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# Information Resources Management (IRM) Workflow Review Task Force Report

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University of Massachusetts Amherst Libraries

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April 1, 2014

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## **SUMMARY AND RECOMMENDATIONS**

Today the Libraries spend approximately 80% of our acquisitions budget on electronic resources, a trend echoed by many other academic libraries. This shift in spending has brought with it new ways of acquiring resources and making them accessible, and has introduced a host of discovery, access, and content management tools. Concurrent to the shifting nature of our work, and a trend also echoed by many other academic libraries, has been the significant reductions in the numbers of our staff. These two realities provided the impetus for the formation of this Task Force.

The Task Force was charged with conducting an environmental scan of technical services operations at peer libraries that explores functions and responsibilities, reporting lines, and workflows or functions they have eliminated, changed or added. We found that while each library has organized their staff in a slightly different way, we are all trying to deal with the same shift from managing physical materials to managing licensed electronic resources, local digital collections, and open access materials. We found that priorities in technical services units at other academic libraries mirrored many of the Libraries' and the IRM Department's own priorities such as discovery and access, electronic resources management, institutional repositories, non-MARC metadata creation and management, and batch loading records. We also found that many respondents report re-organizations, loss of staffing, and changes in functions in their technical services departments.

In addition to the environmental scan, we gathered feedback from UMass Amherst Libraries staff and IRM Department staff. The feedback we received about what IRM does well included responding to users' needs and managing an overwhelming amount of information. Several IRM staff mentioned communication and training as areas where we could improve, and staff outside of IRM said that linking to electronic resources was sometimes a problem. Feedback from IRM staff about what new positions we needed included a new department head, more staff to manage electronic resources, and at least one additional professional cataloger/metadata librarian.

Libraries are competing for users' attention. Research has shown that library websites and/or databases are usually not the first source for finding information. When queried, the respondents in one survey described the library OPAC as, "hard to use", "the last resort", and "inconvenient" and they commented with some frequency on how easy the Internet is to use, especially in comparison to library systems. (Connaway et al, 179-190) Our challenge is to provide immediate, reliable access to the extensive, high quality, authoritative content librarians have carefully selected to purchase and/or license from publishers and vendors. In order to better meet the needs of our users regarding the

discovery of and access to our information resources, the IRM Workflow Review Task Forces recommends that we:

- Shift our organization to focus more around managing electronic resources and less on managing physical collections
- Continually look for ways to streamline processes and create more efficient workflows
- Standardize procedures in order to make more processes routine
- Distribute responsibility more broadly and equitably through the department
- Empower decision-making at the lowest possible level
- Establish clear priorities for the work that is done in the department
- Consider implementing a comprehensive library software platform that embraces the concept of a shared community record
- Consider implementing CORAL as an Electronic Resources Management (ERM) tool
- Hire a new IRM Department Head
- Hire additional electronic resources management staff (1 librarian and 1 classified staff position)
- Hire a Cataloging and Metadata Librarian
- Hire a User Experience Librarian for the Libraries who could conduct user studies and help design, improve, and support the library's primary user interfaces, including the website, the catalog, the discovery system, and digital library collections.

## **INFORMATION RESOURCES MANAGEMENT (IRM) WORKFLOW REVIEW TASK FORCE CHARGE**

Explore current functions (e.g., acquisitions, electronic resources management, cataloging and metadata creation, materials management, serials check-in, and preservation), examine workflow processes and tools, collection management gaps, and new or expanded responsibilities from a “best practices” point of view based on experiences at other libraries, and make recommendations to increase efficiencies that facilitate user resource discovery and access.

### **Charge:**

- Conduct an environmental scan of technical services operations at peer libraries that explores functions and responsibilities, reporting lines, and workflow or functions they have eliminated, changed or added
- Propose changes to IRM workflows and tools focused on meeting current and future user needs
- Develop (outline) scenarios to refocus staff on emerging needs and examine additional staffing needs
- Identify tools, skill sets and training to support the recommendations

### **Membership:**

- Meghan Banach Bergin (Chair)
- Steve Bischoff
- Beth Campbell
- Barbara Morgan
- Lisa Persons
- Ron Peterson
- Brian Shelburne
- Scott Stangroom

## **BACKGROUND AND INTRODUCTION**

In the spring of 2009 members of the then Acquisitions, Cataloging & Processing, and Government Documents Departments began a series of meetings to review Technical Services workflow in anticipation of merging the Acquisitions and Cataloging & Processing Departments into one Information Resources Management Department (IRM), and having that new unit assume Government Document's processing work.

In January of 2010, the newly formed IRM Department with its three units (Acquisitions, Bibliographic Access and Metadata, and Materials Management) and the ILS Department (to be subsumed in February 2012 as a fourth unit of IRM) moved from the north side of the Du Bois Library to the southwest corner of the building.

The physical move to the new workspace helped make the merger of the formerly autonomous units of Acquisitions and Cataloging & Processing feel more tangible. Workflows were documented on a wiki and some staff positions were modified and moved between functional units, adding to the cohesiveness of the IRM Department.

The backdrop for this restructuring was the rapidly changing nature of the work of library technical services that we, like most other academic libraries, have experienced over the last decade or so. In the mid-2000s we began to see an accelerated shift from purchasing and processing physical items to licensing and providing access to electronic resources. In 2007 the Libraries spent 52% of the acquisitions budget on print materials. Then in fiscal year 2008 the Libraries saw electronic resources expenditures exceed those of print for the first time.

Today the Libraries spend approximately 80% of the acquisitions budget on electronic resources, a trend echoed by many other academic libraries. This shift in spending has brought with it new ways of acquiring resources and making them accessible, and has introduced a host of discovery, access, and content management tools.

Concurrent to the shifting nature of our work, and a trend also echoed by many other academic libraries, has been the significant reductions in the numbers of our staff. Since 2009 IRM has lost nine positions to retirements, and anticipates losing two more by mid-summer 2014; and has lost one position to a staff move from IRM to the Image Collection Library. Only two positions have been backfilled: the Discovery and Integrated Systems Coordinator and the Manager of the Materials Management Unit.

In light of staff reductions and the shifting nature of our work, in April, 2013 the Acquisitions Unit of IRM began an in-depth examination of its workflow, tools, and inter-departmental relationships. The idea was to analyze common tasks and workflows and the

tools used to perform them, with a goal of improving service both to our internal library partners and to the users of the Libraries' information resources.

As the Acquisitions Unit review moved forward, it became increasingly clear that the Libraries needed to cast a wider net to include all of the work of IRM. In the fall of 2013 the IRM Workflow Review Task Force was formed, meeting for the first time in October. The purpose of the Task Force was to review current IRM functions, examine workflow processes and tools, identify collection management gaps, and identify new or expanded responsibilities

The Task force was charged with conducting an environmental scan of technical services operations at peer libraries; proposing changes to IRM workflows and tools; developing staffing scenarios to address emerging needs, examining additional staffing needs; and identifying tools, skill sets and training to support recommendations.

This report details the work and recommendations of the IRM Workflow Task Force.

## **SUMMARY OF ENVIRONMENTAL SCAN SURVEY RESPONSES**

The taskforce formulated a ten question survey that was sent to fifteen peer institutions selected through recommendations and group interest at the end of January 2014. Gary Hough completed the survey for UMass. Twelve responses were received in addition to the UMass survey and eight institutions provided contact information. Tufts, James Madison and Virginia Tech were contacted by Meghan Bergin with follow-up questions based on information provided in their survey responses. Transcripts of those phone conversations are included as an attachment.

**Question 1: We would like to know which of your functional units are responsible for the work traditionally associated with Technical Services. Please match the functional unit with the administrative activity (match all that apply).**

The question provided a grid that had a vertical list of tasks and a horizontal list of unit names; respondents checked off the units in which the different tasks occurred. Not surprisingly, ordering physical materials and e-books occurred in the Acquisitions Unit in twelve out of thirteen institutions. E-journal ordering, database ordering, and license negotiation were split evenly between Acquisitions and Electronic Resources Management Units. Acquisitions, Electronic Resources Management, or Collection Management Units were places that the trials and renewals activity occurred.

While Electronic Resources Management Units shared some tasks with Acquisitions Units, the link resolver activities and the Electronic Resources Management System maintenance

and management resided primarily in ERM. Also, while in half of the institutions, troubleshooting access to electronic resources was the responsibility of the ERM unit, others also had this task as the responsibility of the Acquisitions Unit or the Cataloging and Metadata Unit. Half of the institutions had electronic resource statistics gathering happening in the Collection Management Unit, while the other half had the task occurring in Acquisitions or ERM.

All institutions had MARC record creation assigned to the Cataloging and Metadata Unit and most also had non-MARC metadata creation occurring in that unit, although some had non-MARC metadata creation occurring in Archives and Special Collections too. While the Cataloging and Metadata Unit was the primary location for institutional repository and electronic dissertations and theses activities, the Digital Initiatives Unit was also a place that this task occurred. ILS report generation showed as primarily a function of the Cataloging Unit in most of the institutions, but was also occurring in Acquisitions and the Systems Units in others.

ILS management, proxy server configuration and maintenance, and discovery system maintenance were tasks that primarily occurred in the Systems Unit for the majority of the responding institutions. Digital preservation activities occurred in both Archives and Special Collections Units and Digital Preservation Units. The spreadsheet and the comments indicated that few libraries have a separate Serials Unit anymore.

**Question 2: Which of the following administrative tools does your library use to manage your technical services workflow? Please specify what you are using for any tools that your library uses.**

Cloud-based Library Management systems are not used by the majority of the respondents, although two institutions are using Alma and one reported using WorldShare Management. Four institutions reported using Primo for their Discovery System, and four reported using Summon. Blacklight, Vufind, EDS and WorldCat Local were used by one or two institutions each. For Electronic Resource Management Systems, three institutions use CORAL, four use a III product, two use Alma and one uses Serial Solutions. Two institutions report that they do not use an ERM, UMass being one of those; the other institution did not identify itself. Ex Libris Aleph, Voyager and Alma were the most frequently listed products the respondents used as an ILS with eight in total. III products Millennium or Sierra are used by four institutions and SirsiDynix Symphony was used by one. Institutional repository systems used were BePress, by five respondents, Fedora by four respondents and DSpace and Digitool by the remaining 3 respondents. Half of the institutions reported using 360 Link as their Link Resolver, the other half used SFX or Alma. Locally produced databases are used by four of the responding institutions and all institutions reported using EZProxy

as their Proxy server and Microsoft Excel spreadsheets to manage and transform data. Half of respondents report that they are not using a usage statistic gathering tool, the rest use a variety of tools including UStat, EBSCO, Serials Solutions and others. Most institutions are not using Web Services, but five are using Google docs or Google Apps. Wikis are used by five of the thirteen responding institutions. Other tools listed were MARCEdit, TeamLab, SharePoint, WordPress, LibGuides, Ensemble CMS, and MacroExpress.

**Question 3: What, if any, new services have technical services taken on over the last 5 years?**

The most frequent response, noted by six out of the twelve institutions, listed metadata activities, such as creation, consultation, crosswalking or hiring a metadata librarian, as a new service taken on in the last five years. Three institutions indicate that demand driven acquisition programs are something new, and three indicate that digitization projects and support is also a new activity for their units. Most respondents indicate that electronic resource support and maintenance in the form of Help Desk activities, Discovery Service and Proxy Service management are also new services. Two institutions noted that the Interlibrary Loan Unit had been transferred to the Technical Services Department.

**Question 4: What, if any, functions/tasks have technical services given up over the last 5 years?**

Four institutions, out of ten responding to this question, no longer load or maintain all or some of their electronic resource records in their OPAC. Three have reduced review of copy cataloging records, and three have given up or are in the process of giving up print journal and newspaper check-in. Three institutions indicate that they have given up very little if anything, but that duties have shifted within the staff. One institution has given up “electronic resource management functions, including gathering usage statistics for electronic resources, troubleshooting, and setting up access in Alma.”

**Question 5: What do you envision as the top 3 priorities your work unit will need to focus on in the next 3-5 years?**

Out of the twelve respondents to this question, half to two-thirds have discovery and access, electronic resources management, and institutional repositories as their top three priorities. Non-MARC metadata was a second or third priority for four institutions, and batch loading records was in the top three for four institutions.

**Question 6: How do you assess the ability of users to access and discover the library's resources?**

Six of twelve institutions answering this question do not conduct usability and access studies but some realized that is would be helpful. Three respondents use LibQual with other internally designed usability studies and three rely on anecdotal feedback from public service personnel. Other institutions employ a usability expert, conduct focus groups, or use Google Analytics.

**Question 7: How does technical services use the results of this assessment to determine the most effective use of staff time? For example, how do you determine how much time to spend reviewing and improving copy cataloging/vendor records or troubleshooting electronic resource access problems?**

Eight institutions responded to this question. Most respondents reported that work on electronic resource access is in reaction to problems reported. Two institutions reported that they continually review their priorities and some conduct usability studies to adjust discovery, linking and cataloging. Three institutions will be or currently are working on evaluating their work in relation to the results of their usability studies. One institution noted that “The magnitude of incoming materials can determine how much time is devoted to review or enhancement as well as user experience with the product. Demand drives what we devote our time to.”

**Question 8: What processes have you put in place to prioritize and address those tasks or functions that support user access and discovery?**

All ten institutions responding to this question indicated that they had taken action to address user access and discovery. Three formed cross-departmental committees to discuss and evaluate access. Shifting work and personnel from print to electronic management was reported by two respondents. The implementation of trouble ticket systems was reported by two other institutions.

**Question 9: Is there anything else you think we should know about your workflow or operations that we have not asked above?**

All respondents report re-organizations, loss of staffing, and changes in functions in their technical services departments. Some reported the lines blurring between unit functions that have historically been separate and noted that “we continually revisit workflows and procedures to streamline processes, identify efficiencies, and provide patron access to resources as quickly, accurately, and effectively as possible.”

**Question 10: If we have additional questions, may we contact you again? If so, please provide your name, institution, phone number and email address below:**

Of the thirteen respondents, including UMass, nine provided contact information and three were called with follow-up questions. Transcripts of those phone call conversations are provided in the appendices.

## **INTERNAL FEEDBACK FROM LIBRARY AND IRM STAFF**

The Task Force conducted separate surveys of the IRM staff and the general library staff to get a sense of how the department views itself and the type of work it is performing as well as how the entire library perceives the IRM Department. In addition to these surveys, all staff in IRM were sent an email asking for ideas for new positions. What follows is a summation of the predominant themes that are seen in the responses.

### **Survey of IRM Staff (10 respondents):**

When asked what IRM does well, respondents cited a wide variety of things. One common thread was response to patrons' needs. The examples of this ranged from making electronic resources discoverable to rush cataloging print materials in order to fulfill a patron's request or to simply making materials available in a timely manner. Several respondents pointed to traits such as flexibility and adaptability as strengths of the department and noted that the department is already working across unit lines to accomplish what patrons require. Similarly, several responses mentioned a positive attitude in the department as a strength and seem to imply that the attitude helps foster an environment in which adaptability can develop.

When asked what IRM is not doing well the most prevalent themes centered on communication and marketing of services. Several respondents noted a lack of understanding of the big picture of the department and knowing specifically who is responsible for what task. The issue of communication was mentioned as an issue within the department as well as with other units in the library. Formal training and cross training along with general staff development were also cited as areas that need improvement. A specific issue mentioned was WorldCat Local searching.

The question asking about stumbling blocks in IRM produced a wide variety of responses, many of which were based on the respondent's personal experiences. While it is difficult to find themes running through the responses, one seems to be a lack of organized training efforts. A second, related theme is the lack of personnel. Those who mentioned a desire for more training also mentioned that there do not seem to be enough personnel with time to provide systematic training. Tasks are now redistributed to others after staff members leave the department and their positions are not back-filled. This creates a situation in which staff feel that they are doing more complex duties and not receiving appropriate increases in status. Several responses alluded to lack of communication as another stumbling block in the performance of their job.

When asked what roles IRM should perform that it currently isn't performing, the themes of communication and training surfaced again. Increased awareness of what is happening throughout the different departmental units was mentioned, as was increased

communication with Research and Liaison Services to learn of the problems users encounter while searching or while trying to access electronic resources. Other items mentioned included marketing of resources and services (specifically increasing the visibility of DB Help), data management, and retraining.

Respondents provided a relatively short list of specific tasks that they believe IRM can stop performing. Most are related to journals and include periodical check-in, acquisitions checklists, and binding. End processing, particularly for writing information on CDs was cited as something to give up. Another response suggested we stop gathering data on the collection as that person did not see any connection between their work and how, or if, the data was being used. One person suggested that we not subscribe to electronic resources packages that have heavy labor demands such as frequent title loads.

The final question asked respondents for other comments or concerns. Most seemed glad that the review was underway and expressed some appreciation for the Task Force. One hoped that the recommendations of the Task Force would be available for review and discussion prior to being formalized in a submitted report. Another suggested that IRM develop what amounts to a strategic plan, with defined goals, purpose, and priorities. The same respondent also hopes that IRM will develop a project-based approach to improve efficiency. Another person asked for leadership training to find a way to make certain all staff voices are heard, and someone else stated that maintenance of morale and the current sense of camaraderie was critical when hiring new positions to fill the anticipated vacancies left by retirements.

**Survey of Library staff (6 respondents):**

When asked what IRM did well, there were common threads throughout the responses. Many responded by saying how well IRM handled the workflow in an unspecified manner. Others said that IRM kept track of an overwhelming amount of information. Respondents noted that the IRM staff worked well with others within Access Services and amongst themselves. IRM's work with Scholarly Communications on ETDs and IRM's work with SCUA on original cataloging was specifically mentioned. Other areas that were mentioned included IRM's ability to troubleshoot problems, keep electronic resources up and running, and provide good communication with users. Aleph maintenance was also mentioned as something that IRM does well.

The question of what IRM could do better provoked only a few simple responses with little elaboration. The main theme was workloads and the need to redistribute loads more evenly. Respondents suggested that IRM should share condensed findings for the data they keep with the liaisons and that more sense needed to be made of this data while making it more comprehensible. Broken links to the Libraries' electronic resources were also cited as an issue.

Respondents were asked what tasks IRM needs to do that they don't currently perform. One suggestion was to involve cataloging staff more with public services and allow them to work directly with faculty and students on scholarly projects. One respondent expressed a desire for increased DB Help coverage, both in terms of extended hours and increased staff. A new hire was suggested for usability testing of the many discovery tools. Staff is looking for IRM to lead in our transition to a next generation catalog so that it ultimately will not be necessary to rely on the OPAC.

The staff did not suggest any specific task that IRM could or should stop doing, but one respondent suggested that IRM should make it clearer to the rest of the Library staff who is responsible for what specific tasks. This was seen as a confusing issue.

### **Staff Email Responses to Request for Ideas Regarding New Positions:**

All staff in IRM were sent an email asking for ideas for new positions, the level of the positions and a brief description of the job duties. In the responses were some basic themes. Most responses noted that retirements and the change from print to electronic resources had put considerable stress on the department over the past few years. Some noted that the loss of staffing, increased complexity of tasks, and the resulting multi-tasking has restricted the needed activities of evaluating and realigning departmental priorities, supporting communication between staff, between units and with other library departments.

Comments were included about ensuring that an IRM department head be hired. The responsibilities were communication of an overall direction and focus and the coordination of projects and resources between and among units. One staff member thought that the hiring of the department head should occur before any other staff were hired so that they could establish departmental priorities, which would inform the type of positions that would be needed.

Staff that responded to the email expressed uniform recognition that new positions were needed in Acquisitions for electronic resources management at the professional level and the classified level. Also consistently suggested was the need for a new kind of cataloging professional and/or classified staff. Many of the staff suggested similar positions with overlapping tasks; all positions suggested are listed below.

### **Positions Suggested By IRM Staff:**

Department Head: Tasks would include communication of direction and work priorities, coordination of projects and resources internally and with other departments.

Librarian: Tasks would include the management of multiple content silos, discovery points, open access materials, migrations, licensing, user experience assessment and

problem solving with OCLC, WCL and other vendors. Liaise with Acquisitions, Electronic Resources Management, ILS, Cataloging, 5-college committees.

Librarian: Tasks would include systems analysis, planning and project coordination, EZProxy support, administrative metadata management and collecting data on how users interact with resources to determine if were working on the right things.

Librarian: Tasks would include coordination of e-collections, open access, assessment, collection overlay, usage, purchasing modes, new format integration, collection promotion and outreach, investigated new trends and solutions.

Librarian: Tasks would include cataloging for electronic resources and familiarity with current technology, RDA and newer cataloging techniques, non-MARC metadata and serials cataloging.

Classified 16 or Librarian I: Tasks would include knowledge base maintenance work, WorldCat Local, e-books, SFX e-journal loads, open access, routine record loads, platform and publisher changes, Package reviews, ongoing access troubleshooting and dbhelp.

Classified 14 or 16: Tasks would include assisting Coordinator of the Acquisitions Unit with non-management, non-professional tasks.

Classified 16: Tasks would include media cataloging gifts, web based resources, and serials.

Classified 16: Tasks would include overseeing the receiving and copy-cataloging of shelf-ready and non-shelf-ready monographs, problem-solving with OCLC cataloging records and Aleph order records, and media cataloging.

Classified 12: Half time position. Tasks would include receiving shelf-ready and non –shelf-ready shipments and correct common problems with material records.

## **USER NEEDS**

The importance of the needs of students and faculty at UMass is reflected in the *UMass Amherst Libraries Three Year Plan, Fiscal Years 2013-2015*. The first of four areas identified for strategic transformation is the User Experience. Among other objectives is “Enhancing our virtual presence: To promote self-sufficiency on the part of our users, we will further develop the Libraries’ online presence to make it more intuitive, convenient, relevant, and informative...Our websites will respond to changing user needs and expand flexibility in the delivery of resources...We will continue our commitment to eliminating barriers to information access that have an adverse impact on teaching, learning, and research...The

Libraries will collect, analyze, and use data to improve services, facilities, and collections for users.”

This plan was developed, at least in part, as a response to the results of the LibQual+ Survey that was conducted in 2011. That survey of library users revealed a number of challenges the Libraries faced regarding the discovery of and access to our electronic resources:

- Easy-to-use access tools that allow me to find things on my own
- Making electronic resources accessible from my home or office
- The electronic information resources I need
- A library web site enabling me to locate information on my own
- Making information easily accessible for independent use
- Print and/or electronic journal collections I require for my work

The comments section of LibQual+ 2011 contained a number of common issues relevant to user needs including: “presentation of e-resources is confusing or overwhelming” and “vendor interface problems”. And although specific recommendations were suggested and improvements made by staff, some remain less than fully realized, e.g. “Conduct focus groups or other methods to determine the exact nature of the problems people are having, how widespread they are and if particular groups of users are experiencing particular problems.”

UMass Libraries spent almost 80% or \$5,470,657 on electronic resources out of a \$6,921,344 collections budget in 2013. This reflects a well-documented national trend in academic libraries from print to electronic resources. E-resources are extremely popular with students and faculty due, in large part, to their 24/7 access from anywhere.

Since an increasing percentage of our collection is digital and more and more users are accessing those resources, it is imperative that their experiences are positive and productive. The large investment of money and staff time in building and maintaining digital and electronic libraries requires that we systematically and regularly inquire how the user experience could be enhanced.

Libraries are competing for users’ attention. Research has shown that library websites and/or databases are usually not the first source for finding information. When queried, the respondents in one survey described the library OPAC as, “hard to use”, “the last resort”, and “inconvenient” and they commented with some frequency on how easy the Internet is to use, especially in comparison to library systems. (Connaway et al, 179-190)

Our challenge is to provide immediate, reliable access to the extensive, high quality, authoritative content librarians have carefully selected to purchase and/or license from

publishers and vendors. While some staff who previously worked exclusively with print materials are being trained and/or allocated to support electronic resources, we need additional staff to fully manage the tidal wave of resources transitioning from print to digital.

A User Experiences Librarian or a librarian whose duties include the assessment and enhancement of user experiences online should be hired to examine, in depth, this important aspect of user services. Although not necessarily situated in IRM because it would include library wide responsibilities, this position would anticipate and keep colleagues abreast of library user needs, preferences and trends, design and conduct qualitative and quantitative user needs/usability studies utilizing various methods, as well as collaborate with other library positions and entities involved in user assessment activities.

