

# UNIVERSITY LIBRARIES UNIVERSITY OF MEMPHIS

A Self-Study

Past (1914-2006)  
Present (2007-2013)  
Future (2014----

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## Introduction

In 1909 the Tennessee Legislature passed the General Education Bill under which the University of Memphis (then known as the West Tennessee State Normal School) was founded. The institution opened its doors on September 10, 1912. In 1914 the first library was opened in one room of the new Administration Building. Records indicate that the first book purchased was entitled *Psychology of Insanity* (1912) by Bernard Hurt. On June 30, 2013, almost one hundred years later the University Libraries houses 1,327,545 bound volumes in the Ned R. McWherter Library, the Communication Sciences Branch Library, the Lambuth Campus Branch Library, the Mathematics Branch Library, and the Music Branch Library.

In 1929 the John Willard Brister Library was completed and it served the faculty and students for 65 years and still remains an important part of the University Libraries, with storage for less heavily used items on 3 levels of the building's stacks: 66,100 bound volumes; 91,291 government documents; 2.9 million manuscript items; plus numerous audiovisual materials.

In 1968 the "Tower" addition to the Brister Library was opened. It was envisioned as a "warehouse type library" but despite its stack floors being uninviting its use was heavy in the final years before the advent of the electronic library. In FY 93/94 the threshold of the Brister/Tower Library was crossed 463,977 times and 294,258 questions were addressed to University Libraries' personnel.

In August 1994 the long-sought Ned R. McWherter Library was opened for use and during its almost 20 year history over 9 million entries to the building have been tallied and 3.3 million questions have been addressed to University Libraries' personnel.

Services of the University Libraries expanded over the years to include Branch Libraries located adjacent to the academic departments for particular subject matter:

- 1968: Music Branch Library
- 1970: Chemistry Branch Library (2011: dismantled / incorporated into Ned R. McWherter Library)
- 1970: Engineering Branch Library (1994: dismantled / incorporated into Ned R. McWherter Library)
- 1972: Mathematics Branch Library
- 1972: Audiology and Speech Language Pathology Branch Library (2011: renamed Communications Sciences Branch Library)
- 1988: Earth Sciences Branch Library (2010: dismantled / incorporated into Ned R. McWherter Library)
- 2011: Lambuth Campus Branch Library  
(University Libraries received the responsibility for the already established library on the University of Memphis Lambuth Campus in Jackson, TN. This Branch Library continues to be enhanced to support the programs offered at the Lambuth Campus.)

Currently there are four branch libraries which, as of June 30, 2013, house 172,914 bound volumes plus numerous forms of audiovisual and microformat items.

Since 1914 the University Libraries has received dedicated leadership from nine individuals:

1914 – 1928:	Berletta Mynders
1928 – 1929:	Etta Matthews
1929 – 1938:	Rebekah K. Dean
1939:	Undine Levy
1940 – 1942:	Howard McGaw
1942 – 1946:	David Marshall Stewart
1947 – 1969:	Ellison L. Brown
1969 – 1999:	Lester J. Pourciau
2000 -	Sylverna V. Ford

These leaders, along with the many dedicated professional librarians and support staff have striven over the last 100 years to build a University Libraries that would be a “leader in managing and providing access to information services and resources that support teaching, learning, and research for the University of Memphis community.” (*University Libraries, University of Memphis Strategic Plan, 2013-2018: Mission Statement*) (Appendix XI)

The Ned R. McWherter Library rotunda floor reflects the University Libraries’ encompassing goal to fulfill its mission. In seeking to insure the University Libraries’ place as a major component of institutional effectiveness, the Faculty and Staff of the University Libraries have adopted the *Standards for Libraries in Higher Education* (Association of College and Research Libraries, 2011). The following report is based upon the nine principles (Appendix XV) established in those standards:

- Institutional Effectiveness
- Professional Values
- Educational Role
- Discovery
- Collections
- Space
- Management/Administration
- Personnel
- External Relations

The report reflects the University Libraries’ strengths found in and the inadequacies faced by the University Libraries in the Past (1914-2006), and in the Present (2007-2013), as it addresses the plans for the Future (2014----).

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## **INSTITUTIONAL EFFECTIVENESS**

Libraries define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continual improvement.

*Standards for Libraries in Higher Education*  
Association of College and Research Libraries,  
2011, p. 9

## **University of Memphis:**

### **Vision:**

*The University of Memphis will be recognized as one of America's great metropolitan research universities, noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society.*

University of Memphis website: 12/17/2013

### **Mission:**

*The University of Memphis is a learner-centered metropolitan research university providing high quality educational experiences while pursuing new knowledge through research, artistic expression, and interdisciplinary and engaged scholarship.*

University of Memphis website: 12/17/2013

## **University Libraries:**

### **Vision:**

*The University will be the information and research destination for the University of Memphis community, committed to developing lifelong learning and research skills in a welcoming, resource-rich innovative and stimulating environment, embracing collaborative opportunities and cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge.*

Adopted University Libraries' Administrative Council: 12/9/2013

### **Mission:**

*The University Libraries is a leader in managing and providing access to information services and resources that support teaching, learning, and research for the University of Memphis community.*

University Libraries, Strategic Plan, 2013 - 2018

## **University Libraries' Past (1914 – 2006)**

Institutional Effectiveness for these years is not addressed.

## **University Libraries' Present (2007 – 2013)**

### ○ **Strengths:**

- Assistant to the Dean for Assessment and Planning – position established 2009
  - LibQual (an internationally recognized survey instrument which libraries use to solicit, understand and act upon user's opinions of service quality)
    - LibQual survey: 2010
      - McWherter Library
        - *Library as Place* received the highest marks for providing a comfortable environment for study, learning, and research
          - Individual (152) and group study space (16)
            - FishBowl (1) for collaborative project space
- Learning Commons

- Research and Information Services Desk (floor 1)
  - User Assistance Desks (floors 2, 3, 4)
  - Information Technology Services Help Desk (floor 1)
  - On-site electronic access as of 2013
    - 128 Windows workstations
    - 7 Apple workstations
    - Bookeye Scanner (digital scanner)
    - 6 Microformat windows/scanners workstations
    - 15 laptops for student check-out
  - ClimateQual (a nationally recognized survey which assesses library personnel perceptions of the organization to understand the impact perceptions have on the quality of services in a library setting)
    - Initial survey: 2012
      - Preliminary Report distributed for review: December 2013
- University Libraries' Faculty and Staff expertise to provide assistance in research and use of resources in students' pursuit of knowledge
  - LibGuides
    - Web-based research guides prepared by Libraries' Faculty and Staff offer information by subject, class, or academic department
    - Recommend resources and research tips for both onsite and off-campus researchers
  - Ask A Librarian
    - Options for online and in-person assistance from Libraries' faculty for assistance in research procedures
      - Research and Information Services Desk and Branch Libraries personnel:
        - 13,751 (2012/2013 on-site instructional consultations)
        - 25,421 (2012/2013 on-site directional questions)
        - 1,831 (2012/2013 virtual consultations)
      - Text messaging
      - Email (initiated 1997)
      - Phone
      - One-on-One appointment (initiated 2004)
      - Virtual reference service
        - Participated in consortial live chat, 2006-2008
        - Initiated local version using LibChat, 2013
- University Libraries' Faculty and Staff partner with academic departments / colleges and recruitment offices, etc. in provision of appropriate collections and services to enhance students' educational experience
  - Presentations / Instruction
    - 515 (2012/2013 number of groups addressed )

- 10,613 (2012/2013 number of attendees)
- Libraries' Research and Instructional Services
  - Instruction as requested by academic faculty
  - ACAD courses, with pre and post testing
- Libraries Liaisons
  - Librarians partner with a representative of a department or program to ensure library materials and services correspond with research, artistic expression, and interdisciplinary and engaged scholarship of the department or program
  - Instruction as requested by academic faculty
- Tours
  - Orientation for new faculty hires
  - Orientation for incoming graduate assistants
  - Tours for local high school classes
    - May include research instruction
- Public programs (see "University Libraries enhances reputation of University")
- University Libraries' information resources for "pursuing knowledge through research"
  - Website: [www.memphis.edu/libraries](http://www.memphis.edu/libraries)
    - 431,015 - 2012 / 2013 virtual visits to website
  - Libraries' holdings on website (also, mobile app)
    - 404,715 - 2012 / 2013 virtual visits to "Search UM Libraries"
      - Includes:
        - 1.3 million bound volumes
        - 3.7 million pieces of microformat materials
        - 10+ million manuscript pieces
        - Electronic resources
          - 1,736,139 (2012 / 2013 logins to electronic resources)
            - 76,000 ebooks
            - 17,000 + full text electronic journals
            - 350 electronic databases
          - 6,679,843 (2012 / 2013 searches in electronic resources)
          - 942,303 (2012 / 2013 full-text articles retrieved from electronic resources)
  - Collaborates with other academic libraries to enlarge access to collections and services for both students and faculty
    - Association of Southeastern Research Libraries (ASERL)
      - Interlibrary loan and expedited delivery
      - Collaborative collection development
    - LYRASIS
      - Consortial purchases of electronic resources
    - TENN-SHARE

- Consortial purchases of electronic resources
  - Interlibrary loan and expedited delivery
- OCLC
  - WorldCat catalog participant
  - Interlibrary loan (services)
- Tennessee State Library and Archives
  - Tennessee Electronic Libraries (statewide electronic resource)
- Memphis Area Library Council (MALC)
  - Intra-library access
- University Libraries enhances reputation of University of Memphis
  - Special Collections
    - Mississippi Valley Collection / Sanitation Workers Strike Collection
      - Used by numerous researchers, including
        - May 2013: *MLK The Assassination Tapes* (1895 Films for the Smithsonian Channel) received Peabody Award
          - Citation read: “Painstakingly configured from rare footage collected at the University of Memphis in 1968...”
          - University Libraries’ received \$25,000 for use of materials
        - 2011: *The Mighty Mississippi with Trevor McDonald* (Plum Productions) used materials in footage for payment of \$1,530
        - 2009: *The Road to Memphis* (Insignia Films) used materials in footage for payment of \$19,665
    - Digital Repository
      - Currently 22 collections (20,000 digital files) to more widely promulgate unique archival materials
        - National African American Photographic Archive (NAAPA) begun with donation from owners of Ampro Industries, Inc. (2011)
  - Public programs / Exhibits
    - *Delta – Everything Southern* (2006 ----)
      - One day seminar offers local / national / international speakers on various topics regarding the Mississippi River Delta past / present / future
      - Attendance ranges 300 – 400
      - Planning Committee includes UofM faculty/staff, Friends, and local citizens/supporters
    - 2012/2013 programs included:
      - *Lincoln: The Constitution and the Civil War* (exhibit and 4 lectures in collaboration with UofM Department of History,



- UofM Department of Theater and Dance; Benjamin J. Hooks Institute for Social Change, and Rhodes College)
  - *Early and Rare: Selections from the Carroll and Pat Cloar Collection* (exhibit and one lecture in collaboration with the UofM Art Museum, Memphis Brooks Museum of Art, David Lusk Gallery, and DeltaARTS)
  - *Islamic Art: Mirror of the Invisible World* (onsite film / offsite lectures in collaboration with the Memphis Public Library and Information Center, Christian Brothers University, Muslims in Memphis, Pakistan Association of Memphis, UofM Muslim Student Association)
- Special Privilege Card
  - Local citizens above the age of 18 may use the University Libraries
    - High school students may use the University Libraries with signed permission of parent/guardian and high school librarian
  - Students and faculty from Rhodes College, Christian Brothers University, University of Mississippi, University of Tennessee, and Southwest TN Community College may use the University Libraries with appropriate institutional ID
- U.S. Regional Federal Depository for the State of Tennessee
  - Receives and/or has access to 100% of publications, maps, electronic data distributed by the Government Printing Office.
  - Designated in 1989 with support of Senator Al Gore
  - Provides leadership and coordination for the 21 selective depository libraries across Tennessee
- University Libraries' Faculty and Staff make presentations at state and national meetings
  - 2012/2013 presentations include:
    - National:
      - Jabaily, M. J. & Xu, Y. (April 2013) *Who's Hacking Your Library? Identifying and Preventing Unauthorized Off-Campus Use of Electronic Resources via EZ Proxy*. Poster session: Association of College and Research Libraries' Annual Conference, Indianapolis, IN
      - Dennis, P. (June 2013) *Blossoming the STEM: Libraries Working as STEM Education Partners*. Poster session: American Library Association's Annual Conference, Chicago, IL
    - Regional:
      - Woods, Gregory (Spring 2013) *Quick Fix Book Repair*. Arkansas Library Paraprofessionals Spring Conference, Hot Springs, AR

- State:
  - Tennessee Library Association's Annual Conference, April 2013, Chattanooga, TN
    - Cantwell, L. & Dennis, P. *Life After Meebo: Evaluating Virtual Reference Services for Your Library in the Post-Meebo Virtual Environment*
    - Ford, S., Robinson, M., Rustomfram, P. *Bucks --- Out of the Box!*
    - Scott, R. & Schnabel, J. *Plagiarist Patrol: How Librarians Can collaborate With Online Instructors to Promote the Ethical Use of Information*
    - Robinson, M. & Rustomfram, P. *Applying Outcomes Based Assessment to Information Literacy*
    - Park, B., Robinson, M., & [Jones, G.] *But She Got All A's in High School*
    - Schnabel, J. *Connecting Our Communities: Collaborative Programming Between Academic and Public Libraries*
    - Rustomfram, P. & [Freilich, M.] *Docs Out of the Box*

