the employee with a copy of the written evaluation and schedule an evaluation discussion. At the evaluation discussion the employee and supervisor should both express any performance concerns and finalize goals. The employee and supervisor will then sign and date a copy of the written evaluation indicating the performance discussion. Employees may attach a written response to the supervisor's evaluation if desired. A copy of the self-evaluation and the written evaluation will be turned in to the Director, who will forward all necessary documentation to Human Resources.

C. Sample Job Description

Head of Technical Services / Reference Librarian

Job Description

As Head of Technical Services the librarian in this position is responsible for overseeing the daily operations of the Technical Services department. This position also entails that the librarian provide public service by serving in the areas of reference, bibliographic instruction, and acting as a departmental liaison.

Duties and Responsibilities

- Catalog and process materials for collections
- Database and catalog maintenance
- Face-to-face, telephone, and virtual reference

- Assist patrons in use of databases, catalogs, and equipment
- Collection maintenance
- Acquisitions and withdrawals

Additional Expectations

As a member of the faculty, it is expected that the librarian in this position be committed to continuing education through attendance at workshops and conferences. Furthermore, contributions to the field of library science through publications and presentations are expected in order to be granted tenure.

Reporting Lines

As Head of Technical Service, this librarian reports to the Director and oversees the scheduling and task assignment of a Cataloguing Assistant. However, for scheduled times at the reference desk this librarian reports to the Head of Reference Services.

Salary and Working Conditions

Compensation for this position is mid 30's to low 40's, depending on prior work experience. Some weekends and evening will be required.

Qualifications

Minimum requirements are a Master's degree in Library and Information Science or equivalent from an ALA-accredited institution, and 3 years experience, preferably in an academic library setting. Cataloguing experience preferred.

Computer skills are required. Candidates must demonstrate an ability to communicate effectively in an academic setting.

VI. Budget

Revenue mainly consists of monies appropriated from Bevelle College. In addition, the Friends of New Yevon have annual fundraisers and small amounts of revenue are generated by late fees. Donations are also part of the income.

Source	Description	FY 06-07
<i>Bevelle College</i>	Money from the Bevelle College budget for the New Yevon Library	\$1,500,000
<i>FoNY</i>	Money from annual Used Book Sale, membership fees, and revenue and donations generated from bus trips and lectures	\$53,000
<i>Donations</i>	Gifts donated from alumni and community members	\$38,000
<i>Late Fees</i>	Money collected from delinquent patrons	\$9,000

The budget for the July 1, 2006- June 30 2007 fiscal year is \$1.6 million. Approximately 55% of the amount goes toward acquisitions and subscriptions, 25% is allotted for staffing wages, and the remaining 20% intended for maintenance, services and administrative costs. Portions of employee benefits are paid by the college.

Of note is the breakdown according to subject matter in regards to subscriptions to periodicals and databases. The numbers vary due to the number of students enrolled in the programs. Because the School of Business is has the smallest number of students, they receive the smallest portion of periodicals. The budget for subscription databases was given together because many databases are multidisciplinary. The same proportions are applied to other purchases as well. Additionally, materials for some subjects cost more than others, which was taken into account as well.

Department	Description	FY 06-07
-------------------	--------------------	-----------------

<i>Personnel</i>	Five full-time MLIS degreed professionals	\$225,000
	Four full-time and one part-time paraprofessionals	\$172,000
	Five work-study student employees	\$5,000
	Benefits	\$38,000
<i>Subscriptions and Document Delivery Services</i>	Business	\$31,200
	Communication and Information Science	\$45,600
	Education	\$50,400
	Humanities	\$57,600
	Social Sciences	\$55,200
	Electronic Databases	\$350,000
	Interlibrary Loan	\$50,000
<i>Purchases</i>	Business	\$33,000
	Communication and Information Science	\$51,000
	Education	\$57,000
	Humanities	\$66,000
	Social Sciences	\$63,000
	Audio Visual Materials (DVDs, CDs, and Books on tape)	\$30,000
<i>Operating Expenditures</i>	Furniture and equipment	\$32,500
	Computer hardware and software	\$97,500
	Preservation and replacement	\$15,000
	Bibliographic utilities, networks, and consortia	\$42,500
	All other operating expenditures	\$32,500
TOTAL		\$1,600,000