All job descriptions for open positions should include duties and responsibilities that include the enhancement of the user experience and assessment; any restructuring of IRM should reflect this ongoing, primary goal as well. In the meantime, we should work with our current Assessment Librarians and/or systems staff to identify tools currently in use addressing user assessment methodologies centered on the discovery, access and use of our electronic resources. (Lown et al, 227-241)

## **IRM ORGANIZATION SCENARIOS**

The Task Force discussed this question at length, but we were unable to reach any consensus about how we should be organized. This is a very difficult question, because there is so much overlap between the work in our four units and with other departments in the Library such as ILL, E-reserves, Systems, Scholarly Communication, and Special Collections and University Archives. Also, it can be hard to neatly contain the job duties of various individuals into one unit. However, we did agree that no matter how we are organized, we need to find better ways of communicating and collaborating across unit lines as well as with other departments in the Libraries. The ability to foster more communication and collaboration is a skill we would seek in a department head, and many staff in IRM have said they think there is a strong need for a new department head to provide overall leadership for the department. We also discussed a need to be more organized and focused around managing electronic resources and less so on managing physical collections since electronic resources are the vast majority of what we purchase now.

If we were to re-organize, one concept we discussed was the idea of separating acquisitions from access. The traditional workflow for physical material was for the acquisitions department to order and pay for materials, and then for the cataloging department to provide access to the materials via catalog records in the OPAC. With electronic resources, the work of providing access has largely fallen to the acquisitions unit and the ILS unit by batch loading large sets of catalog records obtained from vendors, managing our proxy server, maintaining accurate holdings metadata in our knowledge bases (SFX and WorldCat Local), and by troubleshooting access problems reported to dbhelp. This adds a lot of work to staff in the acquisitions unit, and perhaps the work of providing access to electronic resources should be in a different unit or spread out more evenly across units. Making changes to our organization would require us to take a careful, in depth look at our workflows, which unfortunately we did not have the time to do in such a short time period. We recommend that further work be done to examine workflows and the related question of IRM organization. We offer the following scenarios as ideas for further discussion:

1. Replace Department Head and keep the existing four units

The Head of the IRM Department is replaced and the structure of the IRM Department remains the same. The new department Head would provide leadership for the department on conducting a comprehensive workflow review and determining what would make the most sense organizationally based on that workflow review.

2. One department with a Department Head

Merge all of four of the units in IRM into one large department called Discovery and Access Services under one department head. This would have the benefit of breaking down artificial boundaries between different units and allowing for more collaboration and cross training of staff. However, it would be a very large department for one manager to supervise.

3. Three departments with three Department Heads that would report to an Associate Director for Collection Management: Information Resource Management Department, Discovery Systems Department, and Access Services Department

- Information Resource Management Department:  
Merge ILL, Reserves, Acquisitions, and BAMU, into an Information Resource Management Department. This department would be responsible for ILL and Reserves functions, purchasing or licensing all library materials, MARC and non-MARC cataloging, batch loading, deleting and editing records, maintaining the WorldCat Local and SFX knowledge bases, and troubleshooting access problems. Each of the four units would have a functional supervisor, and the department as a whole would be led by a department head.
- Discovery Systems Department:  
This department would be responsible for supporting, maintaining, and customizing ALEPH, WorldCat Local and other discovery systems and ensuring that services, upgrades, and enhancements are implemented in a timely manner and tested prior to release. They would also be responsible for generating reports and exporting

data from our discovery systems, working to integrate multiple systems and knowledge bases, and assisting with batch editing and record loading processes.

- Access Services Department:  
Merge Circulation, Materials Management, and Stacks Management into a newly formed Access Services Department. Each of the three units would have a functional supervisor, and the department as a whole would be led by a department head.

## **RECOMMENDATIONS ON IRM WORKFLOWS**

The Task Force did not have the opportunity to do an in-depth study of individual workflows. However, the Task Force does recommend examining the workflows in the department and continually looking for ways to streamline processes and create more efficient workflows. This should build upon the work of the Acquisitions Unit and incorporate all units in the Information Resources Management Department. As guiding principles for creating new workflows, the Task Force recommends standardizing processes in order to make them more routine, distributing responsibility more broadly and equitably through the department, empowering decision-making at the lowest possible level, and establishing clear priorities for the work that is done in the department.

### Exception-based processing/automating processes

The challenges of managing the acquisition of, access to, and discovery of the Libraries' resources can be overwhelming. Changing publication models, the creation of content in-house, and new expectations from users make it difficult to fit new responsibilities into existing processes. Therefore new workflows that enable more content to be handled through routine processes and automated where possible are necessary. This will require the Libraries to change their expectations of how content is managed. Decisions about what information is captured and stored, how metadata is created, and what error rate is acceptable will need to be made in a way that will facilitate the streamlining of workflows and the bulk processing of data. Once new workflows have been established and appropriate tasks have been automated, routine processes should be assigned to lower level staff and student workers. This will free higher level staff and librarians to work with problems that cannot be handled through standard processes, as well as to develop new workflows and manage projects.

### Distribute responsibility

As the library has shifted more of the collection budget from purchasing and subscribing to electronic content, the responsibility for the lifecycle of those materials has fallen to the Acquisitions Unit. This has overburdened the personnel in Acquisitions and, at the same time, not made effective use of the knowledge and skills possessed by people in the other units in IRM. Distributing the responsibility for the functions of managing both physical and electronic materials (acquisition, access, metadata, discovery, and assessment) throughout the department will provide the opportunity for higher level staff and librarians to develop

a deeper understanding of their area of expertise. It will also give individuals the freedom to develop creative solutions to the workflow issues in their respective areas. Staff from other departments have begun to work with electronic resources, but more needs to be done to transfer those responsibilities to people outside of Acquisitions.

#### Decision-making at the appropriate level

In addition to distributing responsibility, decision-making should be pushed to the lowest appropriate level. Pushing responsibility out to staff in the department rather than centralizing it will give those staff the ability to develop efficient workflows to accomplish their work. Empowering staff to make decisions and improve their workflow will foster greater engagement and job satisfaction.

#### Prioritization

In order to coordinate the work of the department in this less centralized model, all members of the staff will need to understand the priorities of the department and the library. Priorities should be established through consultation with other departments, units, and stakeholders within the library. There are three ways that departmental priorities can be established:

1. Priorities will be determined by IRM department head.
2. Priorities will be negotiated by the unit coordinators.
3. Priorities will be set by the Associate Director for Library Services.

It is important that coordinators and other individuals who supervise staff clearly communicate priorities to the staff that report to them. Coordination among the IRM staff around these priorities will be essential to the success of the department.

## **RECOMMENDATIONS ON IRM TOOLS**

### **1. Current Tools**

IRM currently uses a variety of tools to manage the work of acquiring, describing, processing, and providing access to materials in a wide variety of formats. Currently UMass, along with the Five Colleges, uses ALEPH as an integrated library system. This system has a local database of bibliographic, holdings, and item records which can be attached to order, invoice, and subscription records to facilitate acquiring and paying for items. ALEPH also contains patron, loan, and request records that facilitate the circulation of physical items. The acquisitions department uses GOBI from YBP to facilitate the acquisitions of items from YBP. Library staff use OCLC Connexion to access OCLC WorldCat and move records between ALEPH and OCLC and maintain holdings with OCLC. Access to E-Journals and other online materials is managed using SFX, an Open URL link resolver. SFX has a global knowledgebase provided by ExLibris, which needs to be edited and updated to reflect UMass's local holdings. Records are loaded from SFX to ALEPH for inclusion in the public catalog, but there is no direct linkage between ALEPH and SFX. Other aspects of electronic resource management are maintained through a combination of ALEPH, SFX and a variety of shared spreadsheets and documents.

UMass also uses WorldCat Local as a discovery interface and as a resources sharing mechanism with the other libraries in the Boston Library Consortium (BLC). Along with setting our holdings for physical items in WorldCat, there is a set of knowledge bases at OCLC that is used to facilitate and maintain our access rights to online resources via the WorldCat Local platform. IRM also maintains EzProxy, the software tool used to facilitate off-campus and authenticated access to electronic resources.

## **2. Future directions**

The UMass libraries, in conjunction with the other Five College libraries, should consider implementing a comprehensive library software platform that embraces the concept of a shared community record. This concept was recommended to the FCLC by the Local Record / Community record task force report in June 2013. The central concept is to share the maintenance of both bibliographic records and knowledge bases with the wider library community. Additionally many of these platforms now combine the functionality of a traditional ILS, link resolver and Electronic Resources Management system into a single interface. As part of any process that leads the libraries to a new set of tools, the ease of communication between these tools should be a strong consideration. Currently our tools do not do a good job communicating and sharing data. This can lead to the maintaining of related data in separate isolated silos.

As a first step, IRM will want to consider implementing CORAL as an ERM tool. This would move the management of licenses, permissions, renewals, and usage statistics into a central database-driven, web accessible tool. Currently much of this information is stored in spreadsheets that are not accessible by multiple simultaneous users and poses a data integrity concern. A number of our peers in the survey are using CORAL to help manage electronic resources. While this may not be long-term solution if we eventually move to a unified library service platform, the work done to implement CORAL would transfer easily to a new system.

## **RECOMMENDATIONS ON STAFFING IN IRM**

Since 2009 IRM has lost nine positions to retirements, and anticipates losing two more by mid-summer 2014. We also lost one position to a staff move from IRM to the Image Collection Library. The positions lost due to retirements included two positions from Acquisitions, one whom was responsible for Monographic Acquisitions and the other a librarian who was responsible for electronic resources management. The Bibliographic Access and Metadata Unit (BAMU) has lost two full-time professional catalogers, with a third due to retire next month. In addition BAMU has lost five full-time cataloging assistants. Aside from the BAMU coordinator, whose time is mostly taken up with

administrative and committee work, we now have only one full-time professional cataloger and 3.4 FTE cataloging assistants. We also face the retirement of our department head in June. While some reduction in staff was needed, the more recent losses, as well as the consequences of changing technologies and business models, have started to impact our operations.

If the current organizational structure of the IRM Department stays the same, we would recommend hiring a new department head to direct and coordinate the four units that make up the department. This person should understand the big picture in academic libraries and how technical services fits into that picture, should stay abreast of national trends and new developments in technical services, and be able to help us improve collaboration and communication among the units. Some experience with electronic resource management and metadata would also be very helpful.

As the work in the IRM department continues to shift more and more to managing electronic resources, we have tried to change and adapt with a shrinking staff. Staff who managed physical resources, have either transferred to working with electronic resources full-time or have transitioned some of their time to working with electronic resources. Examples of this include a staff member who used to work on the linking project taking on a new position as an electronic resource specialist, a serials acquisitions assistant being trained to spend part of her time working with electronic resources, a serials cataloging assistant who now does batch loading and editing of records for electronic resources, and the bindery coordinator who now spends part of her time helping to gather usage statistics. However, as electronic resources management has continued to grow and become increasingly complex, it is clear that this is an area that still needs more support. Feedback from all of the staff who are directly involved with e- resource management suggested the need for a third professional as well as a grade 16 paraprofessional. Several staff expressed feelings of being overwhelmed and pulled in too many different directions. One staff member commented, “while I find many of the things I do to be quite interesting, I’m constantly overwhelmed. I need to stop doing some things and focus on fewer areas. I venture to observe that this is true for several of my colleagues as well.” Another staff member said, “It is clear to me that the two professionals in my area are overloaded, and a third professional should be hired. I believe we need a grade 16 position as well.”

The Task Force recommends hiring a professional to work with challenges of providing access to electronic resources, including issues around multiple content silos and discovery points, open access materials, new content formats, initiating new tool usage and migrations, demand driven acquisitions pilots, moving toward one-click solutions, proxy server management, troubleshooting complex situations with OCLC and WCL and other vendors, and providing additional support to resolving access issues and problems reported through dbhelp. Some familiarity with MARC and non-MARC metadata would

also be helpful. This additional position would allow existing Acquisitions librarians to focus on collection management oversight, improving workflows, coordinating with other Library departments/committees, negotiating licenses and pricing, and communicating and maintaining relationships with vendors. This position would replace the 60% electronic resources librarian position we lost due to retirement and spend an additional 40% of their time working on tasks that are currently being done by the Coordinator of the Acquisitions Unit. This would free up the Acquisitions Coordinator to focus more of his time on managing the work of the unit, planning and coordinating new projects and initiatives, training, committee work, and other administrative duties. An additional Grade 16 paraprofessional would also free up the professionals from having to do so much of the routine of maintaining the WorldCat Local Knowledge Base, SFX ejournal loads, platform and publisher change tasks, package reviews, and the basic troubleshooting and dbhelp issues.

In addition to our electronic resources we still have a very large collection of physical materials that need to be maintained, bound, repaired, digitized, moved to different locations and new materials that need to be purchased, cataloged, barcoded and labeled. We have huge collections of physical materials in SCUA that need to be cataloged, gift collections, purchased monographs, print serials, CDs, and DVDs. We have large scale digitization projects to send special collections and theses and dissertations out for scanning. These materials need good metadata in order to be discovered and used. This metadata also needs to be transformed from one schema to another due to the fact that we have multiple systems for providing access to the materials we digitize including the catalog, the WorldCat Local Discovery system, and our various digital repositories. We could also be providing more assistance with non-MARC metadata creation for SCUA, the Image Library, and the Scholarly Communication Office if we had the staff to do so. As it stands now, we are down to a bare bones level of staffing and are just about able to stay on top of the regular incoming materials we have traditionally cataloged such as monographs, DVDs, CDs, theses and dissertations. We will soon be losing our serials, microforms, and special collections cataloger who dealt with complex serials cataloging issues and did all of the original cataloging for the SCUA materials that we send out to be digitized by the Internet Archive. The amount of batch record loading, deleting, and editing is also increasing. Plus we often have large projects that involve moving physical materials to new locations in order to make space for new services in the Library. When materials are moved this involves updating hundreds or thousands of records in the ILS. We are also seeing an increase in requests to catalog online open access resources. Comments from staff in the unit also point to the need for more staff. One staff member said, "We've lost so many professional and classified catalogers that it seems to me we need both professional and classified people doing this ongoing work. Having only two full-time professional catalogers, one of whom has administrative duties, seems completely inadequate." Another cataloger said "I think we will soon desperately need at least one and probably two professional catalogers."

We would recommend hiring a Cataloging and Metadata Librarian who would be responsible for creating MARC and non-MARC metadata for serials, microforms, special collections and other types of resources; analyzing, designing, and implementing scripts and methods for metadata processing, transformation, and ingest into multiple systems and access points such as WorldCat Local, Aleph, Fedora and Digital Commons; collaborating with colleagues on workflow automation, developing an expertise in linked data, semantic web applications, and ontologies for discovery of bibliographic data and information; serving as a metadata consultant for both library and faculty digital projects; helping to investigate and implement better discovery and access solutions for library users; and helping to manage administrative metadata (license and rights, in particular.) This person should have demonstrated experience creating, editing, and transforming metadata (MARC and non-MARC), demonstrated experience with various metadata schema (e.g., AACR2, RDA, MODS, Dublin Core, VRA), experience in transformation of XML documents using XSLT, experience writing scripts in common scripting languages such as Perl, PHP, Python, Ruby, and experience with MarcEdit or similar tools. Experience with cataloging serials would be strongly desired as well. Immediate projects that this person could work on would be developing batch ingest procedures for institutional repository (IR) metadata and content, doing original MARC cataloging for SCUA materials being sent out to the Internet Archive for scanning, original cataloging for hidden collections such as un-cataloged gift collections and SCUA collections, helping to solve problems with serials cataloging, assisting with the more complex batch metadata editing and loading processes, and chairing the Metadata Working Group. This person could assist with writing documentation and providing training on non-MARC metadata creation especially if we were to create a central pool of paraprofessional and student assistants to create non-MARC metadata in the Bibliographic Access and Metadata Unit.

Finally, we also recommend that the Libraries' consider hiring a user experience librarian who could help design, improve, and support the library's primary user interfaces, including the website, the catalog, the discovery system, and digital library collections. This person should have demonstrated skills and knowledge concerning user requirements, usability methodology, focus group methodology, survey methods, and basic analytics/statistics. Knowledge of interface coding and application development would be optional but desirable.

# **ATTACHMENTS**

**IRM Functions**

**Environmental Scan Survey Responses**

**Follow-up Phone Interview Transcripts**

**Job Descriptions**

**Organization Charts of Peer Institutions**

**Bibliography**

# **IRM FUNCTIONS**

## **IRM FUNCTIONS**

In very broad terms, the Information Resources Management Department (IRM) carries out the functions of acquiring or licensing usage rights to library resources and performing the necessary work to make these resources discoverable and usable by library patrons. It is expected that these functions will continue to be important in the future digital library, though the actual work done may change, and has already changed in many ways. The Department is divided into four units.

### **Acquisitions and Electronic Resources**

This Unit works with a wide variety of formats and types of materials, e.g. print monographs, print serials, physical media (DVDs, CDs, etc.), microforms, maps, purchased e-books, e-books in subscription packages, electronic subscriptions to individual journals and databases, electronic journal subscription packages, streaming media. All of these types have their own particular processes and workflows, but generally the Unit:

- Orders/purchases and Licenses all Library materials (print, microform, electronic, A/V, etc.); assigns each purchased item to a defined budget
- Most orders are identified in GOBI by selectors, and orders are processed and placed by Acquisitions staff, who assign funds to a defined budget, etc. ILS staff, in batch mode, create brief records in Aleph, with order, item, and holdings records, from finalized GOBI orders, which are later overlaid by a PromptCat record from OCLC (also loaded by ILS)
- For non-GOBI orders, e.g. not handled by YBP, some Rush material, etc.) staff identify a vendor and place order, search OCLC for matching catalog record and download to Aleph, adding item and order record with on order status
- Works with ILS Unit and Bibliographic Access Unit to provide batch records for sets
- Negotiates licenses for e-resources and videos; licenses are sent to campus attorneys for legal approval
- Maintains license and invoice files
- Works with Selectors, ILL, Reserves, E-Resources Review Subcommittee to select new resources and renew subscriptions.
- Arranges for trials of electronic resources
- Maintains lists for selectors and public services of e-resources (books, journals, databases, streaming media) tried and wanted, new, temporarily unavailable and cancelled.
- Processes invoices for payment for all materials
- Assigns and manages budgets in consort with AD For Library Services, and the Business Office
- Performs copy-cataloging
- Maintains proxy configuration files
- Maintains SFX link resolver

- Manages the MARCIt record loads into Aleph of records for electronic journals, based on the SFX knowledge base, though actual loading of records is done by ILS
- Maintains OCLC WCL Knowledge base, including Pubget services
- Provides dbhelp email technical help service to resolve problems connecting to resources
- Works with vendors of electronic resources to restore access when broken, manage platform changes, resolve security violations, etc.
- Collects, maintains, and reports collection and usage statistics

### Bibliographic Access and Metadata

Physical materials that are acquired generally come to this Unit. In addition, the Unit deals with gifts approved by selectors that need not pass through the acquisitions process.

Most new monographs are acquired shelf-ready, processed by our main book vendor, YBP and come accompanied with catalog records from OCLC, through the PromptCat process. A minimal review is performed of the received catalog record, and various processes are applied. The books are arrived, the process status is changed to in process and placed in the queue for the new book shelf or other distribution, receipts are checked against the packing slip, and the invoice verified and given to the Acquisitions Unit for payment. Books whose records need further work are first searched in OCLC for an acceptable record, then, if none found, passed to cataloging staff (Senior Cataloging Assistant or professional Cataloger) for further work.

Monographs that are not shelf-ready, primarily gifts and SCUA backlogs (lately), have a “fast-cat” standard applied for minimal catalog record suitability, similar to the process for shelf-ready books. Books with records that meet the standards are sent directly to the Materials Management Unit for physical processing. Otherwise, books searched in OCLC and, if necessary, forwarded to cataloging staff for further work, as above.

Books that are sent for further cataloging work from either of the above processes often have records that lack LC call numbers or LC subject headings, or have other non-standard features or obvious errors. When possible, corrections and enhancements are done in OCLC as well as Aleph, so that the improved records will appear in WorldCat Local and so that other libraries can benefit from the enhancements and not have to repeat them

Media is not received shelf-ready, and generally has elements of cataloging that pertain to the particular format. Fast Cat standards do not apply, though some streamlining has been attempted. Media materials go to cataloging staff with specialized training in that type of medium.

Serials cataloging involves some special work, e.g. creation of holdings statements in the holdings records, creation and maintenance of local data records in OCLC, sometimes creation of predicted patterns to facilitate receipt of future issues, management of title changes and management of cancellations or cessations. Cataloging of new serials is now

rare, since we get records for electronic journals from MARCIt, but there is still a lot of cancellation and cessation work, e.g. in transferring a journal from print to electronic.

Some serials are treated as “serial analytics.” These generally belong to a series that is subscribed to as a serial, but the individual volumes are cataloged as monographs. When the books arrive, the holdings on the serial cover record are updated, but the book is cataloged as a monograph.

UMass theses and dissertations are now almost all electronic. Records are created by the students in ScholarWorks, and dissertation PDF files are sent to Proquest. Managing theses and dissertations is a collaborative effort between the Graduate School, IRM, and the Office of Scholarly Communication, which is responsible for the ScholarWorks digital repository system. For Aleph and OCLC, a Senior Cataloging Assistant prepares descriptive records in Aleph when the files are available in ScholarWorks, and provides URLs. Professional Catalogers assign LC subject headings after the descriptive work is done. Records are uploaded to OCLC.

We have an arrangement with Mount Holyoke to catalog materials for them for which they cannot find an acceptable record on OCLC. They pay us a set rate for original and copy cataloging.

We are designated as a microforms repository for the Five Colleges. Material transferred to us may require some cataloging work.

### Materials Management

This unit is responsible for the receipt, processing, distribution, and management of physical materials.

Receives periodicals and serials, i.e finds the correct record in Aleph, creates an item record (based on prediction pattern for periodicals) and arrives in Aleph. Has to recognize anomalies and problems, e.g. changes in title, numeration, etc. Periodical issues, which are later to be bound, get an ownership stamp, temporary barcode and are sent to the Stacks; serials receive permanent physical processing.

Processes print monographs, serials, bound periodical volumes, i.e. produces (from Aleph item record) a label and applies it, applies a bookplate, applies an ownership stamp, applies a security detection strip, if needed, applies content note labels, warnings for magnetic materials. Different processing routines apply to different media.

Binds individual periodical issues into volumes, i.e. generates pull slip from Aleph for Stacks Management to pull issues, inputs binding data into Abel software, sends issues to commercial bindery and enters appropriate notes in Aleph, uses Aleph software to collapse multiple item records for periodical issues into a single item record for the bound volume.

Transfers volumes between Library units, e.g. from Reference to Stacks, between Library branches, sends volumes to Depository by applying necessary physical markings and doing the necessary record work in Aleph.

Repairs damaged materials, usually sent by Circulation/Reserves staff. Volumes are either repaired in-house or sent to the commercial bindery for re-binding, using Abel software. Includes repair of broken cases for media.

Reinforces newly cataloged material that is physically vulnerable, makes pockets for accompanying material, etc.

Manages the process by which volumes are sent to be digitized by the Open Content Alliance office in Boston for the Internet Archive, i.e. gathers materials to be scanned, prepares a picklist (template for a spreadsheet with necessary bibliographic and item information), preps physical volumes, and arranges for transportation to Boston and back (or San Francisco in the case of microfilm)

Performs retrospective linking of Library materials, both systematically (serials and periodicals now done, some monographs remain), or individually when volumes linked on-the-fly are returned and sent by Circ./Reserves.

Is heavily involved in major projects, i.e. the transformation of the media from a closed collection on the third floor to an open collection, with DVDs in LC order, on the 6<sup>th</sup> floor; the government document de-accessioning project, etc.

## ILS

This Unit works with Five College ILS Coordinator, IRM units and Access Services to configure and maintain the Aleph integrated library system (ILS) to support the acquisition, discovery, and circulation of library materials.

Maintains the accuracy of the Library catalog through the batch loading, modification, and deletion of records in the ILS.

Compiles statistical reports for the Library administration and various departments to support the management of the library.

Generates reports from data in the ILS to support both projects and ongoing work, such as: New Book reports, holding reports related to the electrical closet expansion, data clean up reports, and holding reports for the RAPID service.

Manages the Oracle database for Five College ILS (Aleph) and Amherst ERM (Verde).