○ Inadequacies

- University Libraries' Faculty and Staff are not fully attuned to the ways in which their work / activities support institutional effectiveness
  - Lack of fully developed plan for supporting high school instruction / tours which in turn support University recruitment
  - Libraries' Liaisons are not proactive in providing instructional services within assigned academic departments which could enhance student learning and retention
  - Lack of attention to the role the University Libraries' should play in the promotion of information literacy
- Lack of sharing of examples which illustrate the ways in which University Libraries' Faculty and Staff touch the educational lives of students and faculty

**University Libraries' Future (2014---)**

- Develop and implement a systematic planning and evaluation process which addresses the University Libraries' role in building and maintaining institutional effectiveness which can be linked to the budgetary process
  - Include LibQual and ClimateQual timeline for repetition of surveys and responses to same
  - Review and revise statistics maintenance process
    - Consider for inclusion:
      - Presentation of individualized e-resources usage statistics

- Presentation of cataloging statistics to show length of time between receipt of print materials and/or information regarding electronic resources in the Catalog Department to placement on the shelf and/or accessibility via the online catalog
- Presentation of “page hits” for LibGuides
  - Webpages developed by Libraries’ Faculty and Staff which provide instruction and tips using Libraries’ print and electronic resources – general and specific to programs and selected classes
- Presentation of space use statistics
  - Promote the partnership between Libraries’ Liaisons and assigned academic department/college to provide students with resources and skills to enhance learning
    - Increase Libraries’ Liaison activities to serve direct classroom and research intensive courses
    - Require annual reports from Libraries’ Liaisons to include collection development and instruction activities
  - Review and develop an implementation plan based upon *Information Literacy Competency Standards for Higher Education* (Association of College and Research Libraries, 2000 and subsequent specialized standards for specific academic areas)
  - Build partnerships with dual program courses (high school students in college courses) to enhance student success and retention
- Build a database of stories which illustrate the ways in which the University Libraries’ Faculty and Staff address the educational and research needs of the students
  - Encourage University Libraries’ Faculty and Staff to be proactive in asking students for opinions and comments regarding the services of the University Libraries

## **PROFESSIONAL VALUES**

Libraries advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered services.

*Standards for Libraries in Higher Education,*  
Association of College and Research Libraries,  
2011, p. 9

The University Libraries' *Strategic Plan, 2013 -2018* includes the following *Statement of Values*:

*Providing the varied services, resources and programs of the University Libraries requires the involvement of many people. While each individual utilizes his or her own particular expertise and background and adopts his or her unique way to accomplish each task, the overall effort is guided by a common set of values that binds the whole together with a common purpose. As they go about meeting the Libraries' established objectives, University Libraries' faculty and staff are committed to the following values: (with supporting examples)*

***Service:*** *The University Libraries seeks excellence in providing assistance to all Libraries users while ensuring that access to information resources is provided in an open, receptive, and courteous manner, with a commitment to freedom of information and equity of access.*

#### **University Libraries' Past: (1914 – 2006)**

- John W. Brister Library / Tower Library
  - **Strengths:**
    - 99 hours of service per week in Brister and Tower Library
    - 6 points of public service
      - Plus, Learning Media Center (administered by the Center for Instructional Service and Research)
    - Librarian assisted information retrieval began in 1981
    - OCLC (Ohio College Library Center) access used by Technical Services only, began in 1979
  - **Inadequacies:**
    - Public service points did not maintain the same service hours
- Ned R. McWherter Library
  - **Strengths:**
    - 99 hours of service per week
    - 6 points of public service (incorporated Learning Media Center into Libraries' responsibilities)
      - Reference
      - Circulation / Reserves
      - Government Publications
      - Periodicals
        - 2004: incorporated Microforms
      - Microforms
        - 1994: incorporated Learning Media Center
      - Special Collections
  - **Inadequacies:**
    - Public service points did not maintain the same service hours
    - 24/7 trial in 1995, experienced low head-count versus cost of personnel
    - Interlibrary Loan services offered to faculty and graduate students only

- If no reciprocal borrowing site was available, charges for services from lending library were passed to faculty and students
  - Began using OCLC Interlibrary Loan services (1980)
  - Began using ILLiad (2003)
- Librarian assisted information retrieval began in 1981
- OCLC (Ohio College Library Center) access used by Technical Services only, began in 1979
- Six then five branch libraries maintained appropriate hours for location and available personnel
  - Audiology and Speech Language Pathology Branch Library
  - Chemistry Branch Library
  - Engineering Branch Library – incorporated into McWherter in 1994)
  - Mathematics Branch Library
  - Music Branch Library
  - Earth Sciences Branch Library (administered by Center for Earthquake Research and Information)

#### **University Libraries' Present (2007 – 2013)**

- Ned R. McWherter Library
  - **Strengths:**
    - 93.5 hours of service a week
      - Shorter hours during semester breaks
    - Original 24-hour study room at front door morphed into 24-hour computer lab and then into Einstein's Bagel Shop
    - With advent of Commons Room the first floor remained open during exam periods 24/7
    - Reference Desk on first floor, renamed: Research and Information Services Desk
    - Public service points consolidated:
      - 2006: Periodicals / Government Publications closed – incorporated into Research and Information Services
      - 2007: Learning Commons established
        - User Assistance stations established on floors 2, 3, & 4
    - Interlibrary Loan services extended to undergraduates and became free to all University of Memphis users
      - Began using RapidILL (2010)
      - Expedited delivery services
        - On-Campus document delivery to faculty initiated
        - University Libraries participates in Kudzu and Firefly: interlibrary loan courier services via Association of Southeastern Research Libraries (ASERL) and TENN-SHARE libraries
          - Participation results in quicker turnaround of borrowed / loaned items from/to other libraries

- Electronic reference
  - Databases accessibility
    - Purchased using E&G budgeted funds and TAF funds
    - Ask-A-Librarian, including LibChat (virtual reference service), direct email, and LibGuides (provides local instruction and tips in using Libraries' print and electronic resources)
- Five then 4 branch libraries maintained appropriate hours for location and available personnel:
  - Earth Sciences Branch closed – incorporated into McWherter Library (2009)
  - Chemistry Branch closed – incorporated into McWherter Library (2010)
  - Lambuth Campus Branch added (2011)
  - Audiology and Speech Language Pathology Branch renamed – Communication Sciences Branch (2011)
  - Mathematics and Music Branches remain
- Inadequacies:
  - Cross training of personnel for consolidated Research and Information Services point of service was not completed prior to consolidation
  - Consistency of training of personnel (both full-time and student assistants) continues to be an issue
  - No written policy / procedures on administrative responsibility for McWherter Library during 24/7 hours

#### **University Libraries' Future (2014 ---- )**

- Re-examine hours in response to repeated requests by student for 24/7 service in McWherter Library
  - Continue to monitor hours of service in the branch libraries
- Re-evaluate circulation policies to better respond to user needs
- Prepare for completion and subsequent move of materials to the new branch library on the Park Avenue Campus
  - With announcement in late 2013 of consolidation of various colleges, uncertain as to what holdings / personnel will be required
- Act upon LibQual and ClimateQual issues that speak to the area of Service
- Develop and initiate systematic review of electronic resources to insure these are meeting the user needs
- Review LibChat services to determine if expansion of service coverage is required to respond to user needs
- Develop an Emerging Technology plan / proposed budget to address changing user needs and update plan periodically to have ready for immediate use when required
- Work more closely with Lambuth Branch Library and the Humphreys School of Law Library to expand web presence and services

**Quality:** *The University Libraries strives to deliver effective user services, resources, and programs, using the highest feasible standards of management, assessment, organization, and delivery. We are simultaneously committed to the development of a knowledgeable, versatile, and skilled faculty and staff.*

### University Libraries' Past (1914-2006)

#### ○ Strengths:

- Librarian (1914-1969)
- Director of Libraries (1969-1999)
  - Reported to the Vice President for Academic Affairs
- Dean of University Libraries (2000 --- present)
  - Reported to Provost
  - Member of the Deans' Council
- Faculty: high number: 30
  - Professional librarians obtained faculty status in early 1970's
    - MLS degree from ALA-accredited institution required for Assistant Professor rank / tenure
    - Doctorate required for Associate Professor / Professor ranks
- Professional / Administrative Staff: high number: 6
- Support staff: high number: 82
- Libraries Administrative Council
  - Intra-library department heads
  - Advisory to the Director of Libraries
    - No standing committees
    - When appropriate Director appointed task forces to address issues
- Evaluated resources / services
  - In-house developed surveys
    - 1999: Undergraduate Student Survey
    - 2001: Faculty Survey
  - LibQual (an internationally recognized survey instrument which libraries use to solicit, understand and act upon user's opinions of service quality)
    - 2002

#### • Inadequacies:

- Director of Libraries not included on Deans' Council (1970-2000)
- Director of Libraries did not establish standing committees; when appropriate appointed task forces to address issues
- Limited financial support for travel and staff development

### University Libraries' Present (2007 – 2013)

#### • Strengths:

- Dean of University Libraries (2000 -----)
  - Reports to Provost (2000 ----)
    - 2013: Assigned to work with Special Assistant to the Provost for Academic Planning on "Visioning of the University Libraries"



- Standing / Functional / Search Committees and Working Groups/Task Forces in place
  - Ex: Planning and Assessment Committee
  - Ex: Integrated Library System Advisory Committee
  - Ex: Staffing Pool
  - Ex: Park Avenue Library Planning Committee
  - Ex: Web Team
- Evaluating resources / services
  - Created Collection Development Librarian position
    - Implemented Liaison / Department Representative procedures for faculty input into collection requirements
    - Collection Development policies developed for each academic department / school / area
  - LibQual Survey (2010)
    - User survey
  - ClimateQual Survey (2012)
    - Nationally recognized survey which assesses library personnel perceptions of the organization to understand the impact perceptions have on the quality of services in a library setting
    - University Libraries' personnel survey
  - LibChat (virtual reference service) requests feedback on inquiry/response
  - ACAD classes presentations have pre and post testing
- Increased attention to staff development and travel
  - Professional Development – Faculty Committee: distributes funds based upon the policy developed by the University Libraries' Faculty
  - Professional Development – Staff Committee: distributes funds based upon the policy developed by the Dean of University Libraries
  - Dean of University Libraries includes travel allocation in contract for new hires to use during first year
- Semi-annual Staff Development Day and Fall Retreat
  - Staff Development Day held in Spring; program developed by Staff Development Committee
  - Fall Retreat: program developed by Dean of University Libraries
- Personnel:
  - Faculty / Professional Staff: 32 (reduced to 29 in late 2013)
    - Faculty status revised: no doctorate required for Associate Professor rank
    - Professional Staff includes: Local Tech Service Providers (3); Administrative Associate II; Business Officer II; Coordinator of Building Management; Circulation Department Supervisor
      - Late 2013: 3 Local Tech Service Provider positions transferred to Information Technology Services
  - Support Staff: 50
  - Students / GAs: 9 FTE

- **Inadequacies:**
  - Loss of 9 positions due to “buyout” in 2008
    - Lack of positions continues to hamper the delivery of quality service
  - Many positions, especially faculty, have been revamped with new titles / new responsibilities / new place in organization chart
    - Communication regarding organizational changes and expectations of personnel is not always provided by Libraries’ Administration
    - Position descriptions:
      - In-house descriptions not updated in a timely manner
      - University Human Resources descriptions do not adequately reflect the expertise required nor the position responsibilities
  - Performance evaluations are not completed in a timely manner

### **University Libraries’ Future (2014----**

- Dean of University Libraries (2000----)
  - Reports to Provost (2000----)
    - 2014: Assigned to meet regularly with Vice Provost of Information Systems to review/address University Libraries’ programs/services/issues
- Plans for the future:
  - Continue to evaluate resources / services
    - Collection development
      - Implement “user requested” procedures
    - Develop and implement website usability surveys
    - Develop and implement library instruction feedback procedures
    - Implement LibChat enhancements
  - Continue to meet Faculty and Staff travel and personnel development needs
  - Seek to rebuild personnel numbers to pre-buyout size and to be more in-line with Funding Peers
  - Review current job descriptions for all personnel and revise as necessary
    - Develop a systematic on-going revision process
  - Develop and implement an in-house schedule for performance reviews which coincides with the schedule of University Human Resources and University Academic Affairs
  - Continue to place emphasis regarding the requirements of faculty status with new faculty hires

***Integrity:*** *The University Libraries affirms the principles of academic freedom and provides all services, programs, and operations with honesty, openness, and accountability.*

### **University Libraries’ Past (1914 – 2006)**

- **Strengths:**
  - Academic Freedom

- University Libraries adheres to the TBR Policy and the University Policy
- University Libraries affirms the following policies of the American Library Association: (Appendix XII)
  - *Core Values of Librarianship*
  - *Code of Professional Ethics for Librarianship*
  - *Library Bill of Rights*
  - *Support of Academic Freedom*
  - *Libraries: An American Value*
- University Libraries adheres to TENN. CODE ANN. 10-8-101 – 10-8-103: *Confidentiality of Library Records* (Appendix XIII)
- **Inadequacies:**
  - University Libraries’ personnel did not widely share the above strengths with the Campus Community