Facilitates the exchange of information through the integration of the ILS with Library (e.g., ILLiad) and campus (e.g., PeopleSoft) systems.

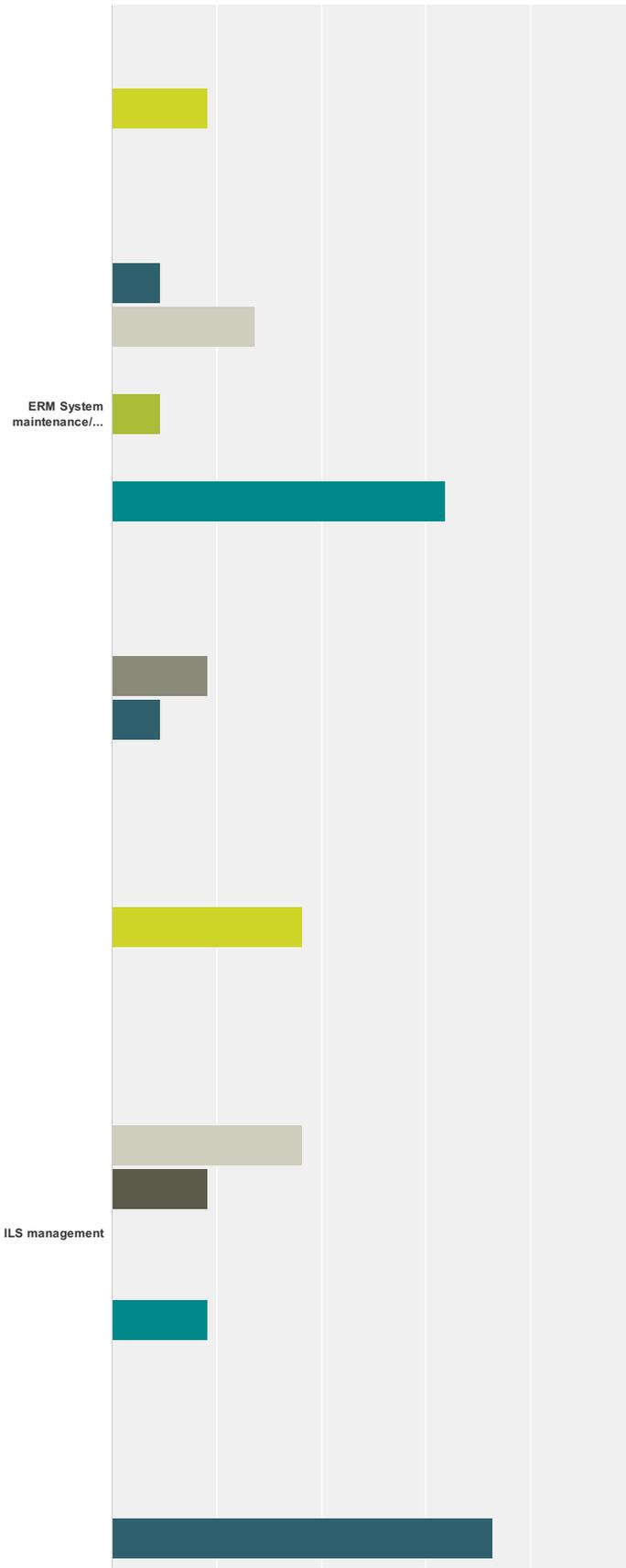
With Electronic Resources Unit, troubleshoots issues with OCLC's WorldCat Local and Knowledgebase. Communicates with OCLC in order to resolve issues when necessary.

**ENVIRONMENTAL**  
**SCAN SURVEY**  
**RESPONSES**

# Technical Services Workflow Survey

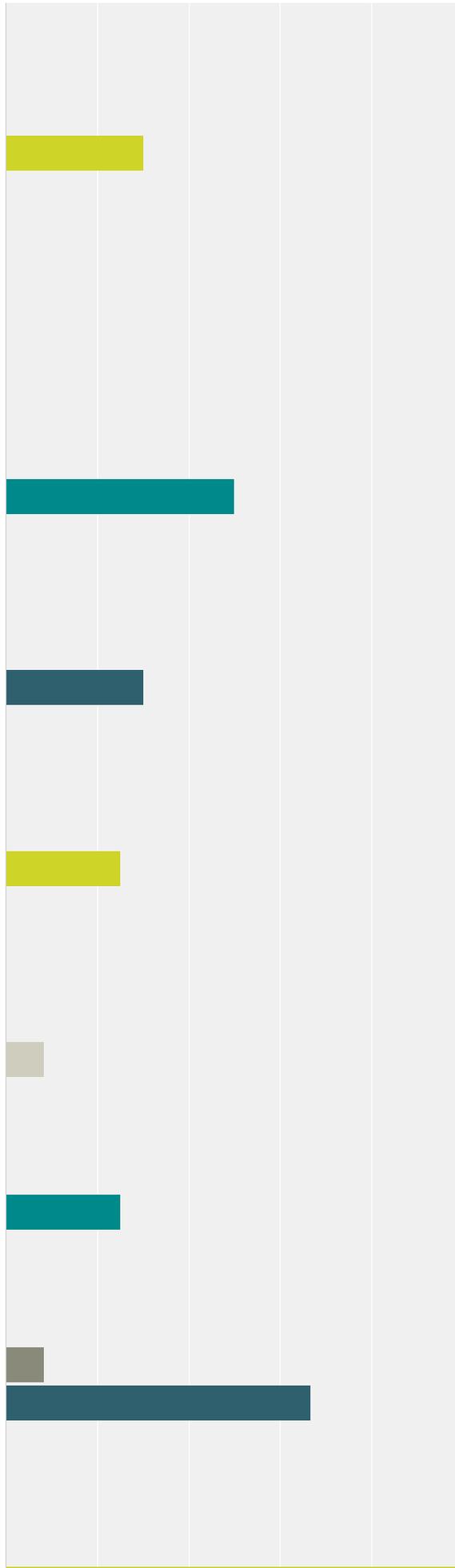
**Q1 We would like to know which of your functional units are responsible for the work traditionally associated with Technical Services. Please match the functional unit with the administrative activity (match all that apply).**

Answered: 12 Skipped: 1



# Technical Services Workflow Survey

Link Resolver  
management



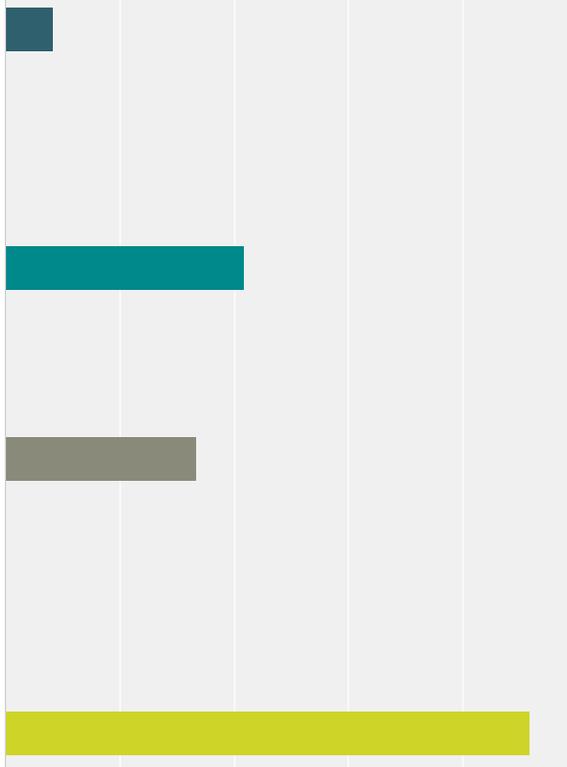
# Technical Services Workflow Survey

Physical  
Material...

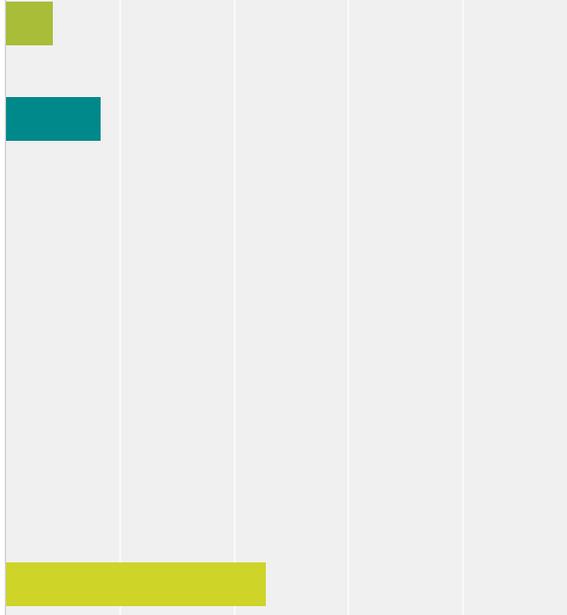
E-resource  
Usage...

# Technical Services Workflow Survey

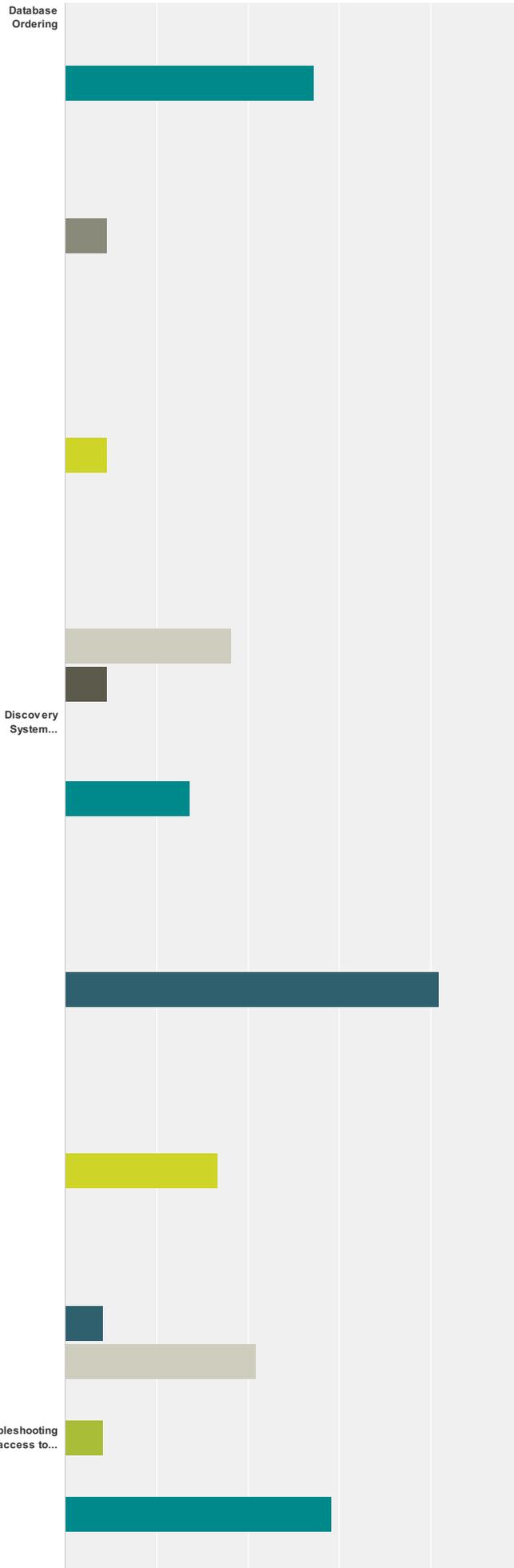
E-journals  
Ordering



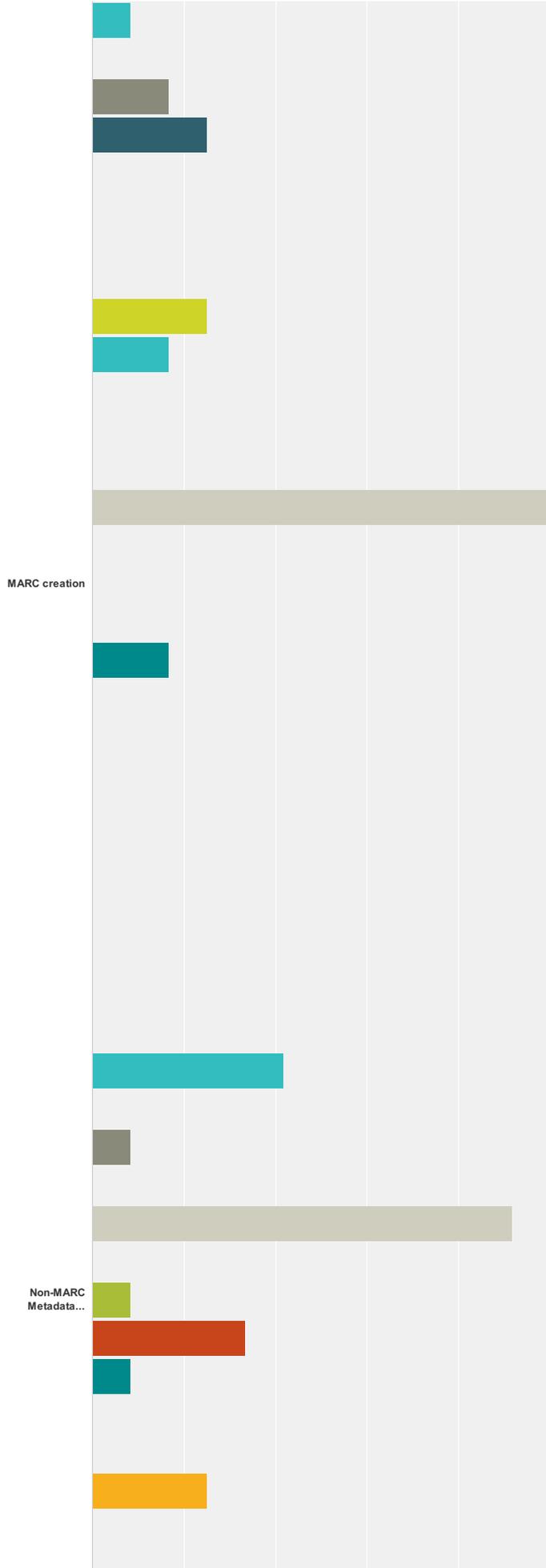
E-books  
Ordering



# Technical Services Workflow Survey



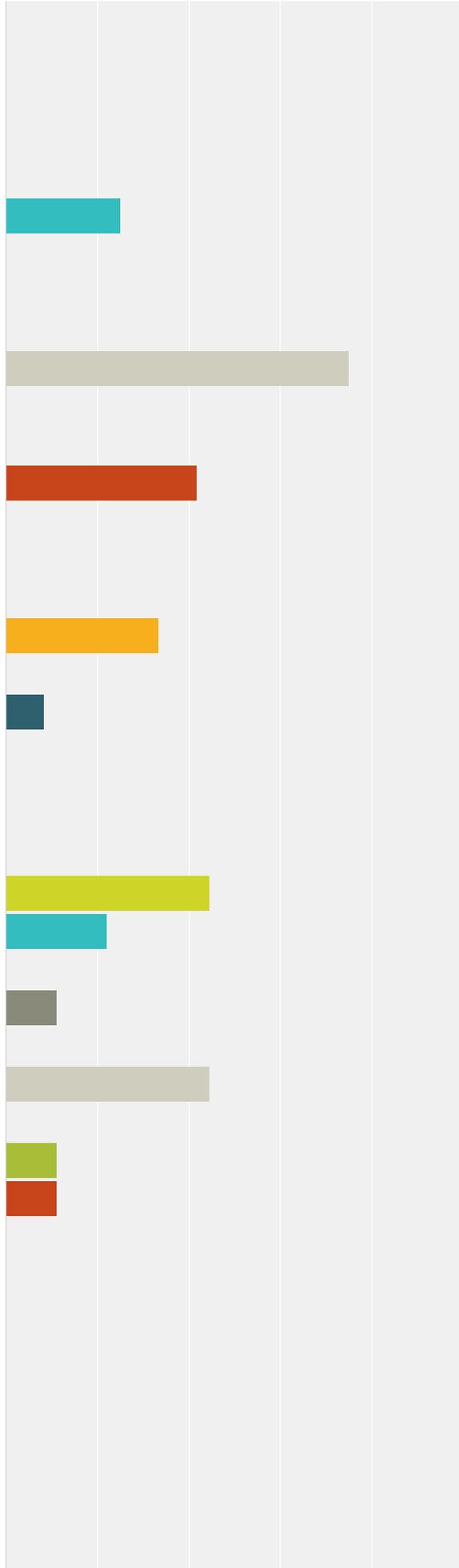
# Technical Services Workflow Survey



# Technical Services Workflow Survey

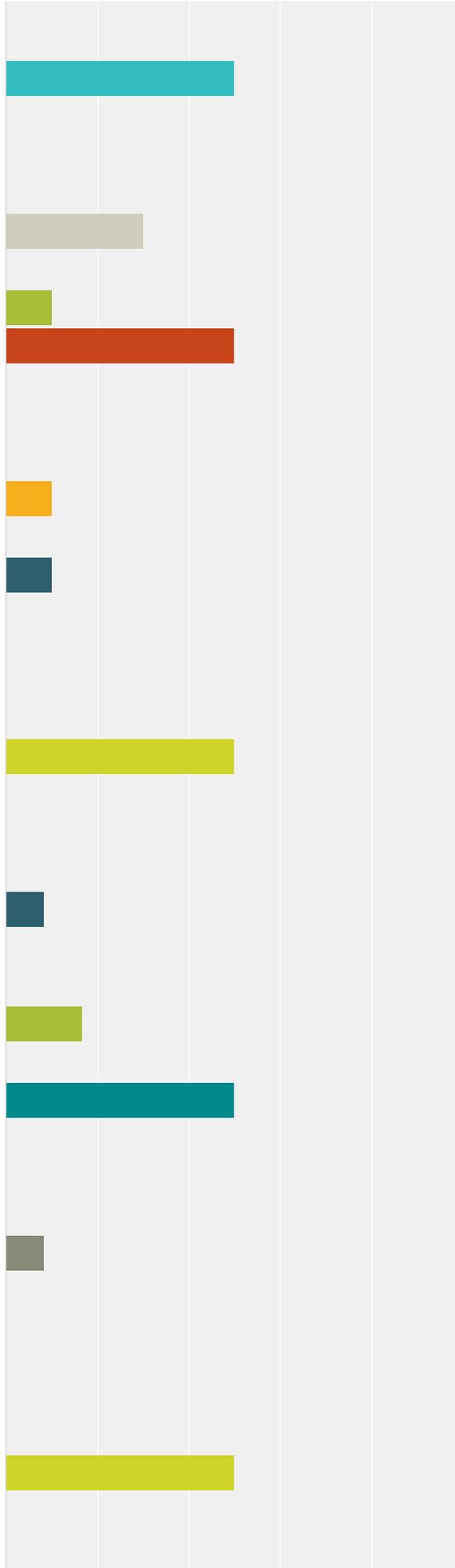
Institutional  
Repository/...

Print  
Preservation...

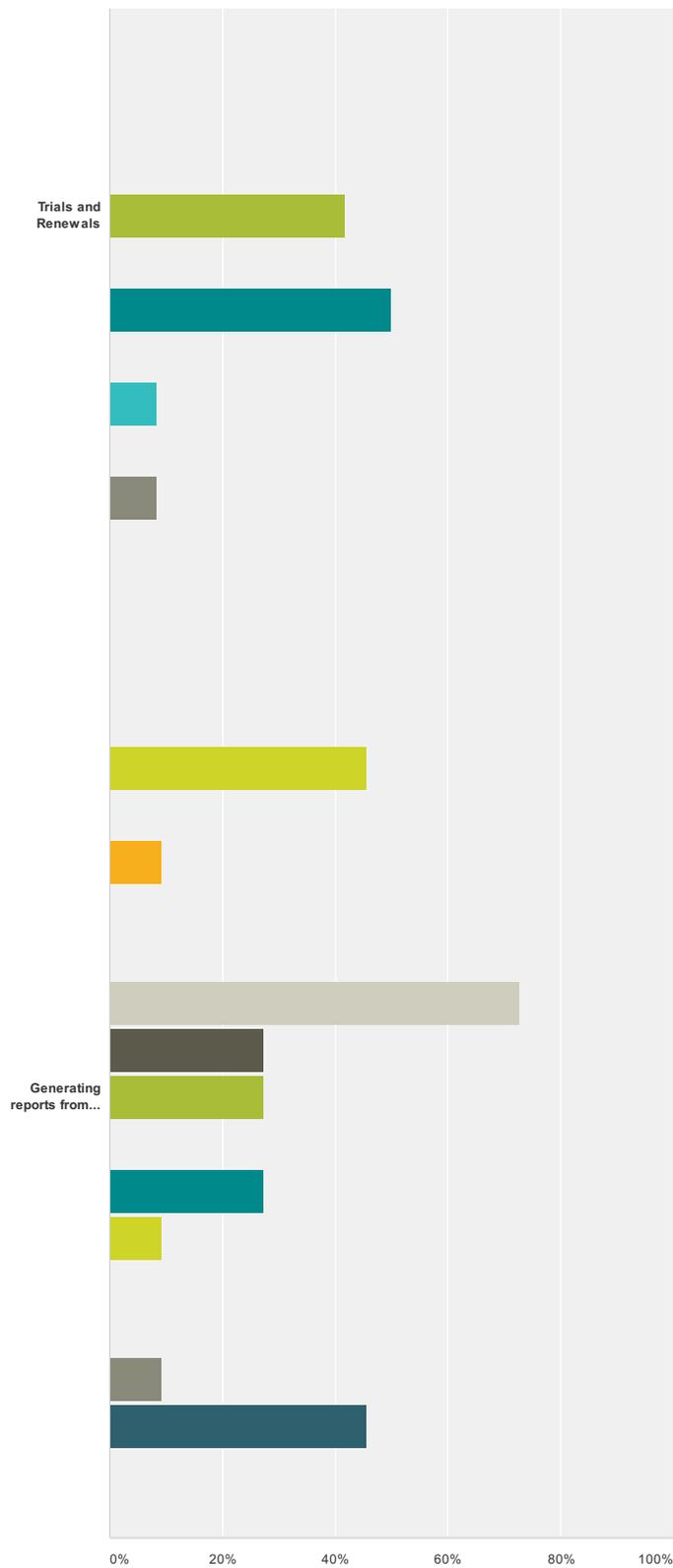


# Technical Services Workflow Survey

Digital  
Preservation



# Technical Services Workflow Survey



- Acquisitions Unit
- Archives and Special Collections
- Assessment Unit
- Branch Library
- Business Office
- Cataloging (Metadata) Unit
- Circulation Unit
- Collection Management
- Digital Initiatives
- Electronic Resources Management Unit
- ILL Unit
- Reference Unit
- Scholarly Communications
- Serials Unit
- Systems Unit

	Acquisitions Unit	Archives and Special Collections	Assessment Unit	Branch Library	Business Office	Cataloging (Metadata) Unit	Circulation Unit	Collection Management	Digital Initiatives	Electronic Resources Management Unit	ILL Unit	Reference Unit	Scholarly Communications	S U
ERM System maintenance/management	18.18% 2	0% 0	0% 0	0% 0	9.09% 1	27.27% 3	0% 0	9.09% 1	0% 0	63.64% 7	0% 0	0% 0	0% 0	11

# Technical Services Workflow Survey

ILS management	36.36% 4	0% 0	0% 0	0% 0	0% 0	36.36% 4	18.18% 2	0% 0	0% 0	18.18% 2	0% 0	0% 0	0% 0
Link Resolver management	30% 3	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	50% 5	0% 0	0% 0	0% 0
Proxy Server configuration/maintenance	25% 3	0% 0	0% 0	0% 0	0% 0	8.33% 1	0% 0	0% 0	0% 0	25% 3	0% 0	0% 0	0% 0
Physical Material Ordering (books, DVDs, etc.)	100% 12	8.33% 1	0% 0	0% 0	0% 0	0% 0	0% 0	8.33% 1	0% 0	0% 0	8.33% 1	0% 0	0% 0
E-resource Usage Statistics Gathering	25% 3	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	50% 6	0% 0	25% 3	0% 0	0% 0	0% 0
E-journals Ordering	58.33% 7	0% 0	0% 0	0% 0	8.33% 1	0% 0	0% 0	0% 0	0% 0	41.67% 5	0% 0	0% 0	0% 0
E-books Ordering	91.67% 11	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	8.33% 1	0% 0	16.67% 2	0% 0	0% 0	0% 0
Database Ordering	45.45% 5	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	54.55% 6	0% 0	0% 0	0% 0
Discovery System Maintenance	9.09% 1	0% 0	0% 0	0% 0	0% 0	36.36% 4	9.09% 1	0% 0	0% 0	27.27% 3	0% 0	0% 0	0% 0
Troubleshooting access to e-resources	33.33% 4	0% 0	0% 0	0% 0	8.33% 1	41.67% 5	0% 0	8.33% 1	0% 0	58.33% 7	0% 0	8.33% 1	0% 0
MARC creation	25% 3	16.67% 2	0% 0	0% 0	0% 0	100% 12	0% 0	0% 0	0% 0	16.67% 2	0% 0	0% 0	0% 0
Non-MARC Metadata creation	0% 0	41.67% 5	0% 0	8.33% 1	0% 0	91.67% 11	0% 0	8.33% 1	33.33% 4	8.33% 1	0% 0	0% 0	25% 3
Institutional Repository/ Electronic Theses and Dissertations	0% 0	25% 3	0% 0	0% 0	0% 0	75% 9	0% 0	0% 0	41.67% 5	0% 0	0% 0	0% 0	33.33% 4
Print Preservation/Binding	44.44% 4	22.22% 2	0% 0	11.11% 1	0% 0	44.44% 4	0% 0	11.11% 1	11.11% 1	0% 0	0% 0	0% 0	0% 0
Digital Preservation	0% 0	50% 5	0% 0	0% 0	0% 0	30% 3	0% 0	10% 1	50% 5	0% 0	0% 0	0% 0	10% 1
License Negotiation	50% 6	0% 0	0% 0	0% 0	8.33% 1	0% 0	0% 0	16.67% 2	0% 0	50% 6	0% 0	0% 0	0% 0
Trials and Renewals	50% 6	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	41.67% 5	0% 0	50% 6	0% 0	8.33% 1	0% 0
Generating reports from ILS	45.45% 5	0% 0	9.09% 1	0% 0	0% 0	72.73% 8	27.27% 3	27.27% 3	0% 0	27.27% 3	9.09% 1	0% 0	0% 0

# Technical Services Workflow Survey

## Q2 Which of the following administrative tools does your library use to manage your technical services workflow? Please specify what you are using for any tools that your library uses.