### **University Libraries’ Present (2007 – 2013)**

- **Strengths:**
  - Continued affirmation of the policies listed under *Integrity: University Libraries’ Past (1914-2006)*
  - Policies currently on University Libraries’ website which carry statements in support of “integrity”
    - *University Libraries Strategic Plan, 2013 – 2018* (Appendix XI)
    - *Comprehensive Collection Development Policy* (Appendix XIV)
  - Research and Instructional Services addresses the topic of plagiarism in all ACAD and English classes which request library instruction
- **Inadequacies:**
  - University Libraries’ Administration does not continuously stress affirmation of policies listed in above strengths to Libraries’ personnel, especially both faculty and support staff new hires
  - University Libraries’ personnel do not widely share the above strengths with the Campus Community

### **University Libraries’ Future (2014---)**

- Reiterate approved principles to all personnel on a regular basis
  - Develop, implement, and promulgate a procedure to insure that all new hires are aware of these policies
- Develop and implement written policy on Research and Instructional Services actions as regards academic freedom in both one-on-one and classroom settings

***Diversity:*** *The University Libraries values and appreciates the differences, among our users, our collections, and our faculty and staff. We endeavor to provide a climate of acceptance and respect for all points of view and for all individuals, whether members of the university community or the community-at-large, without regard to race, ethnicity, gender, age, sexual orientation, or physical abilities.*

### **University Libraries' Past (1914 – 2006)**

#### **○ Strengths:**

- University Libraries complied with all University / TBR hiring policies and procedures
- Appropriate University Libraries' personnel participated in online Title VI training
- University Libraries' personnel exhibited an openness to all library users
- Annually observed Banned Books Week, with open reading of banned books and discussions regarding same

#### **○ Inadequacies:**

- No in-house policies which speak to Diversity

### **University Libraries' Present (2007 – 2013)**

#### **○ Strengths:**

- University Libraries' affirms the University's SafeZone Program
- Appropriate University Libraries' personnel participate in Title VI training
- University Libraries comply with all University / TBR hiring policies and procedures
- University Libraries' administered ClimateQual to all personnel to assess diversity issues within the workforce
- Comprehensive Collection Development Policy
  - ....take very seriously its efforts to assure patrons that no form of censorship, whether based on personal or ideological bias, will be allowed to influence the development of the collection.
- University Libraries Display and Exhibition Policy
  - ....have a clearly identifiable educational purpose and content, without advocating a specific political, religious or ideological doctrine.
- Annually observed Banned Books week, with open reading of banned books and discussions regarding same

#### **○ Inadequacies:**

- No written response plan for ClimateQual, 2012
- No in-house Diversity training procedures

### **University Libraries' Future (2014----)**

- Continue to emphasize adherence to University / TBR hiring policies and procedures
- Ensure that all appropriate University Libraries' personnel complete required Title VI training
- Develop, implement, and promulgate responses to issues raised in ClimateQual, 2012 survey
- Develop and implement a procedure for the training of new-hires in all areas of Diversity within the University Libraries, i.e. personnel; collection development; user services; etc.
- Continue to observe Banned Books Week to support the Diversity of materials available in the University Libraries

**Collaboration:** *The University Libraries partners with the departments and colleges to provide resources and services to support the academic programs of the University. We join with other academic communities and libraries throughout Memphis, Tennessee, the Mid-South region, and the nation to enhance access to information resources beyond the University Campus.*

## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- Within the University
  - Collection development initially based upon general faculty input
    - Implemented Libraries' Liaison procedures
      - Librarians partner with a representative of a department or program to ensure library materials and services correspond with research, artistic expression, and interdisciplinary and engaged scholarship of the department or program
  - Libraries' faculty occasionally appointed to curriculum committees
- Outside the University
  - Founding member, Memphis Area Library Council (MALC)
    - Edited: *Memphis Area Union List of Serials (MALS)*
  - Member, Association of Southeastern Research Libraries (ASERL) – largest regional research library consortium in the United States for inter-institutional resource sharing and other collaborative efforts (1981)
    - Founding participant in KUDZU – expedited document delivery service for interlibrary loan materials (2001)
      - Reciprocal borrowing/lending at no cost other than shipping for interlibrary loan materials
  - Member, Southeastern Library Network (SOLINET) (1975) (Now named LYRASIS)
    - Regional OCLC Network site (until 2010)
    - Consortial purchases of selected electronic resources, i.e. *Project Muse*
  - *Tennessee Union List of Serials (TNLS)*
    - University Libraries' personnel developed / managed with grant funding from Tennessee State Library and Archives (\$650,000 over a 6 years period)
      - 92 libraries across State of Tennessee participated: public / school / academic / special
    - Founding member of SOLINE (Southeastern Library Network Union List and Group Access Capability) (1998)
      - Union listing and group access capability are programs which facilitate interlibrary loan via entry of holdings information into the OCLC system and providing reciprocal

borrowing/lending privileges which do not incur costs other than shipping

- Founding member, TENN-SHARE --- promoting resource sharing across Tennessee morphed into consortial purchases of library materials, both print and electronic (1992)
  - TNLS Editor Ex-Officio member of Executive Committee (1992-2009)
- Supported development of the Tennessee Electronic Library, via TENN-SHARE and TN State Library and Archives initiatives
- Director / Dean member of TBR Libraries' Deans / Directors Group
  - Collaborated on joint database purchases, i.e. *SciFinder Scholar*
  - Collaborated on system-wide purchase of electronic resources to support Regents Online Degree Program
- Established Friends of the University Libraries (1995)
- Implemented partnerships with Dyersburg State Community College (1994-2003); Jackson State Community College (1994--); Shelby State Community College (1994 -1999) for hosting of DRA library management system
- Founding Member of Memphis Civil Rights Consortium (with LeMoyne-Owen College, National Civil Rights Museum, Memphis-Shelby County Public Library and Information Center (now Memphis Public Library), and State Technical Institute at Memphis / Shelby State Community College (now Southwest TN Community College)
- Government Publications Department:
  - Federal Selective Depository Library (1966) – 60% - 80% for documents published by the U. S. Government Printing Office
  - State of TN Depository for State Documents (1974)
  - Federal Regional Depository for State of Tennessee (1989) - 100% of documents published by U.S. Government Printing Office and oversight of all selective depository libraries within State of Tennessee
  - Sponsored first Tennessee Government Documents Librarians meeting (1993)
  - Established Shared Regional Holdings for pre-1989 documents with Vanderbilt University, East TN State University, TN Technological University, Memphis/Shelby County Public Library and Information Center, University of TN – Knoxville, and TN State Library and Archives (1990)
  - Joined ASERL (Association of Southeastern Research Libraries) Collaborative on Federal Documents Program (2011)
- Interlibrary Loan:
  - Partnered with other academic libraries in Tennessee to establish reciprocal borrowing/lending at no cost except shipping

- Initiated faxing of periodical articles
- Expanded public programs and community outreach
  - EEI21 – Ethics in Electronic Information in the 21<sup>st</sup> Century – An Annual Scholarly Symposium (1997 – 2004) - focused on the ethical implications of the growth of information technology throughout the world – international presentations and attendance
  - Delta – Everything Southern – An annual one-day conference celebrating the history, culture, and life of the Mississippi Delta. (2005 ---- ) – Planning Committee includes local citizens and UofM academicians – international presentations
- **Inadequacies:**
  - Libraries’ Liaison program training was initiated slowly
  - Cost sharing of DRA (library management system) partnerships was inadequate given the University Libraries’ personnel time required and the increasing costs of the system’s annual maintenance
  - Lack of recognition by University Administration as to the importance of collaboration efforts which were in place

### **University Libraries’ Present (2007 -2013)**

- **Strengths:**
  - Within the University
    - Collaborated with University’s Information Technology Division on the written RFP for a new library management system and subsequent purchase of the Millennium system from Innovative Interfaces, Inc.
    - Collection Development
      - Updating of collection development policies emphasized
      - Libraries’ Liaisons participated in Libraries’ Instructional Services activities offering instruction to academic departments / classes
    - Collaborated on public programs / exhibits with:
      - Womens and Gender Studies
      - Art Museum
      - Department of English
      - Department of History
      - Department of Theater and Dance
      - Department of Music
    - Collaborated with University’s Information Technology Division to house non-Libraries’ servers in McWherter Library Systems Server Room
  - Outside the University
    - Initiated partnerships with Jackson State Community College, LeMoyne Owen College, UofM Humphreys School of Law Library in the use of the Millennium system (2007----)
      - University Libraries and all partners migrated Millennium system to Sierra (2012)

- Continued membership is Association of Southeastern Libraries
  - Continued participation in Kudzu expedited document delivery service for interlibrary loan
    - Reciprocal borrowing / lending at no cost other than shipping for interlibrary loan materials
  - Participant in Shared Print Journal Retention Program – agree to maintain holdings of specified journal titles through year 2035 (2011----)
  - Participant in Collaborative Depositories Program – agree to maintain holdings in specified collections of U.S. Government publication and provide service to other participants in regard to these collections (2011----)
- Continued membership in Memphis Area Library Council
  - Reciprocal Use Agreement (2013----)
- Continued membership in WeTALC (West TN Academic Library Consortium)
- Continued membership in TENN-SHARE
  - Continued consortial purchases of selected electronic resources
  - Participant in *Volunteer Voices* – digitization program that documents the history and culture of Tennessee
- Continued participation in TBR Library Deans / Directors Group
  - Continued receipt / use of electronic resources purchases made by RODP program
  - Consortial purchase with partial payment for electronic resources, i.e. *PsycInfo* / *PsycArticles*; *Safari* (e-books)
- In collaboration with Ampro Industries, Inc. initiated the digital resource: National Afro-American Photographic Archives (2010)
- Expanded public programming and community outreach
  - Collaborated on programs with
    - Memphis Public Library
    - Brooks Art Museum
    - Dixon Art Museum
    - Rhodes College
    - Christian Brothers University
  - Received grant funding for exhibits from
    - American Library Association
    - National Endowment for the Humanities
  - 2012/2013: 32,273 attendees at events / exhibits / presentations / instruction
  - Delta – Everything Southern conference in its 8<sup>th</sup> year (attendance range: 300 – 400)
- **Inadequacies:**
  - Active collaborations not widely known within University Libraries and by UofM Administration
  - Lack of University Libraries-wide plan for collaboration
    - Lack of one point of coordination



- Lack of coordination within University Libraries for applications for grants to support library services / activities

### **University Libraries' Future (2014----)**

- Maintain all current memberships / participation
  - ALA (American Library Association)
  - TLA (Tennessee Library Association)
  - ASERL (Association of Southeastern Research Libraries)
  - MALC (Memphis Area Library Council)
  - WeTALC (West Tennessee Academic Libraries Consortium)
  - TENN-SHARE
  - TBR Library Deans/Directors Group
- Maintain collaborative use of Sierra system
  - Investigate possible expansion to a statewide collaboration in use of Sierra
- Enhance capacity to support development and management of digital collections
- Expand collaboration with various constituencies in the development of digital collections
- Continue expansion of public programming and community outreach
  - Collaborate with various Campus and local community constituencies in the development of public programs
  - Seek grant funding for public programs and exhibits
  - Continue and expand Delta conference offerings
    - Seek major sponsorship of the event
- Develop and implement a plan for coordination within University Libraries for applications for grants to support library services/activities
- Establish a point of coordination for all University Libraries' collaboration projects
  - Continually remind all appropriate entities regarding successful and ongoing collaboration projects

***Innovation:*** *The University Libraries identifies, investigates, evaluates, and implements new and emerging methods for obtaining appropriate resources and providing relevant services to meet known and/or anticipated user needs.*

### **University Libraries' Past (1914 – 2006)**

#### ○ **Strengths:**

- Using OCLC cataloging system (1971----)
- Purchased and installed CLSI library management system (1983 – 1994)
- Purchased and installed DRA library management system (1994 – 2007)
  - Libraries' catalog available on pcs within Libraries
  - Migrated to catalog availability on University Libraries' website (1995)
- Initiated library assisted electronic information retrieval with Dialog (1981)

- Government Publications began to experience an increase in Federal electronic documents (1994)
- Developed / hosted annual seminar – Ethics of Electronic Information in the 21<sup>st</sup> Century (1997-2004)
- Developed University Libraries' website (1994-----)
  - Government Publications received 3 awards for webpages designs (1995-1998)
  - WebServices Librarian position established
  - Integrated Library System Librarian position established
  - Libraries' catalog / holdings information available
  - Electronic resources (databases and e-books) available via EZProxy
- McWherter Library:
  - 221 networked outlets
  - Hands-on pc classroom, with instructor management capability
    - Internet access
    - Satellite access
    - Overhead projection

○ **Inadequacies:**

- Lack of budgeted funding:
  - For personnel to support technology growth
  - For updating technological equipment and supplies for Libraries' use of electronic resources in personnel's workplace procedures

**University Libraries' Present (2007 – 2013)**

○ **Strengths:**

- Purchased / installed Innovative Interfaces, Inc.'s Millennium library management system (2007)
  - Installed ContentPro (digital repository module)
  - Installed Encore (federated search module)
  - Installed Content Café (book / item cover display)
  - Initiated website / catalog interface
  - Initiated circulation electronic self-renewal
    - Initiated email overdue notices
  - Migrated to Sierra system (2012)
- Interlibrary Loan:
  - Initiated use of RAPID and ILLiad electronic systems for interlibrary loan
  - Initiated electronic ILL requesting procedures via Libraries' website
- Learning Commons: (2007)
  - 96 Windows workstations
    - First floor: 46 (6 with scanners)
    - Third floor: 18
    - Fourth floor: 32
  - 19 Windows workstations in Government Publications
  - 7 Apple workstations on Second floor
  - 6 microformat Windows/scanners workstations on Second floor