Answered: 13 Skipped: 0

Answer Choices	Responses
Cloud-based Library Management System (e.g., Ex Libris Alma, WorldShare Management etc.)	69.23% 9
Discovery System (e.g., OCLC World Cat Local, EDS, Summon, etc.)	100% 13
ERM System (e.g., Verde, CORAL, etc.)	100% 13
ILS (e.g., ILL Millennium , Ex Libris Voyager, etc.)	100% 13
Institutional Repository (Fedora, BePress, etc.)	100% 13
Link Resolver (e.g., SFX, 360 Link, etc.)	100% 13
Locally-Produced database (enter yes, if you use a locally produced database)	46.15% 6
Proxy server (e.g., Ezproxy, etc.)	100% 13
Spreadsheets (e.g., Excel)	100% 13
Usage Statistics Gathering tools (Ustat, Scholarly Stats, etc.):	76.92% 10
Web Services (e.g., Google Apps)	53.85% 7
Wiki (e.g., Dokuwiki)	61.54% 8
Other tools. Please specify.	53.85% 7

#	Cloud-based Library Management System (e.g., Ex Libris Alma, WorldShare Management etc.)	Date
1	none	2/19/2014 1:15 PM
2	none at this time	2/17/2014 1:51 PM
3	Alma	2/14/2014 9:00 AM
4	WMS	2/11/2014 8:15 PM
5	Alma	2/11/2014 1:37 PM
6	N/A	2/4/2014 11:31 AM
7	none	1/31/2014 2:49 PM
8	We're working on this	1/31/2014 1:47 PM
9	No	1/31/2014 1:17 PM

#	Discovery System (e.g., OCLC World Cat Local, EDS, Summon, etc.)	Date
1	Blacklight	3/10/2014 3:16 PM
2	primo	2/19/2014 1:15 PM
3	VuFind	2/18/2014 10:06 AM
4	EDS	2/17/2014 1:51 PM

5	Primo	2/14/2014 9:00 AM
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# Technical Services Workflow Survey

5		2/17/2014 8:00 AM
6	Summon	2/11/2014 8:15 PM
7	Ex Libris Primo	2/11/2014 6:48 PM
8	Primo	2/11/2014 1:37 PM
9	EDS	2/4/2014 11:31 AM
10	Summon	1/31/2014 2:49 PM
11	Summon, Worldcat	1/31/2014 2:15 PM
12	Summon for Discovery	1/31/2014 1:47 PM
13	WorldCat Local	1/31/2014 1:17 PM
<b>#</b>	<b>ERM System (e.g., Verde, CORAL, etc.)</b>	<b>Date</b>
1	Serials Solutions	3/10/2014 3:16 PM
2	coral also used for managing batch marc record upload queue	2/19/2014 1:15 PM
3	III	2/18/2014 10:06 AM
4	Innovative	2/17/2014 1:51 PM
5	Alma	2/14/2014 9:00 AM
6	III Millennium	2/11/2014 8:15 PM
7	Ex Libris Verde	2/11/2014 6:48 PM
8	Alma	2/11/2014 1:37 PM
9	N/A	2/4/2014 11:31 AM
10	Sierra	1/31/2014 2:49 PM
11	CORAL, Summon	1/31/2014 2:15 PM
12	Coral for managing subscriptions and licenses	1/31/2014 1:47 PM
13	None	1/31/2014 1:17 PM
<b>#</b>	<b>ILS (e.g., III Millennium , Ex Libris Voyager, etc.)</b>	<b>Date</b>
1	SirsiDynix Symphony	3/10/2014 3:16 PM
2	ex libris	2/19/2014 1:15 PM
3	Millennium	2/18/2014 10:06 AM
4	Millennium/Sierra	2/17/2014 1:51 PM
5	Alma	2/14/2014 9:00 AM
6	III Millennium	2/11/2014 8:15 PM
7	Ex Libris Aleph	2/11/2014 6:48 PM
8	Alma	2/11/2014 1:37 PM
9	Ex Libris Aleph	2/4/2014 11:31 AM
10	Sierra	1/31/2014 2:49 PM
11	Voyager	1/31/2014 2:15 PM
12	ExLibris Voyager - cat, acq, circ	1/31/2014 1:47 PM
13	Ex Libris	1/31/2014 1:17 PM
<b>#</b>	<b>Institutional Repository (Fedora, BePress, etc.)</b>	<b>Date</b>
1	D-Space	3/10/2014 3:16 PM
2	building their own fedora?	2/19/2014 1:15 PM

## Technical Services Workflow Survey

3	Digitool	2/18/2014 10:06 AM
4	BePress	2/17/2014 1:51 PM
5	BePress and Fedora	2/14/2014 9:00 AM
6	fedora	2/11/2014 8:15 PM
7	BePress	2/11/2014 6:48 PM
8	BePress	2/11/2014 1:37 PM
9	dSpace	2/4/2014 11:31 AM
10	Fedora	1/31/2014 2:49 PM
11	Dspace	1/31/2014 2:15 PM
12	Fedora for digital repository	1/31/2014 1:47 PM
13	BePress	1/31/2014 1:17 PM
<b>#</b>	<b>Link Resolver (e.g., SFX, 360 Link, etc.)</b>	<b>Date</b>
1	360 Link	3/10/2014 3:16 PM
2	sfx	2/19/2014 1:15 PM
3	SFX	2/18/2014 10:06 AM
4	360 Link	2/17/2014 1:51 PM
5	Alma	2/14/2014 9:00 AM
6	360 Link, we bridge	2/11/2014 8:15 PM
7	Ex Libris SFX	2/11/2014 6:48 PM
8	Alma eresolver (formerly SFX)	2/11/2014 1:37 PM
9	360 Link	2/4/2014 11:31 AM
10	360Link	1/31/2014 2:49 PM
11	360 Link	1/31/2014 2:15 PM
12	360 Link	1/31/2014 1:47 PM
13	SFX	1/31/2014 1:17 PM
<b>#</b>	<b>Locally-Produced database (enter yes, if you use a locally produced database)</b>	<b>Date</b>
1	no just coral - web forms for acquisitions requests	2/19/2014 1:15 PM
2	R2 for database A-Z; hoping to discontinue	2/17/2014 1:51 PM
3	Yes	2/11/2014 1:37 PM
4	N/A	2/4/2014 11:31 AM
5	Yes	1/31/2014 2:49 PM
6	yes, an access program for media and reserves	1/31/2014 2:15 PM
<b>#</b>	<b>Proxy server (e.g., Ezproxy, etc.)</b>	<b>Date</b>
1	Ezproxy	3/10/2014 3:16 PM
2	ezproxy	2/19/2014 1:15 PM
3	EzProxy	2/18/2014 10:06 AM
4	discontinuing	2/17/2014 1:51 PM
5	EZProxy	2/14/2014 9:00 AM
6	Ezproxy	2/11/2014 8:15 PM
7	Ezproxy	2/11/2014 6:48 PM

## Technical Services Workflow Survey

8	Ezproxy	2/11/2014 1:37 PM
9	EZProxy	2/4/2014 11:31 AM
10	EZProxy	1/31/2014 2:49 PM
11	Ezproxy	1/31/2014 2:15 PM
12	Ezproxy for authentication	1/31/2014 1:47 PM
13	EZproxy	1/31/2014 1:17 PM
<b>#</b>	<b>Spreadsheets (e.g., Excel)</b>	<b>Date</b>
1	Excel	3/10/2014 3:16 PM
2	getting away from using spreadsheets - trying to use spreadsheets for project management - hiring a project manager from a corporate setting who specializes in project management for systems ir group and tech services digital access resources and it division	2/19/2014 1:15 PM
3	Excel	2/18/2014 10:06 AM
4	Excel for detailed budget tracking not available via system functionality	2/17/2014 1:51 PM
5	Excel	2/14/2014 9:00 AM
6	Excel	2/11/2014 8:15 PM
7	Excel	2/11/2014 6:48 PM
8	Excel	2/11/2014 1:37 PM
9	Excel	2/4/2014 11:31 AM
10	Excel	1/31/2014 2:49 PM
11	Excel	1/31/2014 2:15 PM
12	Multiple uses to manage and transform data	1/31/2014 1:47 PM
13	Excel	1/31/2014 1:17 PM
<b>#</b>	<b>Usage Statistics Gathering tools (Ustat, Scholarly Stats, etc.):</b>	<b>Date</b>
1	contemplating sushi but haven't been great at making collection decisions based on usage stats so have gotten lax	2/19/2014 1:15 PM
2	none at this time	2/17/2014 1:51 PM
3	UStat and Harrassowitz's Estats	2/14/2014 9:00 AM
4	Scholarly stats	2/11/2014 8:15 PM
5	EBSCO Usage Consolidation tool	2/11/2014 6:48 PM
6	Ustat	2/11/2014 1:37 PM
7	N/A	2/4/2014 11:31 AM
8	none	1/31/2014 2:49 PM
9	SerialsSolutions, ustat, several others	1/31/2014 1:47 PM
10	Counter	1/31/2014 1:17 PM
<b>#</b>	<b>Web Services (e.g., Google Apps)</b>	<b>Date</b>
1	implementing a lot of google tools - docs box	2/19/2014 1:15 PM
2	none at this time	2/17/2014 1:51 PM
3	Google docs, box	2/11/2014 8:15 PM
4	Google Docs	2/11/2014 1:37 PM
5	Google Mini search appliance	2/4/2014 11:31 AM
6	Google Apps	1/31/2014 2:49 PM

## Technical Services Workflow Survey

7	Google Apps	1/31/2014 1:17 PM
<b>#</b>	<b>Wiki (e.g., Dokuwiki)</b>	<b>Date</b>
1	confluence	2/19/2014 1:15 PM
2	MediaWiki	2/18/2014 10:06 AM
3	none at this time	2/17/2014 1:51 PM
4	Confluence	2/11/2014 1:37 PM
5	N/A	2/4/2014 11:31 AM
6	Scholar	1/31/2014 2:49 PM
7	Wiki for cataloging	1/31/2014 2:15 PM
8	Yes	1/31/2014 1:17 PM
<b>#</b>	<b>Other tools. Please specify.</b>	<b>Date</b>
1	marc edit	2/19/2014 1:15 PM
2	TeamLab	2/18/2014 10:06 AM
3	SharePoint for documentation and communication (i.e. units, task forces, committees, etc.)	2/17/2014 1:51 PM
4	SharePoint	2/14/2014 9:00 AM
5	WordPress, LibGuides, Ensemble CMS, local shared drives	1/31/2014 2:49 PM
6	libguide for Acq workflows	1/31/2014 2:15 PM
7	MacroExpress for tracking stats in ILS	1/31/2014 1:47 PM

# Technical Services Workflow Survey

## Q3 What, if any, new services have technical services taken on over the last 5 years?

Answered: 12 Skipped: 1

#	Responses	Date
1	Help Desk for e-resources	3/10/2014 3:17 PM
2	metadata librarian in IR group - will provide vision and strategy for metadata creation but use cataloging staff to actually create metadata and transform, got a new copyright and licensing librarian	2/19/2014 1:26 PM
3	digital collections; OCLC KnowledgeBase maintenance for ILL ArticleDirect, DDA, DRM management, streaming media licensing (from media director), non-MARC metadata creation	2/17/2014 2:00 PM
4	proxy server maintenance	2/14/2014 9:03 AM
5	Digitization, non MARC metadata, metadata consultation, GIS qc	2/11/2014 8:18 PM
6	ILL/DD (Resource Sharing), Circulation, Stacks Management	2/11/2014 6:49 PM
7	Digitization services, specifically scanning and the routine application of metadata	2/11/2014 1:47 PM
8	Metadata for Institutional Repository (service to be offered to faculty)	2/4/2014 11:33 AM
9	Discovery service maintenance scanning print items for repository, preservation merged Interlibrary Loan into the department	1/31/2014 2:53 PM
10	Shelf ready. Electronic Thesis and Dissertations, Patron Driven ebooks, Purchase on Demand print, e-approval books, firm ebooks, managing popular reading collection, partner collections with campus groups,	1/31/2014 2:21 PM
11	metadata consultations for researchers metadata crosswalks for digital repository generating statistics for assessment or collection management	1/31/2014 1:48 PM
12	WorldCat Local maintenance has been added, requiring management of yet another database. Purchase of books requested through ILL along with rush cataloging and processing. Demand driven acquisitions programs.	1/31/2014 1:34 PM

# Technical Services Workflow Survey

## Q4 What, if any, functions/tasks have technical services given up over the last 5 years?

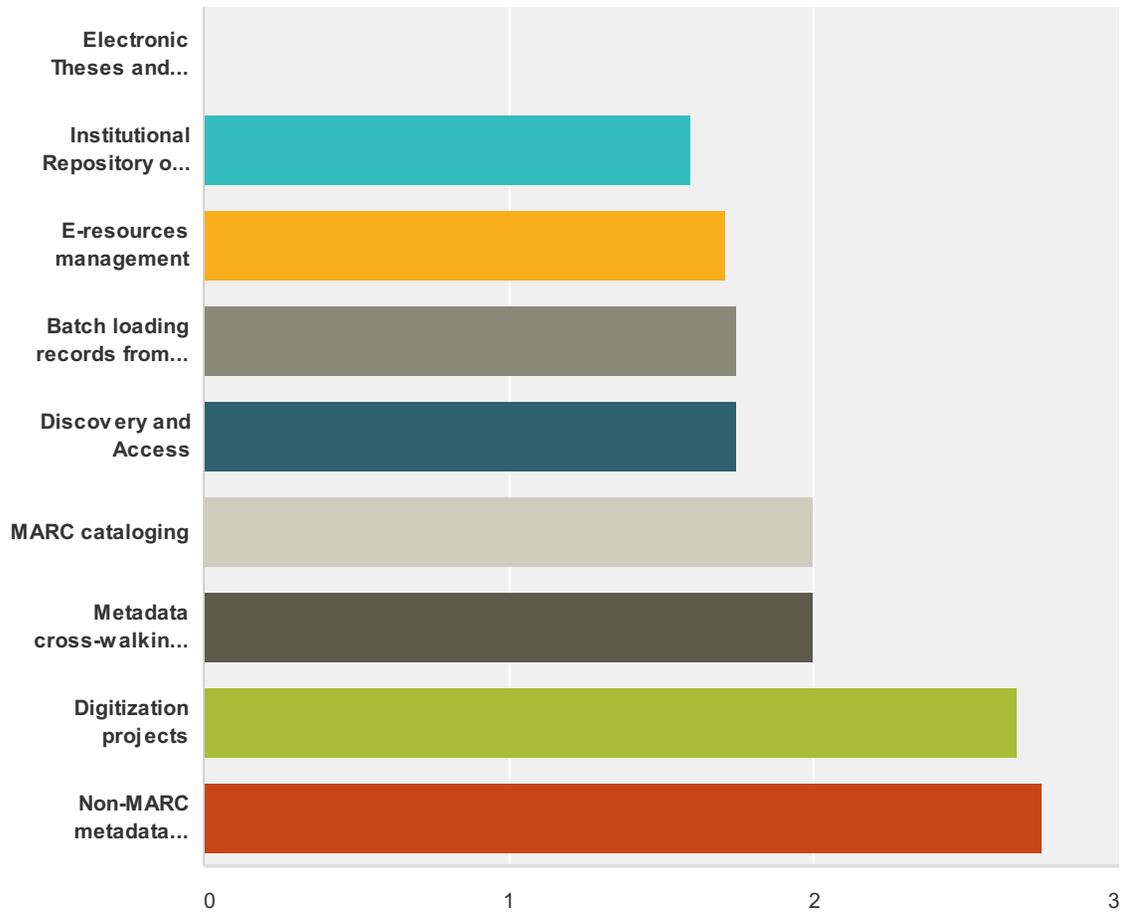
Answered: 10 Skipped: 3

#	Responses	Date
1	Many manual processes like writing call number on title page, etc.	3/10/2014 3:17 PM
2	come up with a baseline cataloging standard for vendor records	2/19/2014 1:26 PM
3	newspaper check-in, working on giving up print journal check-in and binding, outsourced cataloging and processing for new materials to vendor/WorldCat Partners and individually cataloging e-monograph collections, manually maintaining e-journal holdings in the catalog	2/17/2014 2:00 PM
4	claiming serials	2/14/2014 9:03 AM
5	Mostly streamlined processes, reduced effort given to describing tangible assets	2/11/2014 8:18 PM
6	Electronic resource management functions, including gathering usage statistics for electronic resources, troubleshooting, and setting up access in Alma	2/11/2014 1:47 PM
7	we don't catalog any of our eresources in our catalog. They go directly into the discovery service, Summon.	1/31/2014 2:53 PM
8	Duties have shifted among tech services units but we haven't given anything up	1/31/2014 2:21 PM
9	union listing, check-in for journals, routing materials to regional libraries (journals sent directly now), reviewing copy cataloging, original cataloging of ebooks in Hathi Trust or others that we now link to but don't put into the OPAC	1/31/2014 1:48 PM
10	Reduced review of copy cataloging records. Book repair and bindery operations have been reduced through changes in use of library materials (rather than policy).	1/31/2014 1:34 PM

# Technical Services Workflow Survey

## Q5 What do you envision as the top 3 priorities your work unit will need to focus on in the next 3-5 years?

Answered: 12 Skipped: 1



	First	Second	Third	Total	Average Rating
Electronic Theses and Dissertations management	0% 0	0% 0	0% 0	0	0.00
Institutional Repository or scholarly communication projects	60% 3	20% 1	20% 1	5	1.60
E-resources management	42.86% 3	42.86% 3	14.29% 1	7	1.71
Batch loading records from vendors	50% 2	25% 1	25% 1	4	1.75
Discovery and Access	37.50% 3	50% 4	12.50% 1	8	1.75
MARC cataloging	0% 0	100% 1	0% 0	1	2.00
Metadata cross-walking and transformation	50% 1	0% 0	50% 1	2	2.00
Digitization projects	0% 0	33.33% 1	66.67% 2	3	2.67
Non-MARC metadata creation	0% 0	25% 1	75% 2	3	2.67

# Technical Services Workflow Survey

Technical Services Workflow Survey

0

1

3

4

2.75

# Technical Services Workflow Survey

## Q6 How do you assess the ability of users to access and discover the library's resources?

Answered: 12 Skipped: 1

#	Responses	Date
1	Not done in TS – not sure if this is being done at all within the libraries	3/10/2014 3:17 PM
2	Library IT group handles this tech services staff don't participate in this directly cataloging expectations - what do users find useful, user experience Systems	2/19/2014 1:29 PM
3	use statistics usability studies issue reports and feedback from Public Services through Tech Support Form ILL reporting issues	2/17/2014 2:06 PM
4	we have an assessment team outside of technical services that do that	2/14/2014 9:05 AM
5	Good points. We don't have a robust way of doing this now	2/11/2014 8:19 PM
6	We use LibQual and internally designed usability studies.	2/11/2014 6:53 PM
7	The library assesses discovery through studies conducted by a usability expert, Google Analytics, troubleshooting reports, other qualitative studies, and feedback from public services personnel.	2/11/2014 1:47 PM
8	There were several areas in which we were lagging behind: implementing a MARC record service for e-journals, batchloading, authority control. These were clearly areas that we had to address; we're in the process of implementing all three.	2/4/2014 11:39 AM
9	Don't do much formal assessment now, but if we did, we would use Summon dashboards, Google Analytics, and user surveys (we've used these in the past)	1/31/2014 2:54 PM
10	Tech services does not do any direct assessment but we do quality control checking and proactive checking (like e-journal checkin). our library does Focus groups, LibQual, suggestion box, surveys,	1/31/2014 2:31 PM
11	At the moment we offer the ILS, WorldCat and Summon to our users which is altogether good, but each portal is not complete in itself.	1/31/2014 1:48 PM
12	We mostly have anecdotal reports of problems, though LibQual surveys have added some perspective. The WorldCat Local management team tries to analyze potential problems and solve them. We have a process for reporting problems with access to e-resources that supplied anecdotal evidence of problems. We get reports from ILL of apparent problems users are having.	1/31/2014 1:34 PM

# Technical Services Workflow Survey

## Q7 How does technical services use the results of this assessment to determine the most effective use of staff time? For example, how do you determine how much time to spend reviewing and improving copy cataloging/vendor records or troubleshooting e-resource access problems?

Answered: 9 Skipped: 4

#	Responses	Date
1	N/A	3/10/2014 3:17 PM
2	Use reports from Tech Support Form and ILL to address immediate issues with access and/or metadata. Use usability studies to tweak discovery, linking, and catalog systems Use usage statistics to target problem e-resource collections and in making collections decisions	2/17/2014 2:06 PM
3	Based on gaps in desired service levels.	2/11/2014 6:53 PM
4	We are still in the process of working out how assessment data can be applied to improving service since we launched Alma in May 2013.	2/11/2014 1:47 PM
5	Once we take care of some bigger projects (implementing a MARC record service for e-journals, batchloading, authority control), we will begin to assess daily workflows. We've brainstormed a long list of workflows that we believe merits review, and we will tackle these next.	2/4/2014 11:39 AM
6	We use problem reporting logs to determine which resources need the most attention and troubleshooting. We get input from ILL about resource access problems they encounter from our patrons	1/31/2014 2:54 PM
7	E-resource access problems is reactionary. Cataloging is very diligent in making sure the record is as good as possible. We don't use assessment to determine time spent on work, we just do our work and have adapted to all the new formats we need to process. this is an interesting question and something we need to investigate further on our end.	1/31/2014 2:31 PM
8	We continually review our priorities. The magnitude of incoming materials can determine how much time is devoted to review or enhancement as well as user experience with the product. Demand drives what we devote our time to.	1/31/2014 1:48 PM
9	No systematic process. We have made some assumptions about public use of catalog records and general accuracy to reduce scrutiny. We have responded to some of the issues revealed through LibQual, e.g. put some instructions on how to access e-resources off-campus and worked to reduce number of clicks to full-text in WCL. We dedicate a staff member to respond to individual e-resource access problems M-F. We try to review vendor packages to solve problems as we have time, assuming library users will run into these, but a lot of this is responding to problems. We respond to problems with the catalog as reported.	1/31/2014 1:34 PM

# Technical Services Workflow Survey

## Q8 What processes have you put in place to prioritize and address those tasks or functions that support user access and discovery?

Answered: 11 Skipped: 2

#	Responses	Date
1	N/A	3/10/2014 3:17 PM
2	focusing on rush items and patron requests these are the prioritizes, discovery system	2/19/2014 1:29 PM
3	Tech Support Form to report access and discovery issues Issue report form on linkresolver	2/17/2014 2:06 PM
4	cross-departmental committee formed to evaluate and respond to user trouble tickets from discovery service	2/14/2014 9:05 AM
5	Based on survey results, our users seem to have trouble locating electronic journals that we have subscriptions to. We are working to remedy that. We are also trying to make access and discovery more transparent for distance users.	2/11/2014 6:53 PM
6	Broadly speaking, we are shifting work and personnel from print based resources to electronic resources management tasks in technical services.	2/11/2014 1:47 PM
7	We've brainstormed a long list of issues and workflows that we think merit review and assessment. We review this list at least monthly and take on new projects as we complete older ones. We sought and continue to seek input from public and technical services staff on our priorities. We try to stay flexible and tackle projects with the biggest ROI first.	2/4/2014 11:39 AM
8	regular team meetings, google groups	1/31/2014 2:54 PM
9	Acquisitions have taken over initial copy-cataloging of shelf ready titles. Acq has started to copy catalog ebooks. This shift has allowed cataloging to spend more time on unique materials and materials that need to be originally cataloged.	1/31/2014 2:31 PM
10	Ticketing system for e-resource problems. Database queries to clean up or sync data.	1/31/2014 1:48 PM
11	We have a WorldCat Local team that addresses developments of WCL and perceived problems with its use. On a consortial level we have an OPAC committee that addresses use of the catalog, and an Aleph Advisory Group.	1/31/2014 1:34 PM

# Technical Services Workflow Survey

## Q9 Is there anything else you think we should know about your workflow or operations that we have not asked above?

Answered: 8 Skipped: 5

#	Responses	Date
1	Went through a big re-org. ILL dept combined with acquisitions. 2 cataloging groups original and copy cataloging - 2 different copy manager 2 supervisors and 4 staff - original manager supervisor 3 librarians and 4 staff standards for how many direct reports - 3-8 per manager too much for one person to manage more than that	2/19/2014 1:40 PM
2	As the ERM Librarian, I am still trying to figure out the appropriate type of duties I can assign to staff. They seem to still struggle with understanding and managing e-journal titles transfers. I am leaning towards having the continue to do task oriented work and less complex problem-solving.	2/18/2014 10:11 AM
3	We continually revisit workflows and procedures to streamline processes, identify efficiencies, and provide patron access to resources as quickly, accurately, and effectively as possible.	2/17/2014 2:08 PM
4	Because of significant staff cuts, we have fallen behind in a few areas. These were easily identifiable when I came here a year ago, and we've made those areas the priority projects, with input from both technical and public services staff.	2/4/2014 11:41 AM
5	Putting electronic resources into Summon rather than the library catalog creates a different set of problems than we had before. But we think it was the right decision. It freed staff up to work on new initiatives for which we were not getting any new positions.	1/31/2014 2:56 PM
6	We have 3 units in tech services - cataloging, acquisitions and ERM. We all work together as a team and duties are increasinly blended. Acq does copy cataloging for shelf ready and ebooks, we do ejournal check-in, we help cataloging in weeding and discarding, Cataloging is more inclined to use the Acq module in Voyager, they are more receptive to Acq staff helping with routine work such as deleting lost records, adding notes to the record, etc. ERM works closely with Acq on budget issues and database and journal renewals.	1/31/2014 2:35 PM
7	We are an organization in transition so many of our technical services workflow elements will change. For example, the acquisitions coordinator has been added to the Resource Access Team (cataloging and metadata). Many changes to come!	1/31/2014 1:40 PM
8	We have an overall technical services department, the Information Resources Management Department, divided into four units: Acquisitions, Bibliographic Access and Metadata, ILS, and Materials Management.	1/31/2014 1:34 PM

# Technical Services Workflow Survey

**Q10 If we have additional questions, may we contact you again? If so, please provide your name, institution, phone number and email address below:**

Answered: 9 Skipped: 4

Answer Choices	Responses
Name:	100% 9
Institution:	100% 9
Address:	0% 0
Address 2:	0% 0
City/Town:	0% 0
State:	0% 0
ZIP:	0% 0
Country:	0% 0
Email Address:	100% 9
Phone Number:	88.89% 8

#	Name:	Date
1	Andrea (Andi) Langhurst	2/19/2014 1:40 PM
2	Rachel Erb	2/18/2014 10:11 AM
3	Cheri Duncan/Sarah Brett	2/17/2014 2:08 PM
4	Janet B. Morrow	2/14/2014 9:06 AM
5	Alicia Morris	2/11/2014 8:20 PM
6	Leslie O'Brien	1/31/2014 2:56 PM
7	Stacey Marien	1/31/2014 2:35 PM
8	Sandy Gallup	1/31/2014 1:40 PM
9	Gary Hough	1/31/2014 1:34 PM

#	Institution:	Date
1	Notre Dame	2/19/2014 1:40 PM
2	Colorado State University	2/18/2014 10:11 AM
3	James Madison University	2/17/2014 2:08 PM
4	Northeastern University	2/14/2014 9:06 AM
5	Tufts Univ.	2/11/2014 8:20 PM
6	Virginia Tech	1/31/2014 2:56 PM
7	American University	1/31/2014 2:35 PM
8	University of Connecticut	1/31/2014 1:40 PM
9	UMass Amherst	1/31/2014 1:34 PM

**FOLLOW-UP PHONE**  
**INTERVIEW**  
**TRANSCRIPTS**

## **FOLLOW-UP PHONE INTERVIEW TRANSCRIPTS**

**Virginia Tech:**

**Why did you merge ILL into the department? How has this helped user discovery and access? What other benefits have resulted? Any downsides?**

Like every place there are some internal reasons because of staffing, people, and workflow. The main reason was that the dean and directors saw ILL as more of a collections function than public services function. ILL used to be under circulation and reserves. Remodeling space was another minor factor. It just happened in July, so we are still working to integrate ILL into the Technical Services unit. The merge definitely increased collaboration, and there is more potential we haven't realized yet. Even before the merge we started doing a purchase on demand project with ILL. For certain requests that came through ILL we would buy the items for patrons rather than borrowing them from another library. Going forward we are looking to integrate acquisitions and ILL processes. Right now they use different systems and have different workflows.

I can't really think of any downsides. Another benefit was merging student assistants and staff assistants from the two units. These assistants can crossover and they are able to cover the workflow better and redeploy people based on coverage and priority.

**What problems were created when you stopped including e-resources in your local catalog and began to only provide access through Summon?**

When loading e-resource records we don't put them in catalog anymore. We only put them in our discovery system, Summon.

Integration of systems was an issue. The ILL workflow involved searching the catalog with a Z39.50 connection from ILLiad to the catalog. We had to come up with new workflows, because Summon and ILLiad didn't work together in this way.

Other issues have been to change the habits of reference librarians and others used to searching the catalog, but we were never caught up with loading records into the catalog. So users could not find all of the e-resources we had, because we were so far behind with loading records into the catalog.

Summon pulls in metadata from serials solutions, MARC records, as well as Summon's article indexing. Summon pulls metadata from the catalog for print books and other physical resources via a daily load of the catalog. It is an easier way of managing e-resource metadata.

**Tufts:**

**How did you identify and streamline processes?**

One process we streamlined was DVDs. We have big feature film and documentary collections, and originally we did a lot of local editing of records. However, we realized there was a set of institutions that produced really good records, and now we have students do the cataloging if there are records from one of those institutions.

We also have a staff member who has a computer science background, and he created a macro that allows students to answer a set of yes or no questions when reviewing I level catalog records. It's basically a fast cat process that uses macros and is done by students.

Another thing we streamlined was approval books. Now we just take all of them and catalog them. We don't return any of them anymore. Returning them actually cost more and we sent so few things back anyway.

We get records for e-journals via Serials solutions.

We do global updates on records in Millennium rather than editing records one by one. We have outsourced authority control, and we use macros as much as possible.

We have a student who is doing the foreign approvals and downloading records.

We create short records for DVDs without copy.

We are trying to move records to Worldshare Management. We still have to load records but holdings would be set on OCLC.

**James Madison:**

**You said you continually revisit workflows and procedures to streamline processes, identify efficiencies, and provide patron access to resources as quickly, accurately, and effectively as possible. Would you be willing to share your process for revisiting workflows and procedures?**

We do this across departments and across units. Our process consists of getting together with the unit managers and talking about ways we can collaborate and ways we can improve processes. We have a retreat every couple of years where we gather ideas from staff on how to improve workflows and we revisit our workflows every summer.

We work with the Collection Management Department who gathers usage statistics to help inform the selectors' decisions. The E-resources/Serials unit contributes the financial

information, but the Collection Management Department actually gathers the usage statistics and provides the analysis for the selectors. The Collection Management Department has a manager and two full time support staff members.

Sarah, the E-Resources Manager, has a database coordinator who works solely with online databases, an e-books coordinator, an e-journals coordinator, and an e-resource coordinator who handles the financial piece of the paying for e-resources and keeping track of budgets.

We don't use MARC records for databases anymore. The metadata is indexed from Innovative's ERM system and is included in the Millennium OPAC. We will soon be migrating to Sierra. Serials Solutions holdings information feeds into the ERM system which then feeds into the catalog. License and usage metadata is created manually in the ERM system.

All of our fulltime staff are in specific units, but they collaborate with other units or other departments. Now that e-resources/serials, monographic cataloging, and acquisitions are all under one department, instead of siloed departments, we are able to work together more easily. We have monthly meetings with all unit managers. We also have department retreats, because sometimes managers aren't as aware of what processes to improve as the staff themselves. After the department retreat we then have a managers' retreat to focus in on resolving issues.

**Could you tell us more about why you selected institutional repository or scholarly communication projects, e-resources management, and non-MARC metadata creation as your top 3 priorities and what your tech services unit is currently working on in these areas?**

We have been looking at some sort of digital repository for a number of years now. We had digital collections in special collections and in our center for instructional technology. They were being housed in different places and some were accessible and some weren't. We just subscribed to bepress digital commons and hired a new Director of Collections and moved special collections under her. Also under the Director of Collections, we created a new digital collections unit with one digital collections librarian and one support staff member who used to be the cataloging manager and had experience with cataloging special collections material. We hired a metadata librarian who is also the new cataloging manager. The binding coordinator also pioneered the new ETD program, because he used to send the dissertations and theses out for binding. So, he has made the transition to working with the ETD program and the IR now. They are two of the project managers for two digital collections along with special collections.

We are working on ingesting faculty and staff content and undergraduate journals into our IR now too. The Metadata librarian is bringing everyone else up to speed on creating non-MARC metadata and with RDA and Bibframe. We would like cataloging staff to eventually

provide support for digital collections. We also have interns and students creating Dublin Core metadata for the IR.

The metadata librarian serves as a consultant for new digital projects and advises on which metadata schema might be of use in the future. However the Bepress system only supports Dublin Core. We are also looking for a repository for videos and have an open source repository for images that we created in house that uses Dublin Core. The Director of Collections is working on bringing digital collections into the fold, and the Libraries are trying to reorganize to integrate digital collection workflows into Collections & Tech Services.

**SAMPLE JOB**  
**DESCRIPTIONS**

## **CATALOGING AND METADATA LIBRARIAN**

The University of California, Irvine Libraries seek a knowledgeable, energetic, and enthusiastic librarian to provide leadership and expertise in cataloging and metadata creation for the position of Cataloging and Metadata Librarian.

### **Responsibilities**

Reporting to the Head of the Cataloging & Metadata Services Department, the Cataloging and Metadata Librarian is responsible for original and complex contributed cataloging in a variety of Western European languages and in all bibliographic and physical formats, including monographs, serials, print loose-leaves, audiovisual materials, and electronic resources, applying national standards using MARC 21, RDA, LC PCC PSs, AACR2, and the Library of Congress classification system and subject headings. The incumbent performs name, series, and subject authority work, and contributes or revises name authority records in the national authority files.

The incumbent manages the Cataloging and Metadata Unit and supervises the unit's staff which consists of 8 catalogers. The Cataloging and Metadata Librarian is responsible for training departmental staff and serves as an expert resource person regarding cataloging and metadata within the Department and throughout the Libraries. The incumbent also serves as the UCI Libraries' NACO coordinator and will take the lead in our future participation in the Program for Cooperative Cataloging.

The Cataloging and Metadata Librarian maintains awareness of and engagement with national and international trends and developments in cataloging and metadata standards, bibliographic and authority control, and knowledge management. As a member of the Libraries' Cataloging Policy Committee, the Cataloging and Metadata Librarian participates in developing local cataloging policies and procedures, and in local implementation of changes in national standards, rules and best practices for cataloging. The incumbent participates in library committees, task forces, and special projects and is involved in University of California (UC) system-wide initiatives and projects related to cataloging and metadata.

### **Qualifications**

#### **Required:**

- Graduate degree in library science from an ALA accredited institution or equivalent combination of education and experience.
- Minimum of five years of recent cataloging experience.
- Experience cataloging a variety of bibliographic and physical formats.
- Minimum of one year supervisory experience.
- Significant knowledge of and ability to apply the following cataloging tools: Resource Description and Access (RDA), the Anglo-American Cataloguing Rules (AACR2r), Library of Congress Subject Headings (LCSH) and Library of Congress classification (LCC), and MARC21 formats for bibliographic and authority

data.

- Experience in cataloging materials through a cataloging utility such as OCLC, in an integrated library system environment.
- Experience in performing name, series, and subject authority work.
- Ability to supervise, lead, and work in a team environment.
- Ability to make decisions independently within the framework of departmental and library policies and goals.
- Ability to respond effectively to changing needs and priorities showing initiative and flexibility.
- Working knowledge of one or more Western European languages.
- Ability to train staff and prepare effective training materials and other documentation.
- Excellent oral and written communication skills.
- Excellent interpersonal skills.
- Ability to work creatively, collaboratively, and effectively and to promote teamwork, diversity, equality, and inclusiveness within UCI Libraries and the campus.
- Ability to meet the University of California criteria for advancement and promotion in the Librarian Series.

**Preferred:**

- Experience with a national cooperative cataloging program such as PCC (NACO, BIBCO, CONSER or SACO).
- Experience with special collections cataloging.
- Experience cataloging audio-visual formats.
- Experience with CJK cataloging.
- Experience cataloging in an academic or research library.
- Knowledge of MeSH medical subject headings and NLM classification.
- Experience with non-MARC metadata schemes.
- Experience working with digital libraries or institutional repositories.
- Working knowledge of German or French.
- Three or more years of supervisory experience.

**The Cataloging & Metadata Services Department**

One of four departments in the Research Resources Division, the Cataloging & Metadata Services Department is responsible for cataloging and maintaining access to the Libraries collections in all formats, subjects, and languages. Including the Department Head, the staff consists of 5 librarians, 16 library assistants, and a varying number of student assistants. The Department consists of three sections: Catalog Maintenance and Physical Processing and Repair, Cataloging and Metadata, and E-Resources and GPO Docs Processing. The Department uses OCLC for cataloging and Innovative Interfaces Inc. Millennium as the Libraries' ILS.

**The UCI Libraries**

The UCI Libraries are committed to innovation and excellence and are in a major period of change. The Libraries consist of the Langson Library, the Ayala Science Library, the Library Gateway Study Center, and the Grunigen Medical Library. These buildings contain over 3,300 public seats for study and research and provide more than 600 public access computers. The UCI Libraries have a staff of approximately 140 FTE plus approximately 30 student assistant FTE. The library collection consists of over 3.4 million volumes and over 137,000 journals and serial titles and an aggressively expanding electronic resources collection. The UCI Libraries are a member of the: Association of Research Libraries (ARL), California Digital Library (CDL), HathiTrust Digital Library, Center for Research Libraries (CRL), Coalition of Networked Information (CNI), Digital Library Federation (DLF), Council on Library and Information Resources (CLIR), Scholarly Publishing & Academic Resources Coalition (SPARC), Pacific Rim Digital Library Alliance (PRDLA), and International Federation of Library Associations and Institutions (IFLA).

### **University of California, Irvine**

The University of California, Irvine is nestled in over 1,500 acres of coastal foothills, five miles from the Pacific Ocean, between San Diego and Los Angeles. Founded in 1965, UCI has a diverse student body consisting of more than 28,000 undergraduate and graduate students. Among the most dynamic campuses in the University of California system, UCI employs over 1,100 faculty and 9,400 staff. Consistently ranked among the nation's best universities, UCI is noted for its top-rated research and graduate programs, extensive commitment to undergraduate education, and growing number of professional schools and programs of academic and social significance.

Librarians at the University of California Irvine are academic appointees and receive potential career status at the time of their initial appointment. Librarians periodically receive administrative and peer review for merit increases based on the following criteria: 1) professional competence and quality of service within the Library; 2) professional activity outside the Library; 3) university and public service; and 4) research and other creative activity.

**Salary & Benefits:** Salary commensurate with qualifications and experience based on the University of California pay scales. Appointment will be at the Assistant Librarian, Associate Librarian, or Librarian rank with a salary of \$48,492-\$86,700 plus an annual administrative stipend.

Librarians are entitled to two days per month of annual leave, thirteen paid holidays, and one day per month sick leave. The University has an excellent retirement system and offers a variety of group health, life, and disability insurance plans. Benefits are equal to approximately 40% of salary.

**Deadline for Applications:** Applications received by March 31, 2014 will receive first consideration, but applications will continue to be accepted until the position is filled.

**To Apply:** Qualified applicants who wish to be considered for this position should submit the information requested (cover letter; résumé; and the names, e-mail addresses, and phone numbers of three references, with a statement of each reference's professional relationship to the applicant) via UC Recruit at: <https://recruit.ap.uci.edu/apply/JPF02235>.

Upon application, candidates should be in possession of proof of their legal right to employment in the U.S. In compliance with the Immigration Reform and Control Act of 1986, verification of legal right to work will be required between the time of final selection and hiring, and is absolutely essential in ultimately being hired.

This position description is listed on the UCI Libraries Web site at <http://www.lib.uci.edu/about/jobs/librarian-vacancies.html> with links to additional Web sites featuring campus and community information.

## **Assistant/Associate Librarian for Metadata**

### **Position Overview:**

The University of Kansas Libraries seeks a knowledgeable, enthusiastic and innovative individual with the ability to articulate and promote a vision for resource access and discovery in the evolving world of library collections, diverse digital assets, extensive metadata schemas and the semantic web. This position will provide leadership and guidance to the University of Kansas Libraries and the campus community on the development, analysis and application of metadata schemes. The Metadata Librarian serves as the Libraries' primary resource for non-MARC metadata design, structure and standards.

Reporting to the Assistant Dean for Information Technology and Discovery Services, the Metadata Librarian is a member of the Metadata, Data, and Discovery Services department. The Metadata Librarian oversees projects, workflow design and training involving metadata and use of metadata in digital repositories and other discovery systems. She/he works closely with colleagues in the Cataloging Department, the Distinctive Collections division and the Research and Learning division to support the discovery of and access to the Libraries' digital content through metadata creation, analysis, enrichment, and maintenance in accordance with local and national metadata and cataloging standards. The Metadata Librarian is expected to provide consultation services for faculty on metadata and data in support of digital scholarship to enhance research, teaching, and learning at the University of Kansas.

### **Job Description:**

#### *80% Professional Responsibilities*

- Develops, evaluates, and implements metadata policies, goals and procedures, working in a collaborative, team-based environment.
- Provides expertise and management relating to metadata production for description, discovery, access, administration and preservation of digital objects produced, acquired or held by the Library.
- Develops metadata crosswalks to support conversion of existing data into standard metadata formats.
- Creates, reviews, and edits metadata for digital collections.

- Serves as functional manager for the KU Libraries digital repositories, including responsibility for overall organization of content, and acts as a liaison in supporting and training for users.
- Works to expand staff awareness and experience in the application of established and emerging metadata standards and formats, developing training materials and providing instruction and documentation.
- Collaborates with internal and external partners in the selection, design, and adaptation of metadata schema, controlled vocabularies, and data dictionaries.
- Collaborates with local, national, and international partners on research to advance the effective use of metadata in digital library services.

#### *10% Research*

Contributes to the profession's collective knowledge by engaging in scholarly research activity. Research may involve the publication of articles, books, book reviews, grant-supported inquiry, or editorial work.

#### *10% Service*

Engages in service to the Libraries, the University and to professional organizations by participating in committee work, projects, and other contributory achievements.

#### **Required Qualifications:**

- ALA-accredited MLS by date of appointment.
- Demonstrated experience working with standard metadata formats (e.g., MARC, EAD, TEI, VRA Core, METS, MODS, PREMIS, etc.) as evidenced by the application materials.
- Excellence in written communication as demonstrated by quality of application materials.
- A commitment to strong customer service within and outside the libraries as demonstrated by quality of application materials.

#### **Preferred Qualifications:**

- Knowledge of and interest in current issues, trends, and emerging standards in cataloging and metadata.
- Demonstrated initiative in investigating new ideas and implementing change.
- Excellent oral communication skills and the ability to collaborate effectively with diverse constituents.
- Familiarity with XML, XSLT, and tools for transforming metadata.
- Experience crosswalking metadata between standard formats .
- Excellent organizational skills with aptitude for complex, analytical and detailed work.
- Ability to work independently and as a team member in a dynamic environment and on a variety of simultaneous projects.
- Knowledge of the use of cataloging principles, and an understanding of controlled vocabularies, taxonomies, and ontologies.
- Ability to provide effective individual and group training.
- Engagement in national/international standards and professional organizations related to metadata.
- Experience using DSpace or other digital library or repository systems.

Advertised Salary Range:                      Commensurate with experience

Posting Information                              Application Deadline Date: February 10, 2014

## Assistant Professor, Tenure Leading

### CATALOG AND METADATA LIBRARIAN

The University of Nebraska-Lincoln University Libraries is seeking a knowledgeable, energetic, innovative, service-oriented person to be a Catalog and Metadata Librarian.

**RESPONSIBILITIES:** The Catalog and Metadata Librarian works collaboratively with other library faculty and reports to the Chair of Technical Services. This 12-month, tenure-track position follows the scholar-practitioner model. As a member of the Technical Services Faculty, the Catalog and Metadata Librarian performs original and adaptive cataloging in all formats in a variety of subjects and languages according to national standards and using the Innovative Interfaces integrated library system and OCLC, and participates in metadata projects and digital initiatives. Works with faculty and staff colleagues as part of a service-centered Technical Services department. Works with other TS faculty to develop and plan the integration of metadata, metadata use and practices, including establishing workflows and standards for new digital projects, and investigating new approaches for creating, implementing, and maintaining metadata records. Assists with the training of library staff and students. Participates in enrichment of the national shared database, OCLC, through its Enhance and upgrade functions, and by contributing name and subject authority records to NACO. Serves as a resource person for staff. Participates in departmental, library-wide, and university faculty committees. Actively engages in ongoing professional development, scholarship, and service.

**QUALIFICATIONS: Required:** MLS from an ALA-accredited program (must be completed prior to beginning the position); Knowledge of national standards such as RDA, AACR2, FRBR, MARC21, LCSH, LC classification, LC subject headings, and non-MARC schemes (e.g., Dublin Core, EAD, TEI, MODS, and METS); Familiarity with current trends and developments in cataloging and emerging technologies; Ability to work with non-English language materials; excellent analytical, organizational, and time-management skills; ability to work flexibly and creatively in a rapidly changing environment; Ability to work well both independently and as part of a team; demonstrated scholarly potential; demonstrated potential for professional development and growth; excellent interpersonal, verbal, and written communication skills and the ability to work effectively with a diverse population of faculty, staff, students, and community members; ability to meet standards for promotion and tenure, including research leading to peer reviewed publications and service. **Preferred:** Experience working in an academic library. Undergraduate or graduate degree in a science-related field or other strong knowledge of science. Experience with repository platforms (e.g. ContentDM, institutional repository, or digital library platforms) and next generation information discovery systems; Proficiency in German, French, Spanish, Russian or other Slavic languages.