- Information Technology Services Help Desk on First floor
- Emerging Technologies Librarian position established (2012)
- 15 laptops available for student loan
- iPads assigned to selected University Libraries' faculty
- Support from the Friends of the University Libraries:
  - Digital signage and digital TV in McWherter Rotunda
- Website:
  - LibGuides – provide instruction and tips in using Libraries' print and electronic resources – general and specific to programs and selected classes
  - LibChat – provides one-on-one research assistance (initial year, 2012/2013, funded by Technology Access Fee grant, subsequent renewal from Libraries' budget)
- **Inadequacies:**
  - Lack of budgeted funding:
    - For updating technological equipment and supplies to support Libraries' use of electronic resources for personnel's workplace procedures
    - To support purchase of emerging technologies for student use
  - Uncertainty as to the impact of changes within University's Information Technology Services
    - Transfer of 3 Local Technical Support Provider positions and supporting budget within University Libraries' Systems Department to Information Technology Services in late 2013

#### **University Libraries' Future (2014----)**

- Enhance LibGuides and LibChat services and widely market availability
- Upgrade laptops available for student loan on a scheduled basis
- Systematically upgrade equipment in Instruction Rooms 225 and 226
- Review current paid-printing system for more cost effective methods to provide printing services for microformat materials and for non-UofM users needing to print from public pcs
- Develop a written plan for the incorporation of emerging technologies
  - Seek funding for same
- Develop and implement use of training modules for Libraries' personnel who use various Libraries' specific software products in workplace procedures

## EDUCATIONAL ROLES

Libraries partner in the educational mission of the institution to develop and support information literate learners who can discover, access, and use information effectively for academic success, research and lifelong learning.

*Standards for Libraries in Higher Education,*  
Association of College and Research Libraries,  
2011, p. 9

## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- Libraries' Instruction
  - One Instruction Librarian
    - Two Reference/Instruction Librarians
  - One hour credit course in the use of the library
  - ACAD courses
    - Joined in the development of curriculum
    - Collaborated in preparation of information literacy workbook used in courses
    - Administered I-skills test to determine successful teaching/learning of information skills
  - Received a TAF (Technology Access Fee) grant to develop and implement a program for librarians to teach faculty how to increase use of information technology in classroom and research (2002/2003)
- Sought faculty input for additions to Libraries' collections
  - Initiated Libraries' Liaison program (2001---)
    - Development of the collection with direct faculty input
    - Enhanced contact between Libraries' faculty and academic departments/colleges faculty
- University Libraries received allocation from UofM Technology Access Fee for purchase of electronic resources (2000----)
- Dean of University Libraries member of Deans' Council (2000 ----)

### ○ Inadequacies:

- Lack of University-wide recognition of the role of the Libraries' faculty in the educational mission of the University
  - Director of Libraries not a member of Deans Council (1914-1999)

## University Libraries' Present (2007 – 2013)

### ○ Strengths:

- University Libraries' Faculty and Staff expertise provide assistance in research and use of resources in support of the educational mission of the University
  - Libraries' Instruction Services became Research and Instructional Services
    - Included:
      - Learning Commons (2007)
      - Government Publications (2013)
    - *Strategic Plan, 2013 -2018 Goal*
      - *Develop, promote and deliver instructional services and resources to meet changing user needs*
        - Newly hired Libraries' faculty required to participate in instruction program
  - Course related / topic related /general instruction
  - Offered in McWherter Library electronic classrooms
  - On-site of specific class

- Electronically for online classes
- ACAD / English 1010 and 1020 / Honors courses top priority for library instruction
  - 2012: New ACAD Director removed mandatory Libraries' instruction component
- Orientation for new faculty and graduate students
- Embedded librarians – assigned directly to an online class to offer research assistance onsite or electronically
- Walk-in workshops offered throughout semester on specific electronic resources
- Additional Instruction Librarian position established (2012)
- Ask-A-Librarian
  - Options for online and in-person assistance from Libraries' faculty in research procedures
    - Research and Information Services Desk and Branch Libraries personnel (on-site)
    - Text messaging
    - Email (initiated 1997)
    - Phone
    - One-on-One appointment (initiated 2005)
    - Virtual reference service
      - Consortial group purchase/activity (2006-2008)
      - LibChat initiation (2013----
- University Libraries' website
  - LibGuides
    - Web-based research guides prepared by Libraries' Faculty and Staff offer information by subject, class, or academic department
    - Recommend resources and research tips for both onsite and off-campus researchers
- University Libraries' faculty activities
  - Participated in Association of College and Research Libraries' Information Literacy Immersion Program – training in the teaching of information literacy
  - Member of University Council of Graduate Studies
  - Member of University Undergraduate Council
- University Libraries' Faculty and Staff partner with academic departments/colleges in provision of appropriate collections and services to support the educational mission of the University
  - Presentation / Instruction
    - Libraries' Research and Instructional Services
      - Instruction as requested by academic faculty
      - ACAD courses, with pre and post testing
      - Two librarians became participants in UofM STEM Program (2012)

- Participated in beta testing of ETS Information and Communication Technology (iSkills)
- Libraries' Liaisons
  - Partners with a representative of a department or program to ensure library materials and services correspond with research, artistic expression, and interdisciplinary and engaged scholarship of the department or program
- Public programs / Exhibits
  - 2012/2013 programs included:
    - *Lincoln: The Constitution and the Civil War* (exhibit and 4 lectures in collaboration with UofM Department of History, UofM Department of Theater and Dance; Benjamin J. Hooks Institute for Social Change, and Rhodes College)
    - *Early and Rare: Selections from the Carroll and Pat Cloar Collection* (exhibit and one lecture in collaboration with the UofM Art Museum, Memphis Brooks Museum of Art, David Lusk Gallery, and DeltaARTS)
    - *Islamic Art: Mirror of the Invisible Word* (onsite film / offsite lectures in collaboration with the Memphis Public Library and Information Center, Christian Brothers University, Muslims in Memphis Pakistan Association of Memphis, and UofM Muslim Student Association)
  - Collection Development
    - Libraries' Liaison program – partners with a representative of a department or program to ensure library materials and services correspond with research, artistic expression, and interdisciplinary and engaged scholarship of the department or program
    - Received one-time additional funding for print collections (2009 -2010: total \$600,000)
    - Libraries' funding from UofM Technology Access Fee stabilized at \$450,000 per year
      - Base budget was reduced to \$150,000 with additional \$300,000 coming from budget reallocation by Academic Affairs
- Inadequacies
  - One-time funding allocations do not allow for long-term planning in the development of collections (need base budget increase)
  - University Libraries' Faculty and Staff do not adequately promote the Libraries' role in the educational function of the University

### **University Libraries' Future (2014----)**

- Develop and implement a cohesive plan for educational role to include:
  - Instructional design support for Libraries' personnel
  - Leadership in Libraries' Liaison instructional role with assigned department / program
  - Information literacy component for overall curricula
  - Assessment tool
  - Marketing of Libraries' educational role and availability of same
  - Increased online presence via LibGuides / LibChat / Embedded librarians
  - Increase instructional presence across and beyond Campus (satellites)
    - Develop and implement a program of collaboration with UofM Tutoring Center for late hours help for students writing papers
- Seek an additional Instruction Librarian position
- Seek additional base-budget funding for:
  - Information technology equipment for use by students
  - Library materials, i.e. books/periodicals/electronic resources, etc.
- Seek increase in the University Libraries' base –budget funding when new courses / programs / schools are established.



## **DISCOVERY**

Libraries enable users to discover information in all formats  
through effective use of technology and organization of knowledge.

*Standards for Libraries in Higher Education,*  
Association of College and Research Libraries,  
2011, p. 9

## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- Maintained card catalog and serials holdings files
  - Migrated from Dewey Classification System to Library of Congress Classification System
  - Main Library card catalog contained total University Libraries' holdings information
  - Branch Libraries card catalogs contained information only for that location
  - Initiated Memphis Area List of Serials in 1976 – contained serials holdings for all members of Memphis Area Library Council
  - Initiated Tennessee Union List of Serials in 1986 – contained serials holdings for 96 libraries across State of Tennessee
- Established separate Reserve Room
  - Enhanced services in 1994
- Microformat collections grew to over three million units by 2006 – both purchased collections and those received via U. S. Federal Documents Depository program
  - Installed reading and copying equipment
- OCLC, Inc. services
  - Cataloging system, initiated (1971)
  - Serials holdings system, initiated (1986)
  - ILL system, initiated (1980)
    - Initiated use of ILLiad (2003)
- Library Management System
  - CLSI, installed 1983 – Cataloging / Circulation
  - DRA, installed 1994 – Acquisitions / Serials / Cataloging / Circulation
    - Partners: Jackson State Community College; Dyersburg State Community College; Shelby State Community College
- Initiated librarian assisted electronic information retrieval with Dialog (1981)
- Databases
  - Initiated use of electronic information on CD-Roms
  - Initiated use of electronic information online via OCLC FirstSearch services (1996)
    - Increased number of electronic databases available – over 90 by 2006
    - Obtained Technology Access Funds to support a portion of purchased electronic resources (2000----)
- Website (initiated 1994)
  - Libraries' catalog/holdings information available
  - Electronic resources (databases and ebooks) available via EZProxy
  - Government Publications Department received national award for its Migrating Documents website (1998)

### ○ Inadequacies:

- Interlibrary Loan services
  - Limited to faculty and graduate students until 2000

- If no reciprocal agreement location had available material, charges from lending library were passed to requestor
- Interlibrary Loan Librarian position established (2002)
- Limited funding for updating technology equipment and additional electronic resources required tough choices

### **University Libraries' Present (2007 – 2013)**

#### ○ **Strengths:**

- Electronic resources
  - Increased number available databases to over 150
    - Including Web of Knowledge; ScienceDirect; JSTOR; Project Muse; Business Source Premier; PsycInfo/Psyc Articles; Tennessee Electronic Library
  - Introduced ebook availability (by 2013: 76,956 titles online)
  - Increased number of journals available in electronic format
  - Initiated use of ENCORE (from Innovative Interfaces, Inc.) discovery product – integrates eBooks, articles, and print holdings into one search option
- Integrated Library Management System
  - Initiated use of Innovative Interfaces, Inc.'s Millennium system (Acquisitions / Serials / Cataloging / Circulation) (2007)
    - Initiated use of Encore - discovery platform (2008)
    - Initiated use of Content Pro – publishing and discovery product for digital collections (searches metadata and digital files)
      - Digital repository contains
    - Partners: Jackson State Community College; University of Memphis Humphreys School of Law Library; LeMoyne-Owen College
  - Migrated to Innovative Interfaces, Inc.'s Sierra system (Acquisitions / Serials / Cataloging / Circulation / Digital Repository / Discovery Platform) (2012)
    - Partners: Jackson State Community College; University of Memphis Humphreys School of Law Library; LeMoyne-Owen College
- Catalog of collection
  - Initiated use of MARCIVE Government Publications tapes/control for catalog records / holdings (2004)
  - Initiated use of MARCIVE Authority Control in 2007 – to enhance and maintain cataloging search terms
  - Created electronic theses and dissertation metadata structure and data importation /crosswalk (2009)
  - Importation and integration of Lambuth Campus Branch Library holdings (2012)
  - Lead library for Tennessee NACO Funnel Project – Name Authority Component of Program for Cooperative Cataloging at the Library of Congress

- All electronic journal holdings added
  - Aggressively loaded eBooks records to improve accessibility
  - Review and update serials holdings for entry into Millennium/Sierra and OCLC
- Digital repository
  - Original resource materials from University Libraries' Special Collections
  - National African American Photographic Archive (NAAPA)
  - Member, Open Content Alliance – contributing materials related to the first 100 years of the University of Memphis, i.e. yearbooks, bulleting, class schedules
  - Partner with Rhodes College in support of “Crossroads to Freedom”
  - Preservation Librarian position established (2013)
- Interlibrary Loan services
  - Available to all University of Memphis students and faculty at NO charge
  - Uses RAPID and ILLiad systems
    - Shortens materials delivery time to 24 hours or less for many requested articles
  - Initiated electronic ILL requesting procedures via Libraries' website
  - Initiated use of OCLC's new WorldShare ILL capabilities
  - Initiated document delivery services to faculty offices (2011)
- Website
  - University Libraries' link placed on University of Memphis website; MyMemphis portal; UofM Mobile app
  - University Libraries initiated stand-alone app using AirPac (module from Innovative Interfaces, Inc.)
  - Initiated use of Google Analytics to track user searches on website
    - Recently added “Most Used Databases” links based upon statistics
  - Using custom JavaScript to implement QR codes that link to mobile formatted records, persistent link access, “cite this” links,” and WorldCat links
  - Presentation of:
    - LibGuides – Web-based research guides prepared by Libraries' Faculty and Staff offer information by subject, class, or academic department
    - Ask-A-Librarian
      - Options for online assistance from Libraries' faculty in research procedures
        - LivChat initiated (2013)
          - Chat widget integrated into Classic Catalog, Encore, etc. to provide better access to help in context
        - Text messaging
        - Email

- Phone
  - Initiated electronic Reserve Room access in accordance with copyright laws
  - Created web form for reporting errors when searching electronic resources
- Social Media (2010)
  - Twitter presence
  - Facebook presence
- Emerging Technologies Librarian position established (2013)
- **Inadequacies:**
  - Lack of funding for updating technology equipment and providing additional electronic resources continues to require tough choices, i.e. print materials versus electronic materials and general operating costs versus equipment costs
  - Declining attention to Tennessee NACO Funnel Project
  - Failure to provide adequate bibliographic control for:
    - Special Collections materials
    - Microfilm collections of archival and manuscript primary resources
  - Initial digital repository collection planning did not give appropriate attention to metadata and platform choice

#### **University Libraries' Future (2014----)**

- Increase digital presence through growth of digitized collections / materials
- Develop and implement a plan for marketing University Libraries' as the DISCOVERY source
  - Develop and implement a plan for marketing digital repository
- Expand use of OCLC's WorldShare capabilities
- Review possible courseware integration of Reserve Room materials
- Expand ENCORE to include EBSCO's Discovery Service system
- Expand locations of link for web form for reporting errors in searching electronic resources
- Enhance mobile app version of University Libraries' website
- Develop, implement, and systematically update a plan for the introduction of emerging technologies to support student and faculty use of Libraries' collections
  - Monitor technology services / equipment available in the marketplace
    - Develop and maintain an updated wish list of services / equipment needs for the University Libraries
- Review current workflow in Collection Management and Cataloging to develop and implement a plan to improve efficiency in presentation of all materials for use by students and faculty in an appropriate timeframe
- Pursue adding Libraries' widgets to course shell for all D2L supported courses

## COLLECTIONS

Libraries provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching missions of the institution.