#### APPLICATION PROCEDURES:

Applications will be accepted until the position is filled but applications received by **February 15, 2014** will be assured of full consideration. Review of applications will begin February 17, 2014 and continue until the position is filled or the search closed. To be considered for the position, go to <http://employment.unl.edu> requisition #F\_130229 and click on "Apply to this job" complete the form and attach required documents.

Job Title: ELECTRONIC RESOURCE ASSISTANT

Job ID: 130188

Location: University Library, CSULA

Full/Part Time: Full-time

Regular/Temporary: Regular

#### JOB DETAILS

The University: California State University, Los Angeles, under the leadership of newly appointed president, William A. Covino, is one of 23 campuses within the California State University system. Founded in 1947, the University is in the city of Los Angeles, adjacent to the San Gabriel Valley, and has more than 22,000 students who reflect the rich ethnic diversity of the area.

Bulletin #130188; 3/14/14

#### ELECTRONIC RESOURCES ASSISTANT

Library Services Specialist II, #130188

University Library

Salary Range: \$3,101 -\$4,962/Monthly

Work Schedule: Full-Time, Monday - Friday; 8:00 am - 5:00 pm; non-exempt classification.

Essential Functions: Under the direction of the Electronic Resources Coordinator, the Electronic Resources Assistant performs a wide range of tasks related to the maintenance and use of electronic resources by the University Library. The incumbent will: maintain print and/or electronic records of licenses, title lists, and other documentation regarding electronic resources; collect and compile reports and statistics; troubleshoot problems encountered by users; and provide routine maintenance and updates for discovery service knowledge-base and electronic resource management systems.

**Required Qualifications & Experience:** High school graduate. Must possess a minimum of two years of full time experience working in an electronic/database position with a library that has provided: experience with maintenance of electronic resource data and information using an integrated library system and Serials Solutions or similar modules; working knowledge of the scope, variations, and characteristics of electronic resources including both databases and journals; working knowledge of online databases; and familiarity with description metadata standards such as: Resource Description and Access (RDA); Machine Readable Cataloging (MARC); Dewey Decimal and Library of Congress Classification Systems; Standardized Usage Statistics Harvesting Initiative (SUSHI); and Counting Online Usage of Networked Electronic Resources (COUNTER) schemas. Must have the ability to: work with a variety of software and databases; perform complex search strategies; resolve discrepancies between publishers, vendors, and internal records; work effectively with minimal direction both independently and collaboratively with colleagues; and adapt well to change and understand the need for flexibility. Must possess excellent customer service skills and have a demonstrated interest and/or ability to work in a multicultural/multiethnic environment. Fingerprints will be taken and checked by the California Department of Justice and FBI.

**Special Desired Qualifications:** Bachelor's degree in information science or related field from an accredited four year college or university; research skills; ability to track and monitor vendor accounts and budgets; and dedication to responsive, timely and proactive service.

**Closing Date:** Review of applications will begin on March 28, 2014 and will continue until the position is filled; however, the position may close when an adequate number of qualified applications are received. **A COMPLETED ON-LINE CSULA EMPLOYMENT APPLICATION IS REQUIRED. RESUMES WILL NOT BE ACCEPTED IN LIEU OF A COMPLETED APPLICATION.**

The person holding this position is considered a "mandated reporter" under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

In addition to meeting fully its obligations under federal and state law, California State University, Los Angeles is committed to creating a community in which a diverse population can live and work in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual. To that end, all qualified individuals will receive equal consideration without

regard to economic status, race, ethnicity, color, religion, national origin or cultural background, political views, sex or sexual orientation, gender, or other personal characteristics or beliefs.

Candidates must demonstrate ability and/or interest in working in a multicultural/multiethnic environment. Certain positions require fingerprinting. The University actively encourages qualified minorities, women and persons with a disability to apply. Upon request, reasonable accommodation will be provided to individuals with protected disabilities to (a) complete the employment process and (b) perform essential job functions when this does not cause an undue hardship. We are an Equal Opportunity/Title IX Employer.

## Electronic Resources & Discovery Librarian – Duquesne University

The Gumberg Library seeks an innovative, adaptable, service-oriented Electronic Resources and Discovery Librarian to provide leadership and a strategic vision for connecting our extensive electronic resources collections to our diverse user population via the Library's online catalog, link resolver and discovery system. This full-time, non-tenure track faculty position is available July 1, 2014. Candidates must be able to meet the library's requirements for promotion, which includes a commitment to research, professional development and service. (<http://guides.library.duq.edu/guidelines>).

Prospective applicants are encouraged to carefully review the full job description at <http://www.duq.edu/work-at-du/employment/faculty-hiring/faculty-openings/gumberg>. Candidates must hold an ALA-accredited Master's degree.

Applicants must be willing to contribute actively to the mission and to respect the Spiritan Catholic identity of Duquesne University. That mission is implemented through a commitment to academic excellence, a spirit of service, moral and spiritual values, sensitivity to world concerns, and an ecumenical campus community.

### **Application procedure:**

Review of applications will be ongoing, and continue until the position is filled. A letter of application reflecting qualifications and interests; curriculum vitae; and three professional letters of reference should be sent electronically to [FacultyJobs@duq.edu](mailto:FacultyJobs@duq.edu). Incomplete applications will not be considered. Candidates invited to interview will be expected to share a portfolio of their work.

Electronic Resources Librarian

Category: Librarian (Open Rank)

Department: Acquisitions

Benefits: 22 Days Annual Leave, 15 Days of Sick Leave, 3 Days Personal Leave, 15 Paid Holidays; Tuition Remission, Health, Dental, Vision, and Prescription

As the largest university library system in the Washington D.C.-Baltimore area, the University of Maryland Libraries serve more than 37,500 students and 4,200 faculty of the flagship College Park campus. The University of Maryland Libraries share the teaching, learning and research goals of the university. Its role as a key academic resource is evident in its service to the academic community and its actionable strategic plan. Recent membership in the Committee on Institutional Cooperation, a robust organization of Big Ten member institutions, is particularly meaningful to the University Libraries and will further propel the university's ascendancy in academic excellence.

With collections including 4 million volumes and more than 40,000 serials subscriptions, the University of Maryland Libraries allocate 75 percent of its materials budget to electronic resources. Maryland ranks 39th among the 115 member libraries of the Association of Research Libraries and has an operating budget of \$23.7 million. The University of Maryland Libraries benefit from being situated geographically within minutes of the nation's capital and its departments, agencies, and research centers.

The University of Maryland Libraries is seeking an Electronic Resources Librarian. As a member of the Acquisitions Department reporting to the Head of Acquisitions, the Electronic Resources Librarian is responsible for the procurement, licensing and management of electronic resources purchased directly by the UM Libraries, and those resources indirectly acquired through collective licensing via consortia. Responsible for the administration of new and existing licensing for electronic resources; maintains a database for tracking electronic resource licenses and licensing expressions. Researches existing license agreements and negotiates new licenses, develops and maintains guidelines for standard licensing terms, monitors subscriptions in relation to existing license expirations and renewals, reviews the impact of current licensing on post cancellation archival access, collects usage statistics, registers and activates new electronic resources, and troubleshoots e-access problems reported by patrons and other library staff.

Works closely with the Head of Collection Management, the Continuing Resources Librarian, and the Head of Acquisitions to develop licensing policies and e-resource management workflows for both owned and demand driven e-resources, and to support new methods of research, such as working with large datasets and text/data mining. Consults with University Counsel to resolve license and contract issues. Works closely with Metadata Services staff and Digital Systems and Stewardship staff to make sure electronic content and database resources are both discoverable and accessible to library users. Also assists the collection development librarians with renewals and the licensing of new electronic resources. Participates in inter and intra-departmental initiatives across the Libraries.

Librarians hold faculty status and contribute to the teaching, service and research mission of the University. As a member of the Library faculty, has an obligation to remain professionally informed, to pursue the discovery of new knowledge related to the field of expertise, to disseminate the results of scholarly work, and to seek opportunities for professional service at the Libraries, campus, state, or national level.

#### Required Qualifications

- Master's degree in library science from a graduate program accredited by the American Library Association.
- Two years of academic library experience with acquisitions or electronic resource management, at least one of which must include serial acquisitions management.
- Experience with integrated library systems or next-generation resource management systems.
- Demonstrated ability to manage tasks in response to varying time pressures with shifting priorities and changing constraints.
- Must be able to take direction as well as provide direction to others.
- Ability to work independently and meet project deadlines.
- Demonstrated ability to work collaboratively with internal and external parties and diverse constituencies, including other staff, cross-departmental/divisional groups, patrons, vendors, and/or library partners.
- Must have excellent analytical, organizational, and problem solving skills.

- Excellent interpersonal skills; demonstrated ability to communicate clearly, both orally and in writing.
- Demonstrated ability to pay close attention to details is essential, as is accuracy.
- Ability to perform workflow analyses and document procedures.

#### Preferred Qualifications

- Three or more years of serial or acquisition experience in an academic or research library, at least one of which is as a professional librarian.
- Experience with e-resource management, e.g., implementing system support for e-resource workflow, license negotiation, providing and maintaining access to e-resources.
- Experience with discovery systems and e-resource knowledge base systems.
- Familiarity with cataloging, systems, or collection development.
- Technical skill such as creating apps, SQL queries, or coding in Python, JavaScript or other programming languages.

For the full position description, please go to <http://www.lib.umd.edu/hr/employment-opportunities/staff-faculty-positions> .

Position is appointed to Librarian Faculty Ranks as established by the University System of Maryland Board of Regents. Rank at appointment is based on the successful applicant's experience and relevant credentials. For additional information, consult the following website: <http://www.president.umd.edu/policies/ii-100B.html>.

**APPLICATIONS:** Electronic applications required. Please apply online at <https://ejobs.umd.edu/postings/24210> . No relocation assistance will be provided. You must be legally able to work in the United States; the University of Maryland Libraries will not sponsor individuals for employment. An application consists of a cover letter which includes the source of advertisement, a resume, and names/e-mail addresses of three references.

Applications will be reviewed as they are received and accepted until March 10, 2014.

Montana State University Library in Bozeman, MT seeks a 12 month, tenure-track Electronic Resources & Discovery Services (ERDS) Librarian who has primary responsibility for acquisition and maintenance of electronic resources and for providing access to these and other resources through our Discovery Services. The MSU Library is migrating from Summon to Primo Discovery Service and is expanding its implementation from a single library to ten academic libraries across Montana. The ERDS Librarian is the lead on this implementation. The ERDS Librarian serves as a member of the Collection Development Management Team, oversees staff member time in support of ERDS, and will lead statewide information resource development, help the public troubleshoot access issues, and coordinate across library departments. As a member of the Library faculty, the ERDS Librarian is expected to meet the University's research and service requirements for promotion and tenure.

Required: Masters degree from an ALA accredited graduate program or equivalent; demonstrated experience with support and development of discovery interfaces; demonstrated experience with electronic resource management tools; knowledge of current best practices in electronic resources acquisition and management; awareness of issues surrounding scholarly communication and open access.

Preferred: Post-MLS experience in an academic or research library; experience with ExLibris services; experience with troubleshooting systems, documenting progress, and communicating solutions, particularly with regard to electronic products and services; experience providing library instruction and acting as a subject liaison; experience with human resource management.

Available June 1, 2014. \$50,000. Screening begins March 10, 2014. For a full position description and application requirements, please see <http://www.montana.edu/jobs/faculty/14-253> or call (406) 994-4997. ADA/EO/AA/Veterans Preference.

## **Electronic Resources Librarian**

### **UNT Libraries Collection Management Department**

The Electronic Resources Librarian (ERL) reports to the Head of the Selections and Acquisitions Unit. The ERL will work collaboratively with the Contracts Librarian and the Library Liaisons group to provide direction for the life cycle of electronic resources including researching, recommending, negotiation, acquiring, implementing, and supporting access, marketing, and assessment. The ERL is also responsible for maintaining positive relationships with vendors and publishers. The ERL incorporates emerging technologies into collection development workflows.

The ERL serves as a representative of the Collection Development department to other library divisions, university groups, external service providers, and consortium partners. The Librarian may supervise staff as needed, and will serve on university and library committees as appropriate.

#### **SPECIFIC POSITION RESPONSIBILITIES**

- Provides leadership in developing and delivering the UNT Libraries' collections of electronic resources, specifically eBooks.
- Coordinates library's demand-driven acquisition (DDA/PDA) program.
- Troubleshooting patron connection issues with eBooks.
- Administer YBP's GOBI acquisitions platform.
- Works closely with librarians/staff in other library departments in the identification, evaluation, and selection of electronic resources materials to support the University's teaching and research objectives.
- Compiles specified electronic resource usage statistics, performs vendor evaluations, and undertakes other related assessment activities.
- Provides outreach for electronic resources, including the creation of announcements, development of training materials, provision of training sessions, and incorporation of electronic content into curriculum, online courses, and LibGuides.
- Develops, document, and assess workflows for electronic resources-related tasks.
- Maintains holdings data for electronic resources in the Sierra database and Serials Solutions knowledgebase.

- Fosters strong professional relationships and communications with vendors, publishers and consortia, to obtain product information, preliminary pricing information, and preliminary licensing information.
- Works with Technology and Computer Operations to provide technical review of proposed electronic products.
- Coordinates with Library Liaisons to schedule and administers trials, and evaluations, of electronic resources.
- Negotiates with vendors to obtain the favorable costs, terms, and conditions.
- Participates in renewal/cancellation activities of electronic resources.
- Maintains knowledge of national trends in electronic resource management, and communicates information to department and subject liaisons.
- Assists with license interpretation and the recording of terms.
- Serves on various library work groups/committees as well as university committees as requested.
- Participates in library and information science scholarship and professional organizations.
- Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

- MS/MLS/MSIS from an ALA-accredited program or equivalent advanced degree in library or information science
- Minimum of 2 years collection development experience involving electronic resources
- Experience with user instruction, training, and documentation
- Evidence of flexibility and ability to work in a dynamic, fast-paced environment
- Demonstrated ability to communicate effectively orally and in writing.
- Evidence of publishing and/or participation in professional organizations appropriate to the level of appointment

## **PREFERRED QUALIFICATIONS**

- Experience working with YBP's GOBI product
- Experience working with SpringShare's LibGuides product
- Familiarity with III's Sierra or Millennium ILS
- Experience creating statistical reports and managing usage data
- Familiarity with course management systems
- Familiarity with accounting principles

## **APPLICATION DEADLINE:**

- **Salary and Rank:** Librarian rank will be determined by the Library Personnel Affairs Committee through review of the selected candidate's education, experience, scholarly and professional involvement, and service. Salary commensurate with experience. Complete information about Librarian rank can be found at <http://www.library.unt.edu/administrativeoffice/employment/librarian/academic-ranks-for-librarians/>
- **APPLICATION PROCEDURE:** All applicants must apply to <https://facultyjobs.unt.edu>. Open until search is closed.

**UNT is an AA/ADA/EOE.**

# THE CHRONICLE

of Higher Education

## Jobs

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### Metadata and Digital Initiatives Librarian

**Institution:**

Wichita State University Libraries

**Posted:**

August 30,  
2012

**Location:**

Kansas

**Employment Level:**

Tenured, tenure track

**Website:**

<http://libraries.wichita.edu/ablah/>

**Application Deadline:**

Open until filled

**Category:**

Library/information  
sciences

**Employment Status:**

Full-time

**Salary:**

Not specified

The Wichita State University Libraries is seeking an enthusiastic, creative, and forward thinking librarian to join the Libraries as an active participant in providing support to the research and data management needs of our campus community. The Metadata and Digital Initiatives Librarian will work in a dynamic and flexible environment, focusing on creation and access management of digital collections, provision of metadata for diverse materials including print and digital collections, and training and supervision as assigned. The successful candidate must be able to prioritize and oversee multiple projects and deadlines.

12-month contract; excellent professional development support, vacation and benefits, including TIAA-CREF. Librarians are tenure-track appointees. Salary low \$40s.

Offers of employment are contingent on satisfactory completion of a criminal background check as required by the Kansas Board of Regents.

WSU is an AA/EOE. Priority review will be given to applications received before 10/11/2012.

For the full position description including required and preferred qualifications, go to:  
<http://libraries.wichita.edu/ablah/employment>

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# THE CHRONICLE

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## Jobs

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### Electronic Resource Metadata Management Librarian

**Institution:**  
New York University  
**Posted:**  
September  
3, 2012

**Location:**  
New York

**Website:**  
<http://www.nyu.edu>

**Category:**  
Librarians/ library  
administration

### **New York University Libraries Electronic Resource Metadata Management Librarian**

In support of the increased reliance on access to scholarly electronic resources in NYU's creation of a Global Network University, the Electronic Resource Metadata Management Librarian will bring leadership and expertise to the deployment of metadata that enable end-user access to electronic resources via the NYU Division of Libraries' integrated discovery and access systems. Based in the Resource Management Department of Knowledge Access and Resource Management Services (KARMS), the Electronic Resource Metadata Management Librarian works collaboratively with staff in KARMS, particularly the Electronic Resources Collections Librarian and members of the KARMS Knowledge Access Design and Development Department, as well as staff in other areas of the library to coordinate a metadata management strategy for NYU Libraries electronic resources.

Knowledge Access and Resource Management Services facilitates the teaching, learning, and research endeavors of the Libraries' user communities through processes and services in program areas that include library acquisitions, serials and electronic resource management, knowledge access design and development, and metadata production and management. In collaboration with our colleagues in Collections and Research Services, Public Services, Libraries IT Services, and Digital Library Technology Services, KARMS has primary leadership responsibility for knowledge access via the Libraries' dynamic, integrated discovery and access systems. In addition to serving NYU's central libraries, institute libraries, and global sites, KARMS provides selected services to Research Library Association of South Manhattan member libraries and other affiliated libraries.

#### **Under the general supervision of the Head of Resource Management, the successful candidate will:**

- \* Define, implement, document, evaluate, and refine a coordinated metadata management strategy for NYU Libraries electronic resources that includes approaches for managing metadata supply chains, multiple processing streams, and knowledge base management activities
- \* Develop, implement, document, evaluate, and routinize electronic-resource processing workflows to achieve timely end-user discovery of and access to newly licensed electronic resources; analyze, design, and implement scripts and methods for electronic-resource metadata processing, transformation, and

ingest; collaborate with colleagues on workflow automation, using tools and languages such as MacroExpress, XPath, Perl, PHP, Python, and Ruby

- \* Assist the Head of Resource Management with the preparation of management reports and the provision of statistical and budget analyses related to electronic resources
- \* Participate in electronic resource use studies conducted by NYU Libraries in order to guide the ongoing development of systems, services, and interfaces designed to optimize electronic resource discovery and access
- \* Provide leadership to the NYU Libraries as a whole in developing and maintaining awareness of emerging technologies, standards, and technical issues related to the acquisition, licensing, access, and use of electronic resources and associated metadata

Collections curated, managed, interpreted, and preserved by the NYU Libraries include in round numbers 5 million book volumes, 100,000 serial subscriptions including 90,000 electronic journals, 800,000 electronic books, 30,000 linear feet of archival materials, 1,700,000 photographs or photo negatives, well over 100,000 audio and video recordings in a variety of physical formats, and 250,000 digital resources (occupying over 100 terabytes) in about 30 collections. As NYU Libraries devote more resources to acquiring electronic resources to support NYU's international approach to study and research, the Electronic Resource Metadata Management Librarian will play a key role in providing consistent access to library resources throughout the NYU global system. To that end, the Libraries currently deploy the Ex Libris Aleph integrated library system, the Innovative Interfaces Electronic Resource Management System, and the Ex Libris SFX OpenURL link resolver.

**New York University Libraries:** Library facilities at New York University serve the school's 40,000 students and faculty and contain more than 5 million volumes. New York University Libraries is a member of the Association of Research Libraries, the OCLC Research Library Partnership, and the Digital Library Federation. The Libraries also serve as the administrative headquarters of the Research Library Association of South Manhattan, a consortium that includes The New School and The Cooper Union. The New-York Historical Society, the Brooklyn Historical Society, and the New York School of Interior Design also participate in the use of the ILS. For the NYU Libraries Mission and Strategic Plan go to: [http://library.nyu.edu/about/Strategic\\_Plan.pdf](http://library.nyu.edu/about/Strategic_Plan.pdf).

**Qualifications:** Minimum of three years experience with electronic resource metadata enabling discovery and access in a research library; strong service orientation and knowledge of user needs; excellent communication and interpersonal skills; excellent planning and organizational skills; demonstrated experience in developing and implementing complex processing workflows; experience performing data analysis on a variety of data formats; in-depth experience with library discovery and access systems, particularly those related to e-resource access such as OpenURL resolution systems; experience with one or more of the suite of Ex Libris products (Primo, Aleph, Metalib, SFX) preferred; experience working in Linux/Unix server environments; knowledge of database architecture and SQL; experience with XML and XSLT; knowledge of library technology protocols such as OpenURL, OAI-PMH, Z39.5-, and SRU/W; experience writing scripts in common scripting languages (Perl, PHP, bash, Python, or Ruby preferred); experience with Lucene/Solr preferred. MLS from an ALA-accredited program and a second master's degree required to be eligible for tenure.

**Salary/Benefits:** Faculty status, attractive benefits package including five weeks annual vacation. Salary commensurate with experience and background.

**To Apply:** To ensure consideration, send resume and letter of application, including the name, address and telephone number of three references to: **Enrique Yanez, Director, Human Resources, New York University Libraries, 70 Washington Square South, New York, NY 10012** or via e-mail to [jobs@library.nyu.edu](mailto:jobs@library.nyu.edu). The search will remain open until filled.

*NYU's Division of Libraries embraces diversity and is committed to attracting qualified candidates who also embrace and value diversity and inclusivity.*



	<h2 style="text-align: center;">Resources</h2> <p style="text-align: right;"><b>Contact:</b> Mark A. Puente</p>
<p><b>ARL Statements</b></p>	<p><b>Career Resources</b></p>
<p><b>ARL Statistics</b></p>	<p><b>Job Announcements</b></p>
<p><b>Blogs</b></p>	<p><b>Job Details</b> <span style="float: right;"> Share  Print</span></p>
<p><b>Career Resources</b></p>	<p><u><a href="#">Return to the list.</a></u></p>
<p>Job Announcements</p>	<p><b>Library</b></p>
<p>Post a Job Listing</p>	<p><b>University Library System</b></p>
<p>LIS Graduate Student Résumé Database</p>	<p><b>Institution</b></p>
<p>Research Library Residency and Internship Programs</p>	<p><b>Wayne State University Libraries</b></p>
<p>Recruiting to the Profession Video</p>	<p><b>Job Title</b></p>
<p>ARL Diversity Programs</p>	<p><b>Discovery/Metadata Librarian</b></p>
<p><b>E-Mail Lists</b></p>	<p><b>Closing Date</b></p>
<p><b>Publications, Reports, Presentations</b></p>	<p><b>2012-10-01</b></p>
<p>ARL Digital Publications</p>	<p><b>Description</b></p>
<p>ARL Annual Salary Survey (2006- )</p>	<p>The Wayne State University Library System seeks an energetic, service-oriented and self-directed individual to serve as Discovery/Metadata Librarian on our talented team of professionals. If your skills match those we've listed and you have a passion for innovative resources and services we encourage you to apply. Essential Job Functions: • Manage and contribute cataloging and metadata for archival, digital, and cataloging projects. • Assist in the management of discovery resources, including the library articles &amp; databases list, EZProxy, electronic resource management records, and the EDS discovery layer. • Collaborate with members of various library units to describe digital objects and create metadata formats appropriate to the delivery platforms, which may include the Millennium ILS, DLXS image server, Luna imaging system, and other systems as required. • Manage and develop standards for WSU digital collections metadata and cataloging practices. • Manage cataloging and technical services documentation, and promote knowledge transfer and training for the cataloging and technical services teams. • Provide support for the library institutional repository and depositing faculty content. • Create Encoded Archival Description (EAD) finding aids and associated style sheets (XSLT) for WSU archival collections. • Participate in library teams and special projects related to cataloging, digital projects, and bibliographic control. • Maintain knowledge of and participate in national and international developments in metadata standards, cataloging, bibliographic and authority control, and tools and techniques for creating, managing, and delivering metadata. • Participate in conferences and contribute to the profession through presentations, poster sessions, teaching and if desired, publications. Qualifications: • Masters degree in Library and Information Science from an ALA accredited library school • Excellent analytical and problem-solving skills. • Strong communication and interpersonal skills, and ability to work well as part of a team. • Ability to think critically in analyzing problems and developing resourceful solutions. • Evidence of progressively responsible experience in metadata processing, cataloging and database</p>
<p>ARL Statistics (2005- )</p>	
<p>Research Library Issues (RLI)</p>	
<p>SPEC Kits (2006- )</p>	
<p>ARL Publications Catalog</p>	
<p>ARL: A Bimonthly Report</p>	
<p>Brown-Bag Discussion Guides</p>	
<p>Fall Forum Proceedings</p>	
<p>Issue Briefs</p>	
<p>LibQUAL+® Publications</p>	
<p>Membership Meeting Proceedings</p>	
<p>Monographs</p>	
<p>Occasional Papers</p>	

<p>Reports</p> <p>Scholarly Communication Meeting Proceedings</p> <p>SPEC Kits (1973-2011)</p> <p>Synergy: News from ARL Diversity Programs</p> <p>Webcasts</p> <p><b>ARL Mailing List</b></p>	<p>management in a University setting. • Experience with XML editors, XSLT transformations, and metadata creation software such as Archivists Toolkit desired. • Working knowledge of OCLC and WorldCat, and professional understanding and knowledge of cataloging procedures and principles including: MARC exchange format, AACR2, LCSH, LC Classification, MARC21. • Experience with authority work, and both original and copy cataloging. • Experience with non-marc metadata schemas, standards, and best-practices including EAD, TEI, Dublin Core, VRA Core, MODS/METS, ONIX, OAI-PMH. • Knowledge of the emerging RDA and FRBR standards. Preferred Qualifications: • Strong skills in data manipulation and associated applications and technologies such as MarcEDIT, regular expressions, UNIX based text processing, etc. • Reading knowledge of one or more non-English languages. • Experience with the Millennium ILS Cataloging and ERM modules. • Experience with basic web development and programming languages. • Experience with EZProxy and the EDS discovery layer. For information on how to apply please see: <a href="https://jobs.wayne.edu/">https://jobs.wayne.edu/</a></p> <p><b>URL</b></p> <p><a href="https://jobs.wayne.edu/">https://jobs.wayne.edu/</a></p>
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21 Dupont Circle NW, Suite 800 Washington DC 20036 voice: 202-296-2296 fax: 202-872-0884 [webmgr@arl.org](mailto:webmgr@arl.org)

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# THE CHRONICLE

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### Archival Processing and Digital Content Metadata Librarian

**Institution:**  
University of Denver  
**Posted:**  
August 13,  
2012

**Location:**  
Colorado

**Employment Level:**  
Administrative

**Website:**  
<http://www.du.edu/hr/employment/jobs.html>

**Category:**  
Academic affairs,  
Librarians/ library  
administration

**Employment Status:**  
Full-time

**Salary:**  
Competitive

**Library:** University of Denver, Penrose Library, Archival Processing and Digital Content Metadata Librarian. The University of Denver's Penrose Library seeks an energetic, creative, and progressive professional for the position of Archival Processing and Digital Content Metadata Librarian. Responsible for the daily management of the archives processing workflow and for production of metadata associated with digital and primary resource content regardless of format, including content to be housed in the library's digital repository, archival collection management system, and related applications. Competitive salary. Applications received by October 1, 2012 will receive first consideration. To apply for this position, please visit our website at <http://www.du.edu/hr/employment/jobs.html>. The University of Denver is an EEO/AA Employer.

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classification specifications for

Library Technician 2 <http://former.ous.edu/dept/hr/classification-specs/positions/view/963>

and Library Technician 3 <http://former.ous.edu/dept/hr/classification-specs/positions/view/964>

for Oregon University system.

There is also a Tech 1 but there are very few of those anymore: <http://former.ous.edu/dept/hr/classification-specs/positions/view/962>

Northeastern University seeks applications and nominations for an energetic, creative, and self-motivated individual to join its service-oriented and forward-looking Library team.

**NORTHEASTERN UNIVERSITY LIBRARIES, BOSTON**

**E-RESOURCE TECHNOLOGY COORDINATOR**

Under the general supervision of the E-Resource and Procurement Manager, the E-Resource Technology Coordinator will support patron access to the University Libraries' electronic resources, review and maintain licensing documentation for electronic resources, and contribute to the planning, implementation, and supervision of assigned acquisitions and digital library projects. The Coordinator's responsibilities will involve managing the set-up, updating and trouble-shooting of e-resource discovery tools such as the proxy server, electronic resource KnowledgeBase and OpenURL link resolver software, and the innovative new library management system, Alma. He/She will also test and evaluate new software applications, vendor platform changes and system upgrades. The Coordinator will process data loads and script database updates as well as serve as a general technology and training resource for the Department. The successful candidate will bring to the position a combination of a solid experience with and interest in library e-resources, strong technical aptitude, willingness to be part of a team, and knowledge of vendor and library procurement processes for networked information resources.

## Qualifications

- College education to Bachelor's degree level.
- Minimum of 3 years related experience, preferably in an automated library, subscription or purchasing agency environment.
- Strong technical skills preferred (e.g., MySQL, PERL, Drupal, OpenURL link resolving, proxy and authentication software). Intermediate knowledge of Excel required. Aptitude for learning new computer applications quickly with minimal instruction.
- Excellent organizational, analytical, communication, supervisory, and interpersonal skills required. Aptitude for accurate, detailed, quantitative work essential.
- Demonstrated interest in the management of networked information resources in libraries strongly preferred. Knowledge of bibliographic frameworks and content standards.
- Ability to work effectively with a diverse staff and clientele and to thrive in a fast-paced, evolving and highly collaborative environment is essential.

## About Northeastern University

Founded in 1898, Northeastern is a global, experiential, research university. Our tradition of partnership and engagement creates a distinctive approach to education and research build on the values of experiential learning, innovation, and entrepreneurship. Northeastern is the recognized leader in experiential learning, anchored in the world's most innovative cooperative-education program. We offer students opportunities for professional work, research, service, and global learning across the United States and 91 other countries. The same spirit of real-world engagement guides a use-inspired research enterprise that is strategically aligned with three global imperatives: health, security, and sustainability. Northeastern offers a comprehensive

range of undergraduate and graduate programs leading to degrees through the doctorate in nine colleges and schools, and select advanced degrees at graduate campuses in Charlotte, North Carolina, and Seattle. For more information, please visit [www.northeastern.edu](http://www.northeastern.edu).

#### About the University Libraries at Northeastern University

The Northeastern University Library is at the hub of campus intellectual life. The Library holds over 875,000 print volumes, 400,000 e-books, and 60,500 electronic journals. The Snell Library building welcomes over 1.5 million visitors a year on the Boston campus and the library's web site serves users around the world. The Library provides award-winning research and instructional services, a growing focus on networked information, and extensive special collections that document social justice efforts in the Boston area. The Library has an ambitious vision to expand its digital initiatives by developing its digital repository, digitizing unique collections, constructing integrated collaborative spaces, and fostering the adoption of digital media and the creation of new knowledge. The Northeastern University Library leads the way in redefining library services in the 21st century. See [www.library.northeastern.edu](http://www.library.northeastern.edu).

Applications received by November 1, 2013 will receive first consideration, though applications will continue to be accepted until the position is filled.

To apply, visit: <http://www.northeastern.edu/hrm/careers/index.html> , where more details of the position's responsibilities, the University's outstanding benefits, and of the salary range associated with this position are also available. For more information on the position, and to nominate candidates, contact Stacy Maubourquette, Electronic Resources and Procurement Manager, [s.maubourquette@neu.edu](mailto:s.maubourquette@neu.edu)

Northeastern University is an Equal Opportunity, Affirmative Action Educational Institution and Employer, Title IX University. Northeastern University particularly welcomes applications from minorities, women and persons with disabilities. Northeastern University is an E-Verify Employer.

Janet Belanger Morrow

Head, Resource and Discovery Services

Northeastern University Libraries

360 Huntington Avenue

260 Snell Library

Boston, MA 02115

Voice: 617-373-4959 fax: 617-373-8396

e-mail: [j.morrow@neu.edu](mailto:j.morrow@neu.edu)

The University of California Irvine is recruiting for a full-time Electronic Resources Assistant in our Acquisitions Department. To apply go to the UCI Human Resources website link at [jobs@uci.edu](mailto:jobs@uci.edu) and apply to job number 2014-0016.

Under the direction of the Electronic Resources Acquisitions Librarian, this position works to establish and maintain access to electronic resources; track and resolve access problems; communicate with vendors, publishers and library staff; maintain electronic resources data in Innovative Interfaces Millennium ILS, SFX and vendor databases; tabulate and report statistics; and perform special project assignments.

Title: Electronic Resources Librarian

Category: Librarian (Open Rank)

Department: Acquisitions

Benefits: 22 Days Annual Leave, 15 Days of Sick Leave, 3 Days Personal Leave, 15 Paid Holidays; Tuition Remission, Health, Dental, Vision, and Prescription

As the largest university library system in the Washington D.C.-Baltimore area, the University of Maryland Libraries serve more than 37,500 students and 4,200 faculty of the flagship College Park campus. The University of Maryland Libraries share the teaching, learning and research goals of the university. Its role as a key academic resource is evident in its service to the academic community and its actionable strategic plan. Recent membership in the Committee on Institutional Cooperation, a robust organization of Big Ten member institutions, is particularly meaningful to the University Libraries and will further propel the university's ascendancy in academic excellence.

With collections including 4 million volumes and more than 40,000 serials subscriptions, the University of Maryland Libraries allocate 75 percent of its materials budget to electronic resources. Maryland ranks 39th among the 115 member libraries of the Association of Research Libraries and has an operating budget of \$23.7 million. The University of Maryland Libraries benefit from being situated geographically within minutes of the nation's capital and its departments, agencies, and research centers.

The University of Maryland Libraries is seeking an Electronic Resources Librarian. As a member of the Acquisitions Department reporting to the Head of Acquisitions, the Electronic Resources Librarian is responsible for the procurement, licensing and management of electronic resources purchased directly by the UM Libraries, and those resources indirectly acquired through collective licensing via consortia. Responsible for the administration of new and existing licensing for electronic resources; maintains a database for tracking electronic resource licenses and licensing expressions. Researches existing license agreements and negotiates new licenses, develops and maintains guidelines for standard licensing terms, monitors subscriptions in relation to existing license expirations and renewals, reviews the impact of current licensing on post cancellation archival access, collects usage statistics, registers and activates new electronic resources, and troubleshoots e-access problems reported by patrons and other library staff.

Works closely with the Head of Collection Management, the Continuing Resources Librarian, and the Head of Acquisitions to develop licensing policies and e-resource management workflows for both owned and demand driven e-resources, and to support new methods of research, such as working with large datasets and text/data mining. Consults with University Counsel to resolve license and contract issues. Works closely with Metadata Services staff and Digital Systems and Stewardship staff to make sure electronic content and database resources are both discoverable and accessible to library users. Also assists the collection development librarians with renewals and the licensing of new electronic resources. Participates in inter and intra-departmental initiatives across the Libraries.

Librarians hold faculty status and contribute to the teaching, service and research mission of the University. As a member of the Library faculty, has an obligation to remain professionally informed, to pursue the discovery of new knowledge related to the field of expertise, to disseminate the results of scholarly work, and to seek opportunities for professional service at the Libraries, campus, state, or national level.

#### Required Qualifications

- Master's degree in library science from a graduate program accredited by the American Library Association.
- Two years of academic library experience with acquisitions or electronic resource management, at least one of which must include serial acquisitions management.

- Experience with integrated library systems or next-generation resource management systems.
- Demonstrated ability to manage tasks in response to varying time pressures with shifting priorities and changing constraints.
- Must be able to take direction as well as provide direction to others.
- Ability to work independently and meet project deadlines.
- Demonstrated ability to work collaboratively with internal and external parties and diverse constituencies, including other staff, cross-departmental/divisional groups, patrons, vendors, and/or library partners.
- Must have excellent analytical, organizational, and problem solving skills.
- Excellent interpersonal skills; demonstrated ability to communicate clearly, both orally and in writing.
- Demonstrated ability to pay close attention to details is essential, as is accuracy.
- Ability to perform workflow analyses and document procedures.

#### Preferred Qualifications

- Three or more years of serial or acquisition experience in an academic or research library, at least one of which is as a professional librarian.
- Experience with e-resource management, e.g., implementing system support for e-resource workflow, license negotiation, providing and maintaining access to e-resources.
- Experience with discovery systems and e-resource knowledge base systems.
- Familiarity with cataloging, systems, or collection development.
- Technical skill such as creating apps, SQL queries, or coding in Python, JavaScript or other programming languages.

For the full position description, please go to <http://www.lib.umd.edu/hr/employment-opportunities/staff-faculty-positions> .

Position is appointed to Librarian Faculty Ranks as established by the University System of Maryland Board of Regents. Rank at appointment is based on the successful applicant's experience and relevant credentials. For additional information, consult the following website: <http://www.president.umd.edu/policies/ii-100B.html>.

APPLICATIONS: Electronic applications required. Please apply online at <https://ejobs.umd.edu/postings/24210> . No relocation assistance will be provided. You must be legally able to work in the United States; the University of Maryland Libraries will not sponsor individuals for employment. An application consists of a cover letter which includes the source of advertisement, a resume, and names/e-mail addresses of three references.

Applications will be reviewed as they are received and accepted until March 10, 2014.

The University of Maryland, College Park, actively subscribes to a policy of equal employment opportunity, and will not discriminate against any employee or applicant because of race, age, sex, color, sexual orientation, physical or mental disability, religion, ancestry or national origin, marital status, genetic information, political affiliation, or gender identity and expression. Minorities and women are encouraged to apply.

## Job Description

Linked Data Technologist, Metadata Department - 52576

### Description

The Stanford University Libraries (SUL) has an opening for a Linked Data Technologist within the Metadata Department in Technical Services. Linked Data will be key to Stanford's evolving intellectual ecosystem. Location within the Metadata Department, the Linked Data Technologist will be responsible for the transformation of metadata from multiple metadata schemas into approved RDF models for ingestion into appropriate data stores. Flexibility and the ability to follow and anticipate developing technologies will be essential.

Although located within the Metadata Department, the Linked Data Technologist will be part of a heterogeneous team composed of members from the Metadata Department, Enterprise Systems, and Digital Library Systems and Services. The incumbent will also serve as the contact point for enquiries of linked data assistance from other parts of SUL.

**This is a four-year, fixed-term position with the possibility of an extension.**

**Duties:**

The primary duty of the Linked Data Technologist will be the transformation of metadata from multiple metadata schemas into approved RDF models for ingestion into appropriate data stores (triple store, etc.). More specific duties include the automated remediation and augmentation of ingested metadata to meet the model's standard including both the development of various mechanisms for data manipulation and the processing itself, as well as the identification and scoping of both local and external sources of metadata that can be remediated through semi-automated means. Candidate metadata will need to be analyzed for technical conformance to its metadata schema so that conversion to RDF can take place accurately. The incumbent will also be responsible for the investigation and selection of key technologies to meet program objectives and the combination, integration, and tracking of provenance of ingested metadata.

## **Qualifications**

**Minimum Qualifications:**

Knowledge and experience with linked data standards, creation, and manipulation.  
Familiarity with of RDF, XML and other machine actionable metadata languages.  
Hands-on experience using triple stores such as OWLIM, Jena, Sesame, etc.  
Hands-on experience with mapping and transformation engines.  
Demonstrated understanding of the theory and structure of library-related metadata.  
Knowledge and experience with MODS, EAD or similar metadata standards.  
Familiarity with developing communication standards such as BIBFRAME.  
Demonstrated ability to use or proven ability to learn basic tools, such as XSLT or scripting, to transform or remediate metadata.  
Excellent analytical and problem solving skills combined with attention to detail for complex, detail-oriented work.  
Excellent oral and written communications.  
Ability to work independently, as a team member, and across organizational boundaries in a highly demanding environment.  
Flexibility to be organized, productive and effective in a dynamic environment, involved with a variety of simultaneous projects.

**Preferred Qualifications:**

Experience using inferencing engines.  
Broad knowledge of library repository functions, services, and requirements.  
MLS or equivalent in knowledge and experience.  
Familiarity with traditional cataloging practice and rules such as AACR2 and RDA.  
Experience with metadata transformations and cross-walking tools.  
Familiarity with Stanford University Libraries and its Digital Library environment.

## Metadata Coordinator

Rice University is seeking a dynamic, service-oriented Metadata Coordinator who will provide leadership in evaluation and application of current and emerging metadata standards. This position will expand use of non-MARC metadata schemas for content description and access, collaborating with others on local and regional digital projects as appropriate. In addition, the Metadata Coordinator provides training or technical advice to library staff regarding resource description and metadata assignment. This position serves as a primary resource person for the library on metadata practice, providing significant input on relevant policies and procedures. The position reports to the Head of Cataloging and Metadata Services Department in Technical Services. The Department includes 6 exempt, 5 non-exempt, and 3 part-time temporary staff, plus student workers.

**Responsibilities:** Provides leadership in a team environment with other staff to evaluate and apply appropriate metadata schemas to provide description and access to various digital projects of the Library and Rice University. Responsible for associated authority and quality control. Assists in development and ongoing review of local policies and procedures for such applications. Stays up-to-date with national metadata standards and schemas and is responsible for interpreting and adapting those for local purposes. Acts as liaison for metadata projects with other departments within the library and/or other campus groups and individuals. Provides training or technical advice to library staff regarding resource description and metadata assignment.

Assists and/or manages special cataloging projects undertaken by the Department as assigned by the Department Head. May lead project staff. Participates in departmental and library-wide committees and work groups established to further various aspects of the Fondren Library mission. Assists in other cataloging activities as needed.

**Requirements:** ALA-accredited Master's degree in Library Science; two years of related experience specializing in metadata or cataloging. Successful project management experience. Excellent oral and written communication skills; project management skills; proven ability to solve problems; leadership and training skills and an ability to reach consensus with diverse constituencies; ability to recommend solutions in areas not under direct supervision; flexibility in performing different tasks as library needs change; commitment to enhancing services through teamwork; ability to prioritize work to ensure that departmental and library goals are realized; demonstrated commitment to staff development and continuing education; ability to work without close supervision; thorough knowledge of MARC and non-MARC metadata standards and practices (e.g. Dublin Core, EAD, TEI, MODS, METS, OAI, etc.) and demonstrated

knowledge of current and emerging metadata practices and procedures; thorough knowledge of institutional repository platforms, preferably DSpace; knowledge of OCLC and vendor services; knowledge of integrated library systems, preferably Sirsi.

**Preferred qualifications:** Experience as a librarian in an academic library. Familiarity with DSpace.

**Salary & benefits:** \$52,000 minimum, with hiring salary commensurate with experience and qualifications; no state or local income tax; 21 benefit days; 8 study days; a range of retirement options including TIAA/CREF; health and life insurance; and tuition waiver.

**Environment:** Rice University provides a stimulating work environment, with opportunities to participate in the delivery of innovative library services supported by leading edge technologies. Fondren Library (<http://library.rice.edu/>) is a research library with over 2.8 million volumes and over 140,000 serial subscriptions. The Library has a state-of-the-art offsite shelving facility and completed a major building renovation project in 2006. An active program of digital resource development and delivery is underway.

Houston is a vibrant, multicultural city, with world-class visual and performing arts ranging from the traditional to the avant-garde. The fourth largest city in the country, Houston enjoys a moderate cost of living and easy proximity to the Gulf Coast.

For more information, see:

[http://www.explore.rice.edu/explore/General\\_Information.asp](http://www.explore.rice.edu/explore/General_Information.asp)

<http://www.visithoustontexas.com/media/neighborhoods>

Applications received by February 11, 2014 will receive first consideration. Please apply with cover letter, resume, and the names, titles, addresses, telephone numbers, and e-mail addresses of three references at: <https://jobs.rice.edu/applicants/Central?quickFind=54055>.

Inquiries: Melinda Reagor Flannery, Assistant University Librarian/Search Coordinator at (713) 348-3773 or e-mail [reagor@rice.edu](mailto:reagor@rice.edu). Rice University is an affirmative-action, equal-opportunity employer.

**University of Virginia**

## **User Experience Librarian**

**Closing Date:** Open Until Filled

**Job Number:** 0611356

### **Posting Summary:**

The User Experience (UX) Librarian will understand and be able to articulate what a great library user experience should be, and have the desire and ability to translate that knowledge into practice. As a new member of the Strategic Assessment unit, the UX Librarian will play a key role in helping the University Library achieve its strategic vision of facilitating research, teaching, and learning by ensuring user-centered design of Library tools, spaces and services. The UX Librarian will compliment the existing expertise of assessment staff by adding facility in qualitative and ethnographic assessment methods, and skills necessary to assess the usability, adoptability, desirability and value of library programs and services. Outside the assessment team, the UX Librarian will bring user experience skills to bear on the development of online and physical services throughout the organization.

### **Required Education:**

Master's Degree or Equivalent

### **Preferred Education:**

Master's Degree

### **Preferred Experience:**

Some - up to 4 years

### **Required Knowledge, Skills and Abilities:**

- Demonstrated skills and knowledge concerning user requirements, usability methodology, focus group methodology, survey methods (including web surveying), and basic analytics/statistics. Portfolio of project examples preferred.
- Strong web skills (html, blogging, app use, etc.) and facility with commonly used virtual, physical and social media tools used by academic library customers. Knowledge of interface coding and application development optional but desirable.
- Solid understanding of academic library services, and enthusiasm for creating excellent experiences in both physical and virtual environments for all library customers.
- Excellent communication skills:
  - Active listening skills, both in testing scenarios and in liaison and team roles.
  - Effective facilitator of verbal interaction one-on-one and in small groups.
  - Ability to summarize complex findings and present results of assessment activities effectively to diverse audiences both within and outside of the Library.
  - Facility and experience with web communication tools.

- Strong interpersonal skills, especially in liaison and team roles. Ability to bridge differences in work cultures between technical/developer staff and public service personnel.
- Project management skills preferred, time management skills essential.
- Energy and enthusiasm for user-focused design, and commitment to constantly update skills and techniques.

To be considered for this position please visit our web site and apply on line at the following link: [jobs.virginia.edu](http://jobs.virginia.edu)

The University of Virginia is committed to equal employment opportunity for all persons. In accordance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and the Rehabilitation Act of 1973, qualified individuals with disabilities are protected from discrimination and may be entitled to reasonable accommodations to assist in their pursuit of employment at the University. This includes assistance in completing the online job application as well as reasonable accommodations during the interview process. Please contact the UHR Service Center: 434.982.0123 to request assistance.

The University of Virginia is committed to the total development and well-being of all members of the University community students, faculty, staff, and the public. In support of this commitment, the University does not discriminate in any of its programs, procedures, or practices against any person on the basis of age, citizenship, color, disability, national origin, political affiliation, race, religion, sex, sexual orientation, or status as a disabled veteran or veteran of the Vietnam era. The University of Virginia is an Equal Opportunity/Affirmative Action Employer.