*Standards for Libraries in Higher Education*  
Association of College and Research Libraries,  
2011, p. 9

## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- First purchased book(1914): *Psychology of Insanity*, (1912) by Bernard Hurt
- “Fill the Tower” – Upon completion of the Tower annex to the Brister Library, the Memphis community was invited to donate books to help fill the shelves
- Government Publications
  - 1966: Designated Federal Selective Depository – receive 60% - 80% of published Federal documents
  - 1974: Designated depository for Tennessee State Documents
  - 1989: Designated Federal Regional Depository – receive 100% of published Federal documents; coordinate 23 Selective Depository Libraries in Tennessee
- Special Collections
  - Rare book and manuscript repository
  - Mississippi Valley Collection
    - Printed and manuscript materials, maps, photographs, oral history tapes, transcripts documenting the history and culture of the lower Mississippi River valley
    - Subject areas include:
      - American Civil War
      - African-American History
      - Civil rights struggle in America
      - History of the University of Memphis
        - Archival set of UofM theses and dissertations
- Federal dollars earmarked for building collections in academic libraries in the 1970's
  - Bound volumes growth as indicated by collection size:
    - 1970 = 403,700
    - 1980 = 795,752
- Initiation of OCLC services for cataloging / serials / interlibrary loan helped to access and share the collections
- Initiation of the Tennessee Union List of Serials helped to share access and share the serials collections with members of OCLC (State, National, International)
- TBR requirement for sufficient library resources for proposed new academic programs sometimes resulted in additional funding for collections, i.e. Biomedical Engineering (one-time \$25,000)
- Implemented Libraries' Liaison / Departmental Representative procedures for faculty input into collection development, i.e. faculty requests for library materials using the annual allocation established for each department / college by the Dean of University Libraries for the one-time purchases (books & audiovisual materials)
- Microformat units growth as indicated by collection size:

- 1970 = 455,812
  - 1980 = 1,575,897
- Establishment of Electronic Resources Committee – review and recommend changes in collection of purchased databases
- **Inadequacies:**
  - Lack of support from University Administration for base-budget increases for purchase of library materials
    - Bound volumes growth
      - 1990 = 953,130
      - 2006 = 1,168,683
    - Occasional one-time additional funding addressed only the one-time purchases (books)
    - Inflation in the costs for serials subscriptions and databases were continually covered by funds from the books budget due to lack of base- budget increases
      - Serials reviews were accomplished throughout 1990's and early 2000's which resulted in cancellations of subscriptions to remain within total materials budget
  - Lack of support from University Administration for additional permanent funding for operations
    - Growth in personnel required more supplies for use in processing and interpreting collections
    - Could not address technology needs of personnel and updating of same required for use in processing and interpreting collections in a timely manner

### **University Libraries' Present (2007 – 2013)**

- **Strengths:**
  - Bound volume growth
    - 2007 = 1,179,406
    - 2013 = 1,327,545
  - Microformat units growth
    - 2007 = 3,573,707
    - 2013 = 3,761,113
  - Electronic books growth
    - 2007 = 46,172
    - 2013 = 76,956
  - Special Collections
    - 2013: 10+ million manuscript pieces
      - 500+ manuscript collections
      - 1,000 maps (American and European) of the region
      - 814,569 photographs
        - Morgue files of *Memphis Press-Scimitar*
      - 60,000+ books
        - UofM Theses and Dissertations



- Includes collections on public administration, children's literature, Romantic and Victorian literature
- Collection Development policies revised / updated
  - Periodicals subscriptions review and subsequent cancellations with input from Libraries' Liaisons and Faculty (2011)
  - Collaborated with several academic departments in the purchase of journals and electronic resources, i.e. *Business Source Premier*, etc.
- Libraries' Liaison / Departmental Representative procedures enhanced
  - Liaison's allocated discretionary funds to address needs not covered by faculty requests
- Dean of University Libraries
  - Provides collections funding, when available, for new academic programs
  - Provides collection development funding, when available, for Libraries' faculty areas of research
- Innovative Interfaces, Inc.'s Millennium and Sierra systems
  - Provides more thorough access to catalog of collections – onsite and by EZProxy
    - Catalog available on website and by mobile app via University's system
- Consortial purchases for electronic resources
  - Tennessee Board of Regents, i.e. *SciFinder Scholar*, *PsycInfo/Psyc Articles*
  - TENN-SHARE, i.e. *MathSciNet*, *Chronicle of Higher Education*; *Historical Abstracts*
  - Lyrasis, i.e. *Project Muse*, *CQ Researcher*
- Learning Commons – equipment for information retrieval
  - PCs and Apples throughout McWherter Library and Branch Libraries
  - Microform readers/scanners
  - Bookeye scanner
- Research and Information Services / Ask-A-Librarian
  - Onsite One-on-One reference consultation
  - LibChat (virtual reference service)
  - Text messaging
  - Phone
- Preservation of library materials
  - Binding print materials
  - Digital repository
    - Digitization of University Libraries' Sanitation Strike collection
    - National African-American Photographic Archive

- Member OpenContent Alliance - digitization of materials related to first 100 years of University of Memphis, i.e. yearbooks, bulletins, class schedules
- **Inadequacies:**
  - Continued lack of support from University Administration for base-budget increases for purchase of library materials
    - Comparison with Funding Peers (Appendix I)
    - Comparison with ASERL (Appendix XVI)
    - WorldShare Analysis with Academic Peers – selected subject areas (Appendix III)
    - Provost's Library Allocation Committee Report (2007) (Appendix IV)
    - University Libraries Funding Committee Report (2013) (Appendix V)
  - No continuous review of the usage versus cost of purchased electronic resources
  - Continued lack of support from University Administration for base-budget increases for operations
    - Digitization projects hampered by lack of equipment and personnel

#### **University Libraries' Future (2014----)**

- Develop and implement a marketing plan to educate University community as to the collections within the University Libraries
- Develop a plan for the future growth of Special Collections
- Continue to emphasize the role of Libraries' Liaisons / Department Representatives in collection development
  - Continue growth of e-books and e-journals
  - Develop and implement a Scholarly Communication plan
- Review and update the Electronic Resources Policy
  - Expand collaboration efforts (within and outside University) for purchases of electronic materials
- Seek support for the increase of digitization efforts / collections
- Enhance collection development procedures by maximizing the use of the Sierra system
  - Initiate patron driven collection development

## **SPACE**

“Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.”

*(Standards for Libraries in Higher Education,*  
Association of College and Research  
Libraries, 2011, p. 9)

## University Libraries' Past: (1914 – 2006)

- *Physical Space*
  - 1914:
    - Administration Building room(s)
  - 1929:
    - John Willard Brister Library
      - Basement; reading rooms; seven stack levels
  - 1968:
    - “Tower” addition: 12 story tower connector to Brister Library
      - *Strengths:*
        - Humanities and social sciences academic departments located in same quadrant of Campus
        - Room for collection growth
        - Increased seating capacity
        - Office space for personnel
      - *Inadequacies:*
        - Security
          - Multiple entrances / exits
          - Too many areas without Libraries’ personnel presence
          - Tower stack entrance required security personnel and/or security camera in response to incidents
        - Usability
          - Scattered collections
          - Poor lighting
          - Decentralized public services desks located throughout the three buildings
          - Inadequate office space for Libraries’ personnel
          - Lack of directional signage
  - 1968:
    - Music Branch Library: adjacent to Department of Music (3800 sq. ft.)
  - 1970:
    - Chemistry Branch Library: adjacent to Department of Chemistry (2900 sq. ft.)
  - 1970:
    - Engineering Branch Library: adjacent to School of Engineering (3000 sq. ft.)
  - 1972:
    - Mathematics Branch Library: adjacent to Department of Mathematics (2000 sq. ft.)
  - 1972:
    - Audiology and Speech Language Pathology Branch Library: within Department of Audiology and Speech Language Pathology’s Downtown Medical Center building (850 sq. ft.)

- 1991:
  - Earth Sciences Library: maintained by and adjacent to the Center for Earthquake Research and Information: not an official branch library – University Libraries provides only technical services, i.e cataloging / periodicals, and access to circulation module in Libraries' management system
- 1994:
  - Ned R. McWherter Library: 250,000 square feet (195,000 assignable);
    - **Strengths:**
      - 4 floors, fully accessible for persons with disabilities
        - Libraries' personnel presence on all floors
        - Noise producing services on floors 1 and 2; quiet study areas on floors 3 and 4
      - 2,180 seats
      - 22 group study rooms
      - 153 assignable faculty/graduate student study carrels
      - Instruction Center (2 classrooms)
      - Ergonomically designed office spaces for Libraries' personnel; office for each Libraries' faculty member
      - 24 hour study room with vending
      - Compact shelving for microformat materials and in Special Collections
      - Separate HVAC in Special Collections stacks
      - Closed stacks for microforms collection
      - Built to earthquake standards
    - **Inadequacies:**
      - Poor design of front doors results in environmental issues in the Rotunda (i.e. too cold during winter months)
      - Poor lighting, especially around Rotunda on all floors
      - Insufficient growth allowed for office spaces for Libraries' personnel
      - Earthquake standards required shelving to be bolted into floor, which greatly hampers rearrangement of collection
      - Lack of directional signage
- 1994:
  - Closed Engineering Branch Library / incorporated holdings / staff into McWherter Library (was planned in design of McWherter Library)
- 1994:
  - Incorporated Learning Media Center holdings / staff into McWherter Library collection (not previously administered by University Libraries and was not planned in design of McWherter Library)
- 1994:
  - Maintained storage on 4 stack levels of Brister Library: 17,000 sq. ft. assigned
    - **Strengths:**
      - On-campus location
    - **Inadequacies:**

- Poor lighting
  - Inappropriate HVAC conditions for storage of library materials
  - Lack of priority given to the University Libraries' space needs
    - Previously assigned space usurped by other entities within University without discussion or notification with / to University Libraries
      - Lack of security for library materials
    - No custodial staff assigned for general environmental maintenance
- 1996:
  - McWherter Library:
    - Response to burst sprinkler pipe by University Libraries' and UofM Physical Plant personnel kept loss to a minimum
      - Flooded half of second floor and half of first floor
- 2001:
  - McWherter Library:
    - Microforms Service Desk closed: Personnel incorporated into Periodicals Department
    - Microforms collection moved from closed stacks to public area on second floor
- 2003:
  - McWherter Library:
    - Reassigned one Group Study Room on floor 3 for Libraries' faculty office
- ***Virtual Space***
  - 1976:
    - Initiated use of OCLC's online cataloging applications
  - 1980:
    - Initiated librarian-assisted online bibliographic searching via Dialog
  - 1983:
    - Implemented Computer Library Services, Inc. (CLSI) online public access catalog / circulation system
      - Designed/executed computer systems room with raised floor and appropriate electrical access / HVAC
  - 1994:
    - McWherter Library provided:
      - 221 public/personnel data connections available
      - Computer systems room with separate HVAC; raised floor; appropriate electrical access
    - Migrated from CLSI system to Data Research Associates (DRA) system for online catalog / circulation / acquisitions / serials
      - Partner libraries: Dyersburg State Community College, Shelby State Community College; Jackson State Community College

- Began development of University Libraries' website
- 1995:
  - University Libraries' website went "live"
  - McWherter Library:
    - Instruction Room 225: interior designed for 30 pcs for hands-on teaching / learning experience
- 1997:
  - McWherter Library
    - 24-hour study room became 24 hour computer lab – administered / supervised by University's Information Technology Division
    - Installed GoPrint networked printing system
- 2001:
  - Installed EZProxy on University Libraries' website for off-campus access to licensed electronic materials via University Libraries' website
- 2002:
  - McWherter Library:
    - Instruction Room 225: COMWEB installed allowing instructor to manipulate viewing on all 30 pcs
  - Wireless internet access became available in McWherter Library and branch libraries

#### **University Libraries' Present (2006 – 2014)**

- ***Physical Space:***
  - 2006:
    - McWherter Library:
      - Government Publications / Periodicals Public Services Desks consolidated with Reference Public Service Desk to form Research and Information Services Desk in Commons Room on first floor
      - Learning Commons
        - Redesigned first floor Reference Desk / Area to house Commons Room with pcs/printers
        - Redesigned first floor Government Publications Area to house extension of Learning Commons pcs / printer
        - Installation of Information Technology Systems Help Desk in first floor Commons Room
        - Redesigned public areas on floors 2, 3, 4 to house extension of Learning Commons pcs / printers
        - Installed User Assistance Stations on floors 2, 3, 4
      - Two Group Study Rooms assigned to Special Collections for project space on floor 4
      - Upgraded directional signage
  - 2007:
    - McWherter Library
      - Former 24 hour computer lab became Einstein's Bagel
  - 2008:
    - McWherter Library

- Benjamin Hooks' office suite installed on floor 4
  - Reassigned one Group Study Room to Libraries' faculty office on floor 3
- 2009:
  - Earth Science Branch Library closed – collections merged into McWherter Library
  - Former Microforms closed stacks area proposed for larger classroom / meeting room (funding not available)
- 2010:
  - Chemistry Branch Library
    - Closed / incorporated holdings / staff into McWherter Library
- 2011:
  - Lambuth Campus Branch Library:
    - Received with establishment of UofM Lambuth Campus
    - Inadequacies:
      - No elevator
      - No restroom facilities for persons with disabilities
      - No restroom facilities on main floor
      - Lack of viable instruction facility
      - Environmental concerns, i.e. mold in basement level
      - Entrance/exit door configuration
        - Security gates inoperable
  - Audiology / Speech Language Pathology Branch Library renamed Communication Sciences Branch Library
- 2013:
  - McWherter Library
    - 1,800 seats available
    - 152 individual study carrels available
    - 17 group study rooms available (including larger collaborative room in first floor Commons Room)

### Inadequacies

- McWherter Library:
  - Poor design of front doors remains an environmental issue
  - Ongoing HVAC issues throughout building
  - Poor lighting around Rotunda on all floors remains an issue
  - Insufficient public programming presentation space
    - Lack of funding for request first made in 2009 for conversion of Room 213 to large classroom / meeting space
  - Lack of coordination point for updating directional signage
- Brister Library Storage:
  - Security of materials remains an issue
    - Assignment of space priorities remains an issue
  - Environmental issues remain
- Branches:
  - Lack of space in Communication Sciences Branch Library



- New building on Park Avenue Campus
      - Concerns regarding space allocation for Branch Library: materials and personnel space with the announcement of additional programs assigned to the Park Avenue Campus
    - Lambuth Campus Branch
      - Continues to have access problems due to lack of elevator
      - Space for personnel is not optimum
      - Lack of an updated instructional classroom
  - ***Virtual Space***
    - 2008:
      - Migrated from DRA system to Innovative Interfaces, Inc. Millennium system: circulation; catalog; acquisition; serials; electronic resources management
        - Partner libraries: UofM Humphreys School of Law Library; Jackson State Community College; LeMoyne-Owen College
        - Initiated use of Serials Solutions
      - Expanded information access in Millennium
        - Initiated use of Encore (QuickSearch); added search box to website homepage
        - Initiated ResearchPro (Article QuickSearch)
    - 2009:
      - McWherter Library:
        - Initiated hosting of non-Libraries' servers in Libraries' Information Systems Department
    - 2011:
      - Expanded information access in Millennium
        - Initiated use of ContentPro (digital collections software)
          - First live collection in December 2011
    - 2012:
      - Expanded information access in Millennium
        - University Libraries Digital Repository launched
        - Encore Synergy replaced ResearchPro
    - 2013:
      - Migrated to Innovative Interfaces, Inc. Sierra platform
        - Initiated redesigned Encore search box on University Libraries' website homepage

#### **Inadequacies**

- Lack of base-budget funding for support of increasing “virtual” needs and planning for same

#### **University Libraries' Future (2014-----)**

- ***Physical Space***
  - 2014:
    - McWherter Library

- Burst sprinkler pipe on second floor flooded second and first floors
      - Rapid response from Libraries and Physical Plant personnel
      - Final results as yet unknown
    - Ongoing HVAC issues throughout building
  - Plans for future:
    - Insure Brister Libraries' Storage remains environmentally appropriate for storage of library materials
      - Seek additional off-site storage for library materials
    - Lambuth Campus Branch:
      - Address accessibility issues
      - Design/implement an Instruction Center
      - Develop plans to update library furnishing, décor, etc.
    - Park Avenue Campus Branch
      - Seek and maintain a communication flow with those responsible for the planning of the facility
        - Review design for possible inclusion of additional collections
        - Develop plan for movement of collections and updating Libraries' catalog
    - McWherter Library
      - Develop/implement plan for maintenance of a clean facility
      - Commons Room, first floor
        - Upgrade furnishings and technology available in FishBowl
        - Redesign to provide more individual one-on-one consultation space
      - Seek return of space assigned for Benjamin Hook's office suite on floor 4 to University Libraries' control as originally promised by University Administration
      - Establish Room 220 as a viable Preservation lab and workspace
      - Develop and implement a space utilization photo survey to provide information on usage needs / timing
        - See Appendix VII for 2012/2013 four month sample of usage statistics
      - Develop and implement a systematic plan to review and upgrade building security
      - Develop a plan for replacing and update aging and worn furnishings
- *Virtual Space*
  - Plans for the future
    - Libraries' website
      - Upgrade website to provide more responsive design
        - Review interfaces and upgrade as required
    - Explore use of Pinterest, YouTube, Instagram, and RSS capabilities
    - Establish a systematic review of the various discovery platforms to ascertain that one currently in use best meets the needs of Libraries' users

- Implement viable and reliable technology to support routine “face to face” contact between McWherter Library and all Branches, especially with Lambuth Campus Branch

## **MANAGEMENT / ADMINISTRATION**

Libraries engage in continuous planning and assessment to inform resource allocation and to meet their mission effectively and efficiently.

*Standards for Libraries in Higher Education,*  
Association of College and Research Libraries,  
2011, p. 9

## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- Organization
  - Librarian (1914 – 1970)
  - Director (1970 – 1999)
    - Reports to Vice President for Academic Affairs / Provost
    - Libraries' Administration
      - Coordinator Public Services & Coordinator of Technical Services (? - 1989)
      - Associate Director (1989 -1999)
      - Assistant to the Dean (1994 – 1999)
  - Dean (2000 ----)
    - Reports to Provost
    - Member, Deans' Council
    - Member, Technology Access Fee Committee
    - Participant, Provost's Deans / Directors / Department Head meetings
    - Libraries' Administration
      - Associate Dean (2000----)
        - Member, Academic Affairs Business Officers Group
        - Participant, Provost's Deans / Directors / Department Head meetings
      - Assistant to the Dean (2000 ----)
    - Libraries' Administrative Council – advisory to the Director / Dean and communication avenue to all Libraries' personnel
    - Staff Development Day (Spring ) and Fall Retreat
- Organizational changes
  - 1966 – 2006: Government Publications functioned as a “library within a library,” i.e. provided for own technical services, reference/public services, and circulation
  - 1994: Assumed responsibility for Learning Media Center; incorporated into Microforms Department
  - 2004: Microforms Department incorporated into Periodicals Department – Microforms Department service desk closed
- Strategic Plans
  - 1995 -2000
  - 1996 – 2001
  - 1997 – 2002
  - 1999 – 2004
  - Interim Plan: 2000 – 2005
  - 2003 – 2006 + Progress Report

- Budget
  - 1970's received Federal funds to support book collection expansion
  - University Libraries has separate library materials procurement procedures – not part of normal UofM Procurement Services
    - Exception: Items requiring license agreement signature must be processed through UofM Legal Counsel and UofM Procurement Services
- Collaboration / Consortia participation
  - MALC (Memphis Area Library Council)
    - Developed and implemented Memphis Union List of Serials
  - TN State Library and Archives (TSLA)
    - Developed and implemented TN Union List of Serials with grant funding from TSLA
    - TN Electronic Library – participated in development
  - TN Board of Regents
    - Director / Dean member of TBR Library Deans / Directors Group
    - Participated in joint purchases of electronic resources, i.e *SciFinder Scholar, Safari eBooks, Psyc Abstracts/PsycArticles*
- Libraries' Faculty
  - Obtained full faculty status in 1973
  - One Faculty Senate representative
    - Faculty Senate Secretary (2 years)
    - University of Memphis Representative to the TBR Faculty Sub-Council (7 years)
  - University Committees / Groups service
    - Deans / Directors / Department Heads – invited by Provost
    - Various Standing and Special Committees appointed by President, Provost, or Faculty Senate
  - Libraries' Committees – as assigned by Director / Dean
  - Libraries' Faculty meetings
    - Libraries' Tenure and Promotion Committee
- Libraries' Support Staff
  - One Staff Senate representative
  - Libraries' Support Staff Association
    - Responsible for social activities (? – 1999)
    - Advisory to the Dean (2000 ----)
  - University Committees / Groups service includes:
    - Human Resources Partners
    - Focus on Finance
    - Academic Business Officers
  - Libraries' Committees – as assigned by Director / Dean

○ **Inadequacies:**

- Lack of support from University Administration for base-budget increases for general operations
- Fines / fees system through Burasr's Office is onerous
  - University Libraries required to be fiscally responsible for unpaid fines / fees
- Lengthy process for orders requiring license agreement review / signature
- Organizational changes
  - Changes mandated by the Dean with little input from Libraries' Faculty and Staff
  - Timeline for filling vacant positions is lengthy

**University Libraries' Present (2007 – 2013)**

○ **Strengths:**

- Dean (2000----)
  - Reports to Provost
    - Assigned to work with Special Assistant to the Provost for Academic Planning (2013----)
      - Prepare a "vision" for the University Libraries
  - Member, Deans Council
    - Member, Technology Access Fee Committee
  - Participant – Provost's Deans / Directors / Department Head meetings
  - Libraries' Administration:
    - Associate Dean
      - Member, Academic Business Officers Group, (2007 – 2012)
      - Participant, Provost's Deans / Directors / Department Heads meetings
    - Assistant to the Dean (2000 – 2011)
    - Assistant to the Dean for Assessment and Planning (2011 ----)
    - Assistant to the Dean for Community Engagement (2012----)
    - Business Officer II position established 2012
  - Libraries' Administrative Council – Department Heads, Staff Representative, Faculty Representative – advisory to the Dean – communication avenue to all Libraries' personnel
  - Staff Development Day (Spring) and Fall Retreat
- Budget
  - 2009-2010: \$600,000 stimulus funds received for purchase of library materials
  - Process for orders requiring license agreement review / signature now much quicker
- Libraries' Faculty

- One Faculty Senate Representative
  - University Committees / Groups service
    - Various University Standing and Special Committees appointed by President, Provost, or Faculty Senate
  - Libraries' Faculty meetings
    - Libraries' Tenure and Promotion Committee
  - University Libraries' Committees – as appointed by Dean
- Libraries' Support Staff
  - One Staff Senate representative
  - Libraries' Support Staff Association
    - Advisory to the Dean
  - University Committees / Groups service includes:
    - Human Resources Partners
    - Focus on Finance
    - Academic Business Officers
  - University Libraries' Committees – as appointed by Dean
- Strategic Plan
  - 2007 – 2010 + Progress Report
  - 2013 – 2018 (Appendix XI)
    - Plan on 5-year cycle
    - Committee appointed by the Dean (2 year terms)
      - Chair: Assistant to the Dean for Assessment and Planning
      - Reviews current plan and reports progress annually
        - Seeks input from Libraries' Administrative Council, appropriate supervisors, and all Libraries' personnel
      - Encourages the alignment between strategic plan and written annual reports from throughout Libraries
      - Post plan on public website
- Organizational changes
  - Periodicals/Microforms Desks closed (2006)
    - Staff distributed to
      - Preservation
      - Collection Management
      - Cataloging
      - Branch Libraries
  - Interlibrary Loan moved to be a component of Collection Management (2006)
  - Government Publications Desk closed (2006)
  - Research and Information Services Desk established (2006)
  - Learning Commons established (2007)
    - User Assistance Desks on McWherter Library floors 2, 3, 4 manned by student assistants



- Accepted “gift” of Lambuth Library (2011)
      - Renamed Lambuth Campus Branch Library
  - Inadequacies:
    - Budget
      - Continued lack of support from University Administration for Base-budget increases for general operations --- see Appendix I – VI for the following items:
        - Comparison with Funding Peers (Appendices I and II)
        - Provost’s Library Associations Committee Report (2007) (Appendix IV) – no response from Provost
        - University Libraries Funding Committee Report (2013) (Appendix V) - No direct response from Provost
          - Provost indicated the formation of yet another committee to prepare a “vision” for the University Libraries
        - Historical Expenditures spreadsheet (2007 – 2013) (Appendix VI)
        - WorldShare Collection Analysis comparison to Academic Peers (Appendix III)
      - Fines/fees system is onerous
        - Requires University Libraries to be responsible for unpaid fines/fees
        - Permanent reductions in revenue accounts require corresponding reduction in operating account
    - Organizational changes
      - Changes were mandated by the Dean with little input from Libraries’ Faculty and Staff
        - Appointed committees to plan and implement transitions / training, but gave no follow-through
          - Training still continues after 5 years
        - Many involved personnel were dissatisfied with the manner in which changes occurred
      - Established “staffing pool” to help fill-in absences, as needed
        - Not properly supervised and resulted in being generally for absences in branch libraries
      - Timeline for filling vacant positions not fully established
        - Positions open for weeks / months without any progress toward filling positions

#### **University Libraries’ Future (2014----)**

- Dean (2000---)
  - Report to the Provost
    - 2014: Assigned to meet on a regular basis with the Vice Provost of Information Systems to review / address University Libraries’ programs / services / issues
- Future plans:

- Develop and implement an Assessment Plan, include:
  - Current activities
  - Maintenance of a strategic planning schedule
  - Align Libraries' Strategic Plan with University Strategic Plan
  - Incorporate LibQual and ClimateQual findings and proposed actions
    - Promote findings and responsive actions
  - Develop future plans
  - Marketing results
- Budget
  - Seek increases related to inflation factor at a minimum
  - Develop and implement review of Electronic Resources on a scheduled basis
  - Attain consistency in approach to meeting the changing needs of users
  - Remain optimistic about budget planning, even when funding is lacking
    - Continue to move forward with resources available
- Organization
  - Dean will continue to work, as assigned by the Provost, with the Special Assistant to the Provost for Academic Planning and the Vice Provost of Information Systems
  - Develop and implement plan for future organizational changes, include:
    - Evaluation of current organization
    - Determine staffing needs, including:
      - Distance Education Librarian position
      - Additional personnel at Lambuth Branch Library
      - Regaining positions lost during 'buyout'
    - Timeline for the advertising / recruitment / hiring process for all vacant positions
      - Include information on UofM Academic Affairs' process and timeline

## **PERSONNEL**

Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.