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Cheri Duncan #1492

Director, Scholarly  
Content Systems  
Jody Fagan #7283

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Genya O'Gara #6523

Admin Office Spec III  
Ellen Defriece #4426

Admin Office Spec III  
Susan Thomas #463

Financial Svcs Spec I  
Rhonda Reedy  
#6104

Financial Svcs Spec I  
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#7215

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#169

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Library Spec III  
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IT Specialist I  
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Library Spec I  
David Black #303

Library Spec I  
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Library Spec II  
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#7268

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Vacant PT

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IT Spec II  
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Laura Montanez  
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Library Spec I  
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Library Spec I  
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Preservation Officer  
Julia Merkel #7529

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Librarian  
Laura Davis #7502

Library Spec II  
Mark Purington  
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Library Spec II  
Vacant PT

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Executive Assistant  
Debra Smith

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Metadata & Receipts Assistants  
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E-Resource Technology Coordinator  
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Manager  
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Assistant  
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Librarian  
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XML Programmer-Analyst  
Syd Bauman

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Copyright Officer  
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Specialist  
Richard Ranky

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DIGITAL LIBRARY  
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Library Web Developer  
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Developer  
Co-op

SYSTEMS  
Coordinator  
Karl Yee  
Operator  
Jonathan Stirling

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Kathy Herrlich  
Joan Omoruyi

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Amanda Rust  
Librarian  
Rebecca Bailey

SOCIAL SCIENCES  
Assistant Head  
Roxanne Palmatier  
Librarians  
Julie Jersyk  
Donna Kennedy  
Christine Oka  
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DAY SERVICES  
Access Services Librarian  
Tricia Reinhart  
Consortial Borrowing  
Coordinator  
Erin Beach  
Reserves Coordinator  
Anita Bennett  
Access & Privileges  
Coordinator  
Rhiannon McCarthy  
Security Coordinator  
Krishna Patel

STACKS MANAGEMENT & OPERATIONS  
Supervisor  
Steven Peters

EVENING & WEEKEND SERVICES  
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Collections Management  
Coordinator  
Vacant  
Building & Security  
Coordinator  
Joe Kasle

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Lending Coordinator  
Pamela Diaz  
Borrowing Coordinator  
Yves Hyacinthe

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Betsy Habich  
Administrative Assistant  
Ethan Bren

LIBRARY ADVANCEMENT  
Officer  
Nina Shah

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Assistant Archivist  
Michelle Romero  
Processing Archivist  
Daniel Lavoie  
Archives Assistant  
Co-op

DIGITAL MEDIA COMMONS STUDIOS  
Supervisor  
Jonathan Iannone  
Specialist  
Thomas Bary  
Digital Media  
Co-op

USER ENGAGEMENT  
Librarian  
G. Karen Merguerian

COMMUNICATIONS & EVENTS  
Officer  
Thomas Urell  
Graphic Designer  
Co-op  
Marketing & Events  
Co-op



ORGANIZATION STRUCTURE  
February 2014

Northeastern University  
University Libraries

# Univeristy of Notre Dame

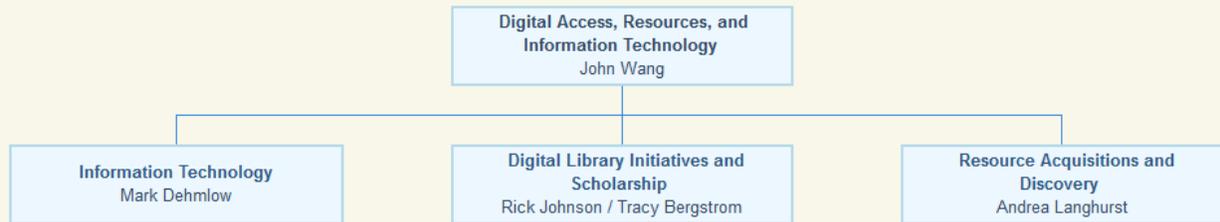
## Organization Chart



University of Notre Dame | Hesburgh Libraries  
Contact information | Library Policies | HesNet | Mobile version



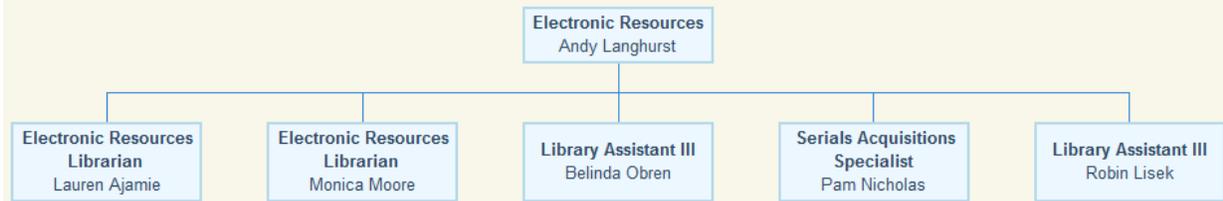
## Digital Access, Resources, and Information Technology



## Resources, Acquisitions & Discovery



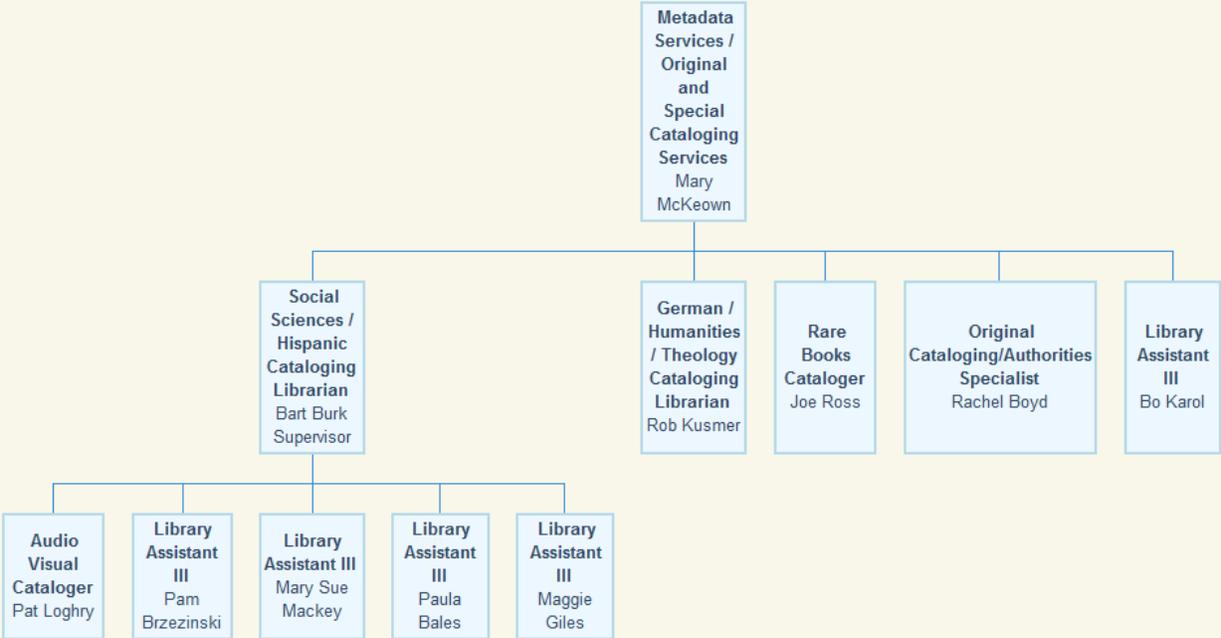
## Electronic Resources



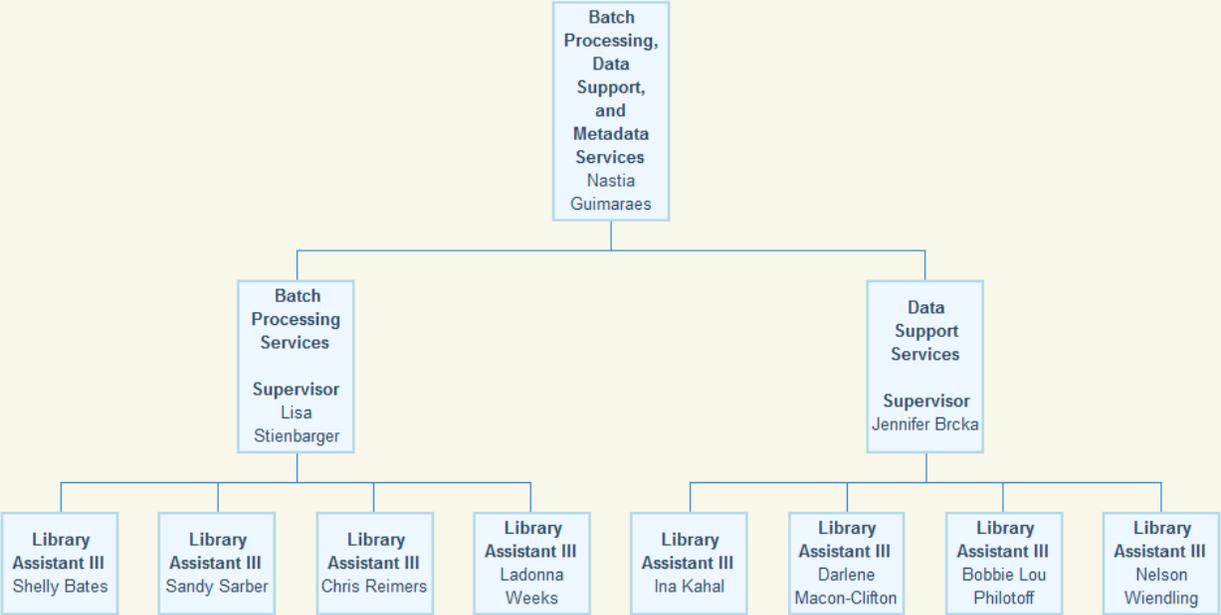
## Acquisitions Services



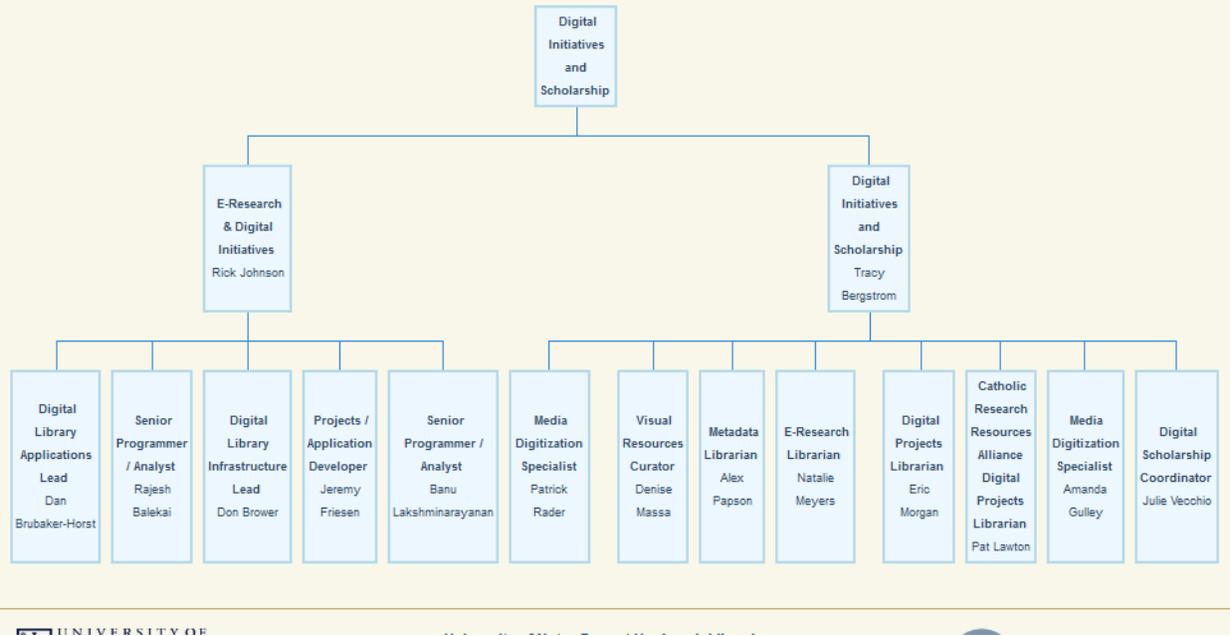
# Metadata Services / Original and Special Cataloging Services



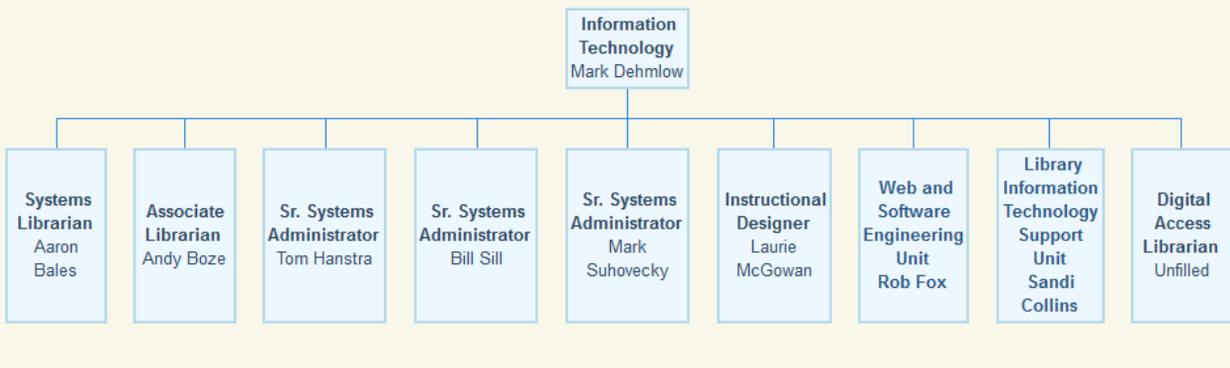
# Batch Processing, Data Support, and Metadata Services



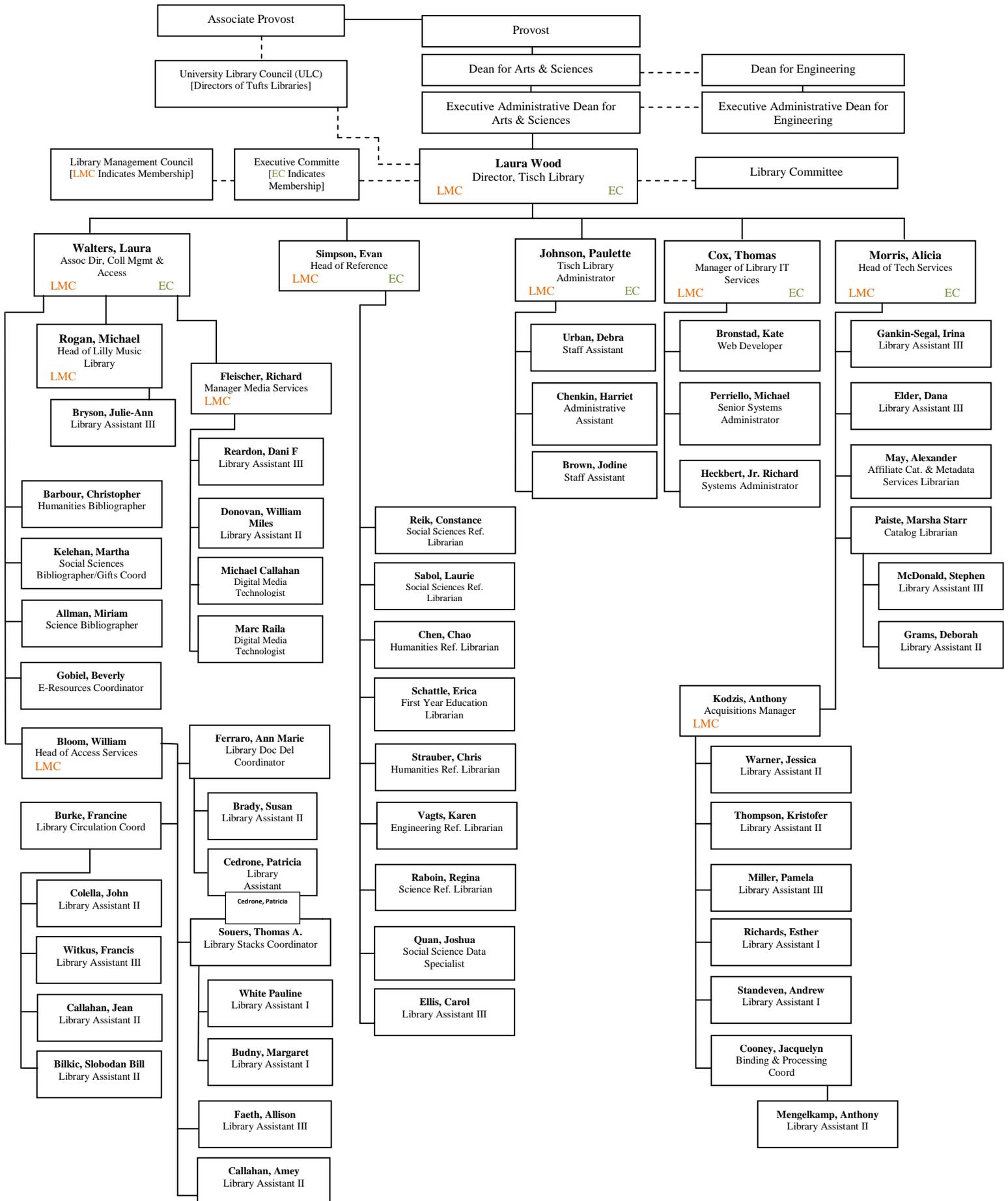
# Digital Initiatives and Scholarship



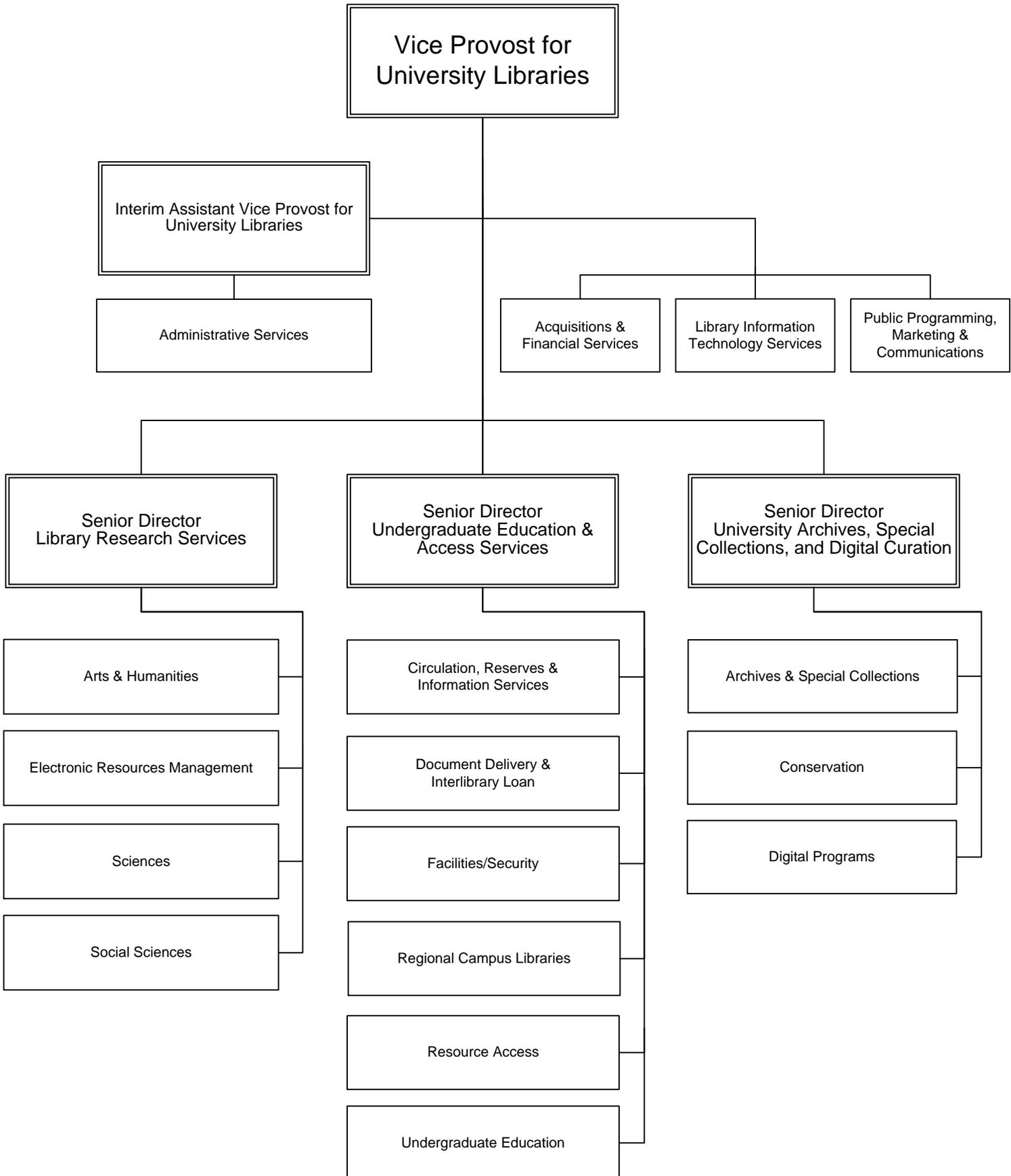
# Information Technology



# Tisch Library Organization Chart

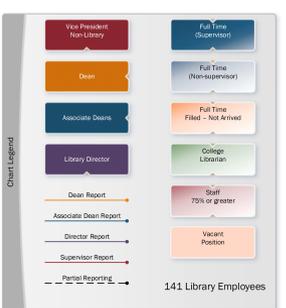


# University of Connecticut Libraries Organization Chart



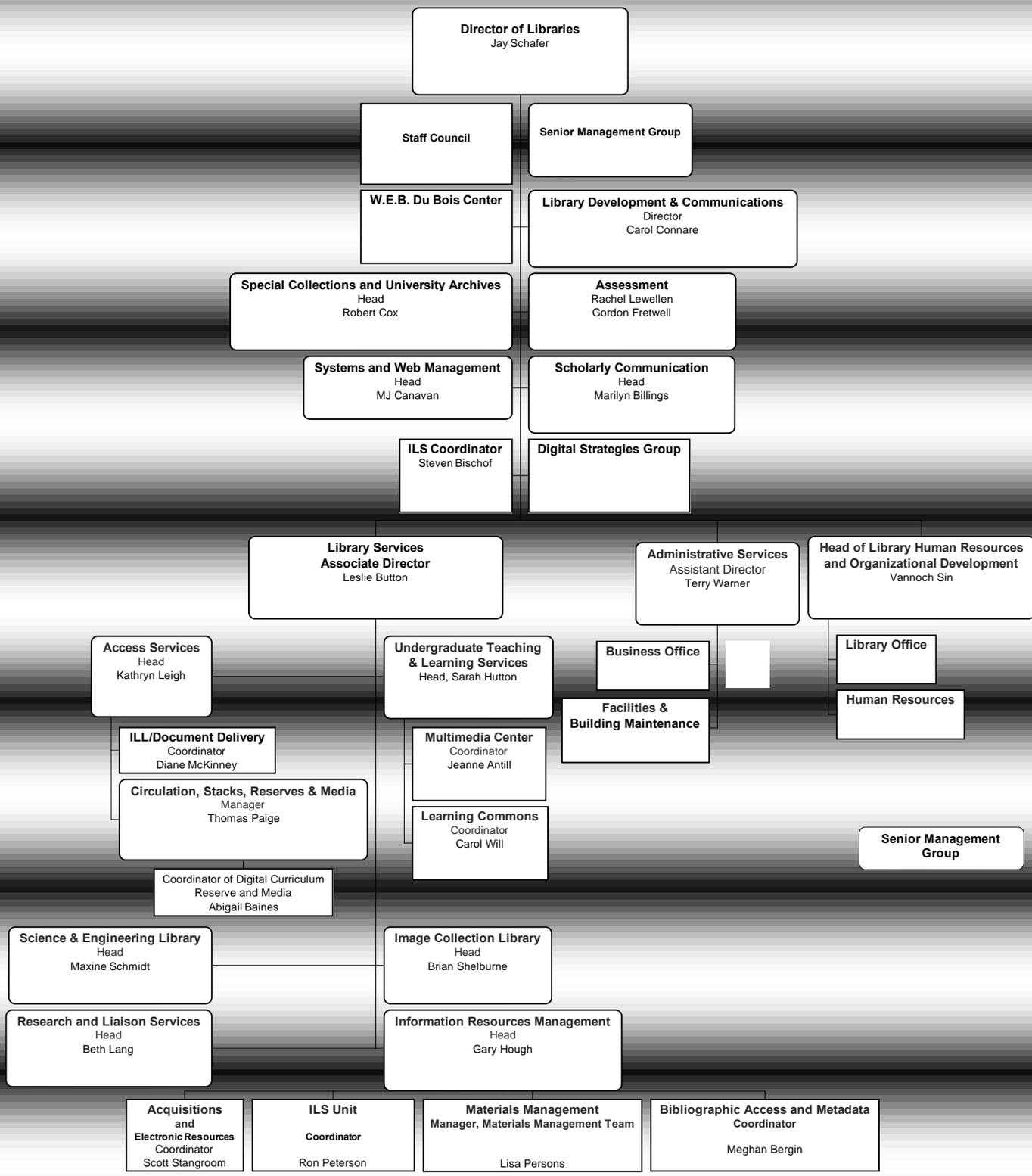
# University Libraries of Virginia Tech

Updated: 07/29/2013



# UMass Amherst Libraries Organization

## June 2013



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## **BIBLIOGRAPHY**

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