*Standards for Libraries in Higher Education*  
Association of College and Research Libraries,  
2011, p. 9

## **University Libraries' Past (1914 – 2006)**

### **○ Strengths:**

- University Libraries' Faculty
  - University Libraries' professional librarians attained faculty status in 1970's
  - Faculty activities included:
    - Participation in and presentations at international meetings:
      - International Federation of Library Associations
      - Presentations in China, Australia, Germany, Russia
    - Served as officers / representatives in international / national / state professional organizations
      - American Library Association
        - Tennessee Chapter Councilor
        - Various ALA and ALA Divisions/Affiliates Committees
      - Tennessee Library Association
        - President (2 faculty)
        - Secretary (1 faculty)
        - Various TLA Committees / Roundtables / Sections – Chairs and members
- Support staff
  - Staffing Pool established for interim coverage of service desks when needed
- University Libraries' Committees
  - Initiated 2001 (see Appendix VIII)
- Employee recognition
  - Participated in University mandated employee performance reviews for both Faculty and Staff
  - Faculty:
    - One received Employee of the Year (1991/1992)
  - Support staff:
    - Since 2004: 10 Libraries' support staff have received Quarterly Outstanding Employee of the University and/or Annual Distinguished Employee of the University awards

### **○ Inadequacies:**

- University Administration did not fully appreciate the need for faculty status for professional librarians
- Minimal travel / professional development funds were available for Libraries' faculty
- No travel / professional development funds were available for Libraries' non-faculty personnel
- Lack of personnel training plan

## **University Libraries' Present (2007 – 2013)**

### **○ Strengths:**

- University Libraries' personnel

- Comparison with U of M Funding Peers, 2011-2012 (Appendix II)
- University Libraries' Faculty
  - Faculty education and experience (see Appendix IX)
  - Sample position descriptions (see Appendix X)
  - University Libraries' Tenure and Promotion Committee / Process
    - Tenured faculty serve as mentors to tenure-track faculty
    - Established Writing Group to help tenure-track faculty produce presentations and articles for submission to organizational meetings and publishers
    - Tenure requirements include:
      - Must have 2<sup>nd</sup> subject masters or steady progress toward same
      - Must have publications in refereed journals
      - Must be active in professional associations
  - Faculty activities included:
    - Continue participation in and presentations at international meetings
      - International Federation of Library Associations
      - Presentations in England and Spain
    - Continue to serve as officers / representatives in international / national / state professional organizations
      - American Library Association
        - Tennessee Chapter Councilor
        - Various ALA and ALA Divisions/Affiliates Committees
      - Tennessee Library Association
        - Various TLA Committees, Roundtables/ Sections—Chairs and members
- University Libraries' Committees
  - See Appendix VIII for listing, description of responsibilities, assignments
- Employee recognition
  - Participate in University mandated employee performance reviews for both Faculty and Staff
  - Support staff;
    - Continues to be recognized by Quarterly Outstanding Employee of the University and/or Annual Distinguished Employee of the University awards
    - 2012: Tennessee Library Association's Support Staff Award received by a University Libraries' LAIII
  - Established in-house TopNotch Tiger award (2011)
- Employee training
  - Increased travel / professional development budget for both Faculty and Staff
    - Professional Development Committee - Faculty: oversees faculty policy/requests/allocations

- New faculty receive special travel allocations from Dean of University Libraries during first year of service
- Professional Development Committee - Staff: oversee requests/allocations
  - Policy is overseen by Dean of University Libraries
- Personnel Development Day and Fall Retreat: for all University Libraries' personnel
  - Spring: Personnel Development Day responsibility of Personnel Development Committee
  - Fall: Fall Retreat responsibility of Dean of University Libraries
- Encourage all personnel to take advantage of training offered by UofM Human Resources Department
- Systems support staff obtained software certifications
- Learning Commons
  - Student Supervisor trains student assistants in use of electronic resources (2011----)
  - Develops online "knowledge base" for use by all Research and Information Services personnel
- **Inadequacies:**
  - Loss of 9 positions in 2009 buyout
    - Comparison of staffing levels with funding peers (See Appendix II)
  - Lengthy process for filling vacant positions (both faculty and support staff)
    - In-house process
    - UofM process
  - University Libraries' Committees
    - Committees leadership appear uncertain as to responsibilities
    - No follow-through on reporting process
    - Assignments not updated in timely manner
  - Many position descriptions not updated (both faculty and support staff) in a timely manner

#### **University Libraries' Future (2014----)**

- Develop a long range plan for personnel needs
  - Address experience/education requirements
  - Address responsibilities of each position
  - Prioritize need for positions
  - Update plan on scheduled basis, ready for use at a moment's notice
- Develop and implement in-house procedures for filling vacant positions
- Develop a mentor program for support staff
- Develop and implement a training program for all new faculty and support staff
  - Information on in-house policies and procedures
  - Introduction to appropriate Libraries' personnel
  - On-site visits to all main Campus branches and storage sites
  - Continue to revise and update Learning Commons "knowledge base"
- Review current Staffing Pool training / assignments

- Develop and implement a coordinated program with assigned oversight for the maintenance of this pool
- Develop and implement cross-training procedures in all areas of the University Libraries

## **EXTERNAL RELATIONS**

Libraries engage the campus and broader community through  
multiple strategies in order to advocate, educate, and  
promote their value

*Standards for Libraries in Higher Education*  
Association of College and Research Libraries  
2011, p. 9



## University Libraries' Past (1914 – 2006)

### ○ Strengths:

- 1970: “Help Stop the Echo”
  - Memphis State College sought community's help to fill the Brister Tower with books
- 1992: Director of University Libraries' spearheaded attendance by academic librarians at Tennessee Library Association's Library Legislative Day to advocate for all types of libraries, including academic libraries
- 1994:
  - Assistant to the Director position established (to guide external relations)
  - Friends of the University Libraries founded
    - Friends' Endowment established
  - Public programming began
    - Ethics of Electronic Information in the 21<sup>st</sup> Century (EEI21) – 1996 – 2007)
      - International scholarly annual symposium
    - Delta-Everything Southern (2006 ---- )
      - Annual conference - distinguished speakers, images and music
    - Banned Books Week
      - Annual presentations in McWherter Library Rotunda
- University
  - Libraries' faculty on
    - University Committees
    - Faculty Senate
  - Faculty Senate Committee on Libraries
  - Assignment of part time Development Officer by UofM Office of Development

### ○ Inadequacies:

- Campus / Community support
  - Lack of plan for engagement
  - Lack of funding
- Public programs
  - Lack of funding
  - Lack of space to hold programs
- University
  - Lack of UofM Administration's acknowledgement of Libraries' participation in external relations / fundraising
  - Inactivity of Faculty Senate Committee on Libraries

## University Libraries' Present (2007 – 2013)

### ○ Strengths:

- University
  - Libraries' Faculty and Staff on
    - University Committees

- Faculty Senate
  - Staff Senate
  - Faculty Senate Committee on Libraries
  - Part-time Development Officer assigned to University Libraries
- Libraries' Liaisons program helps build information base among academic faculty
- Libraries' Website (est. 1994) helps to spread word about Libraries' collections and services
- Libraries establish presence on Twitter and Facebook (2011)
- Friends of the University Libraries supports programs and collections
  - 100 Books for 100 Years
  - Faculty Scholarship Week
  - Digital signage in McWherter Library Rotunda
- Assistant to the Dean retitled: Assistant to the Dean for Community Engagement (2012)
  - Expansion of public programming includes for 2012/2013:
    - Exhibits (supporting lecture noted)
      - *Lincoln: The Constitution and the Civil War* / 4 lectures (Collaboration with UofM Department of History, Benjamin J. Hooks Institute for Social Change, and Rhodes College)
      - *100 Book for 100 Years*
      - *Impact and Influence: The Church Family of Memphis*
      - *Faculty Scholarship Week*
      - *Early and Rare: Selections from the Carroll and Pat Cloar Collection* / 1 lecture (Collaboration with UofM Art Museum, Memphis Brooks Museum of Art, David Lusk Gallery, and DeltaARTS)
    - Lectures:
      - "Know Your Neighborhood" (4 lectures)
      - "From Letter to Grid"
      - "Women Making History Every Day"
      - "Help Me to Find My People"
      - "Islamic Art: Mirror of the Invisible World" (onsite film / offsite lectures) (Collaboration with Memphis Public Library and Information Center, Christian Brothers University, Muslims in Memphis, Pakistan Association of Memphis, UofM Muslim Student Association)
    - The Delta Conference (continues)
      - Attendance ranges from 300-400
      - Planning Committee includes
        - Local community members
        - Friends' members
        - UofM Faculty
        - University Libraries' personnel

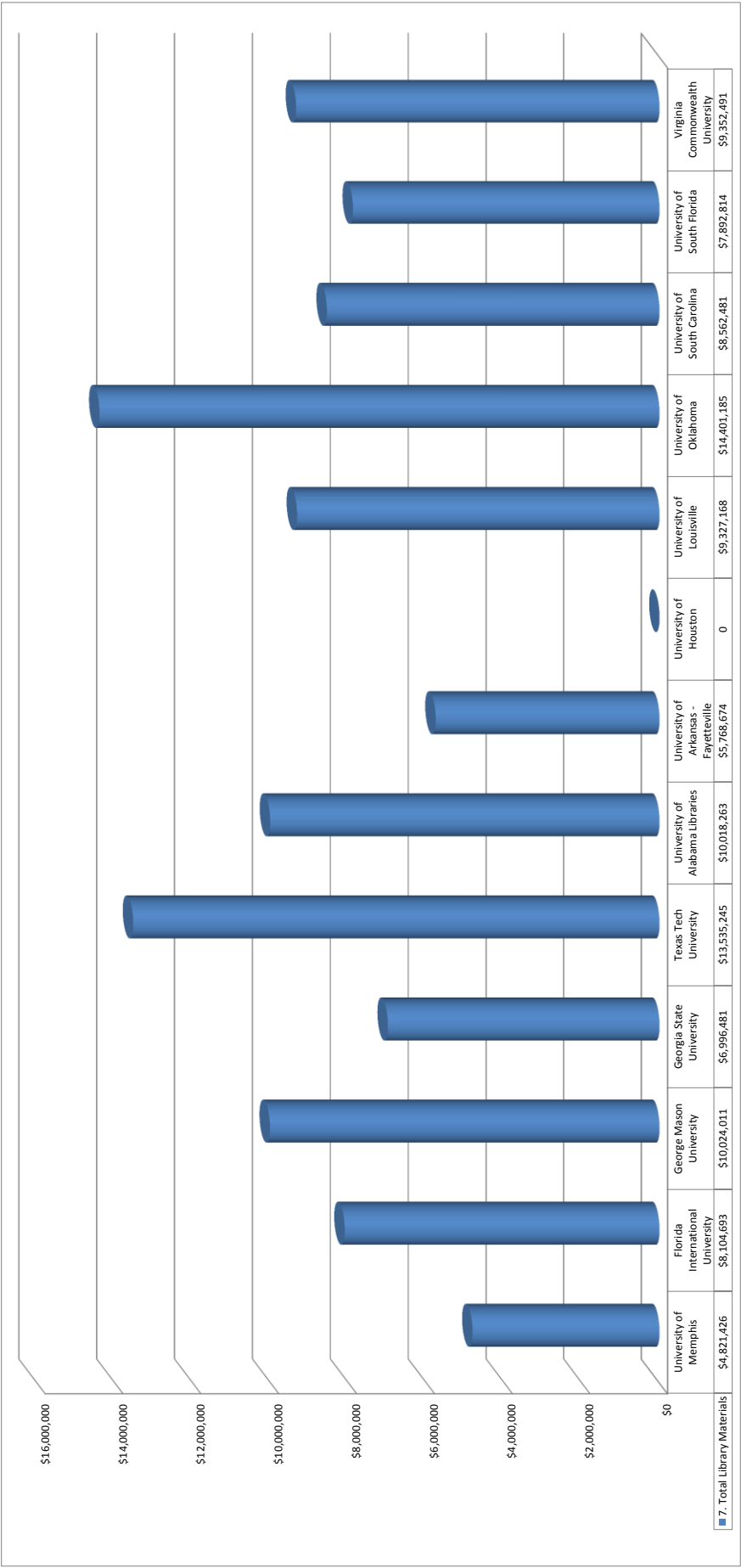
- Funds gained from conference support the Friends of the University Libraries' endowment
  - Continues Banned Books Week readings in the Rotunda
- Membership / participation in library associations
  - American Library Association
    - National Library Legislative Day
  - Tennessee Library Association
    - Tennessee Library Legislative Day
  - Memphis Area Library Council
  - West TN Academic Library Consortium
- Inadequacies:
  - Campus / Community support
    - Engagement plan not widely known throughout University Libraries
    - Continued lack of funding
  - Public programs
    - Continued lack of funding
    - Continued lack of space to hold programs
  - University Administration
    - Continued lack of Administration acknowledgement of Libraries' participation in external relations / fundraising
    - Inactivity of Faculty Senate Committee on Libraries

#### **University Libraries' Future (2014----)**

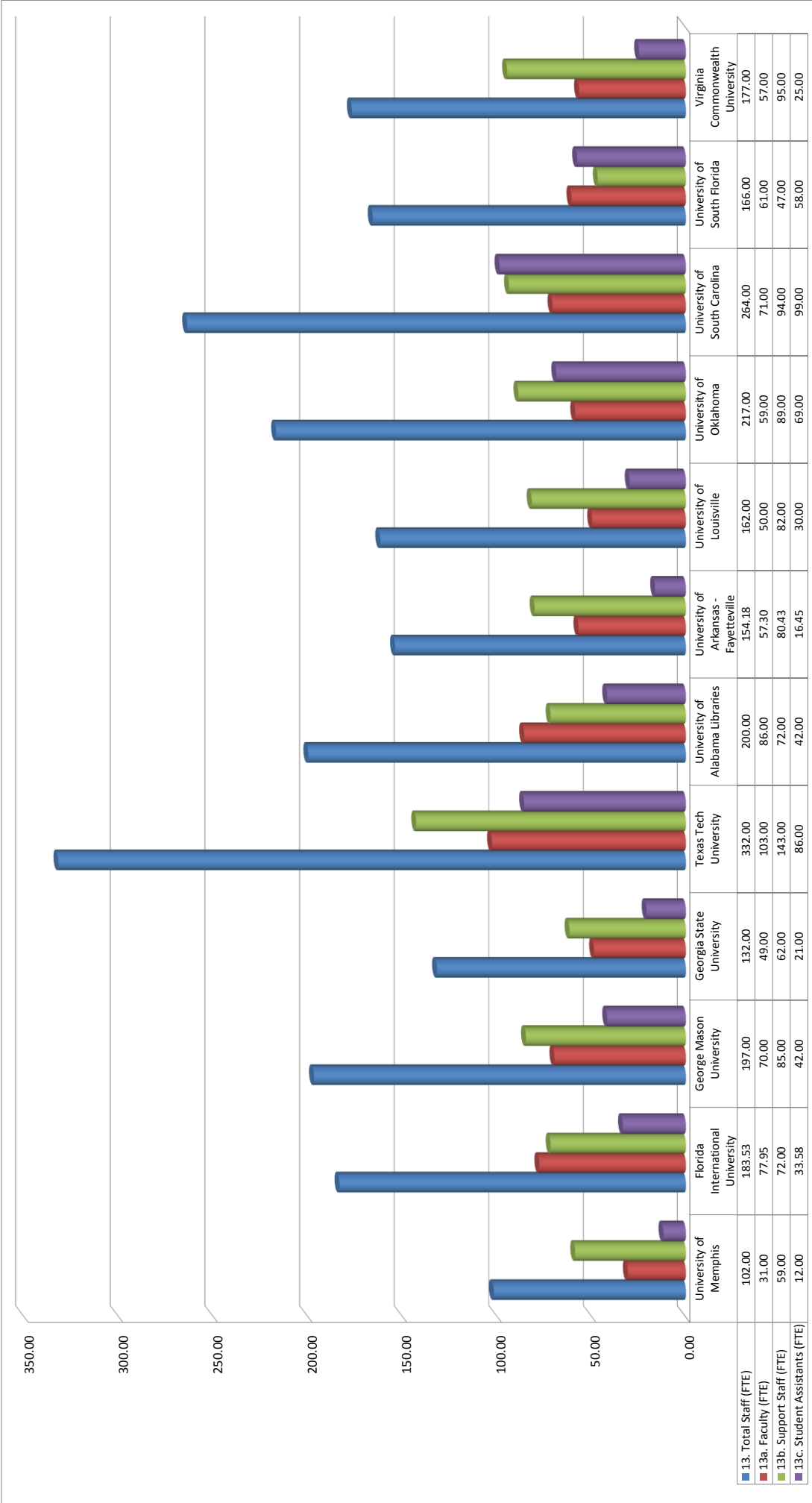
- Be known as a welcoming location
- Be known as a vital part of the University of Memphis' mission
- Seek funding for redesign of Room 213 for use as a public programming and classroom venue
- Continue to expand public programming and collaboration with other entities for same
- Develop and implement a marketing plan to include:
  - Collections / services
  - Programming
  - Donating funds
- Establish a Student Advisory Group to work with the Dean of University Libraries
- Expand the work and influence of the Faculty Senate Committee on Libraries
- Enhance the Libraries' Liaisons program to promulgate information about the Libraries' services and collections
- Develop a social media plan to enhance the Libraries' current presence, i.e. Pinterest, Instagram, a blog, RSS feed, etc.
- Develop and implement a plan to enhance digital exhibition space

## **APPENDICES**

ACRL Metrics: Library Materials Expenditures 2011-2012  
(U of M Funding Peers)



# ACRL Metrics: Library Personnel (U of M Funding Peers 2011-2012)



## Comparison of Book Holdings Between the University Libraries and UofM Academic Peers

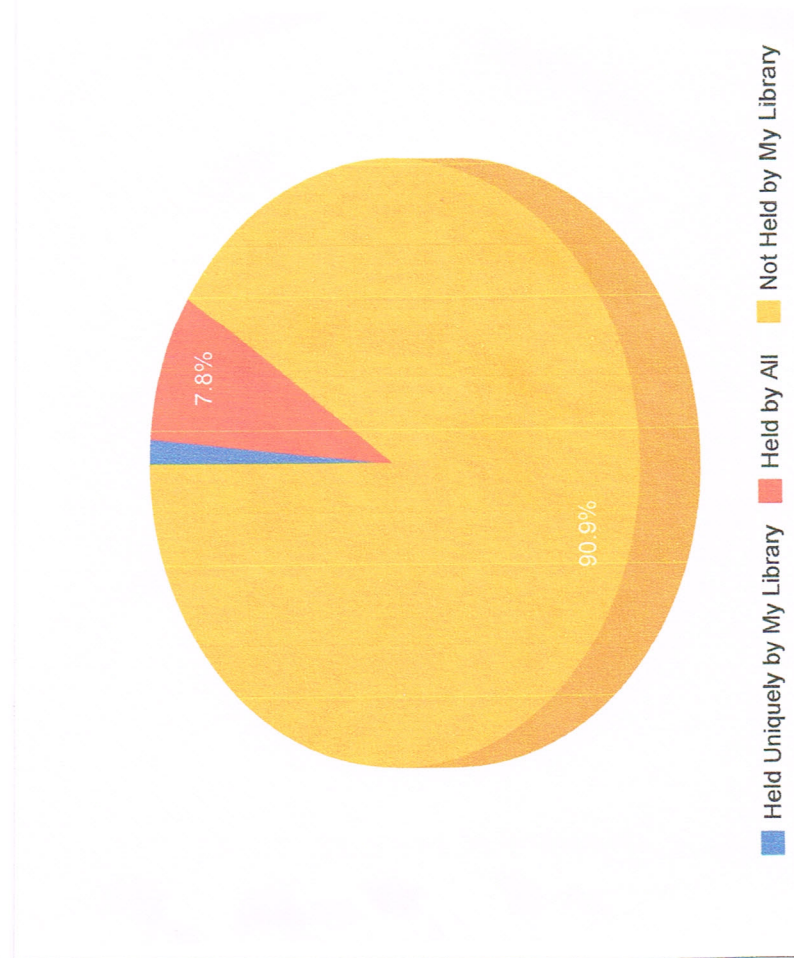
Subject: Health Professions & Public Health

Publication years: 2000 – 2013

Date of Graph: 10/17/2013

Graph indicates:

- **90.9%** (5,756) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are not** held by the University Libraries.
- **7.8%** (494) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are held** by the University Libraries and all Academic Peers
- **1.3%** (85) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are unique** to the University Libraries.



OCLC WorldShare Analytics: Collection Evaluation  
 Comparison of Book Holdings Between the University Libraries and  
 UofM Academic Peers

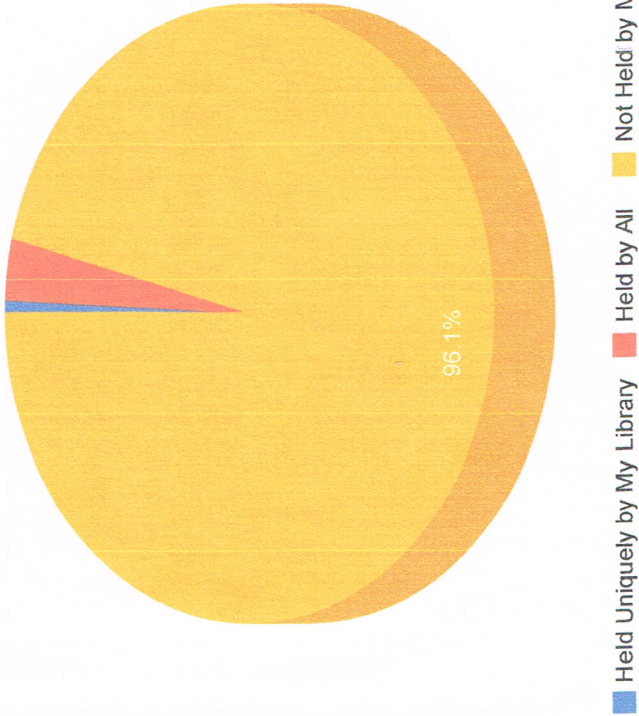
Subject: Education

Publication years: 2000 – 2013

Date of Graph: 10/17/2013

Graph indicates:

- **96.1%** (35,578) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are not** held by the University Libraries.
- **3.29%** (1,195) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are held** by the University Libraries and all Academic Peers
- **0.7%** (243) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are unique** to the University Libraries.





OCLC WorldShare Analytics: Collection Evaluation

# Comparison of Book Holdings Between the University Libraries and UofM Academic Peers

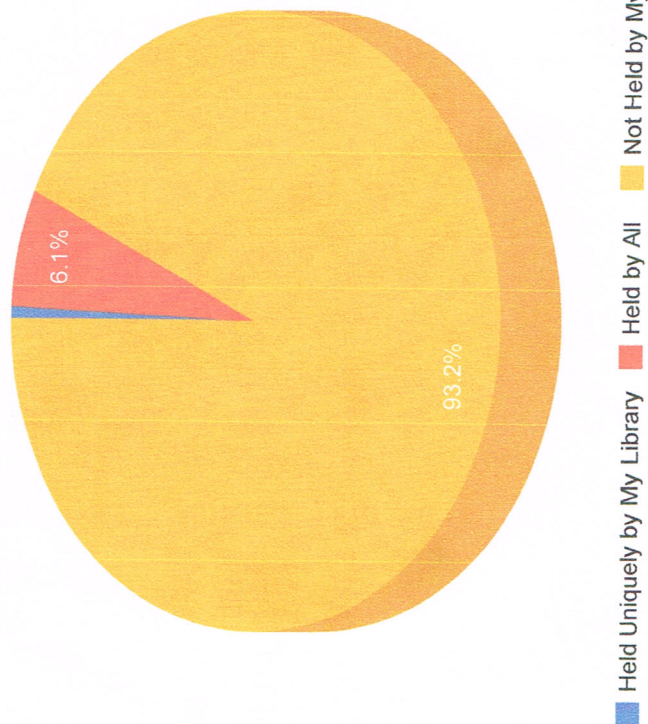
Subject: Music

Publication years: 2000 – 2013

Date of Graph: 10/17/2013

Graph indicates:

- **93.2%** (18,090) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are not** held by the University Libraries.
- **6.1%** (1,194) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are held** by the University Libraries and all Academic Peers
- **0.7%** (134) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are unique** to the University Libraries.



# OCLC WorldShare Analytics: Collection Evaluation Comparison of Book Holdings Between the University Libraries and UofM Academic Peers

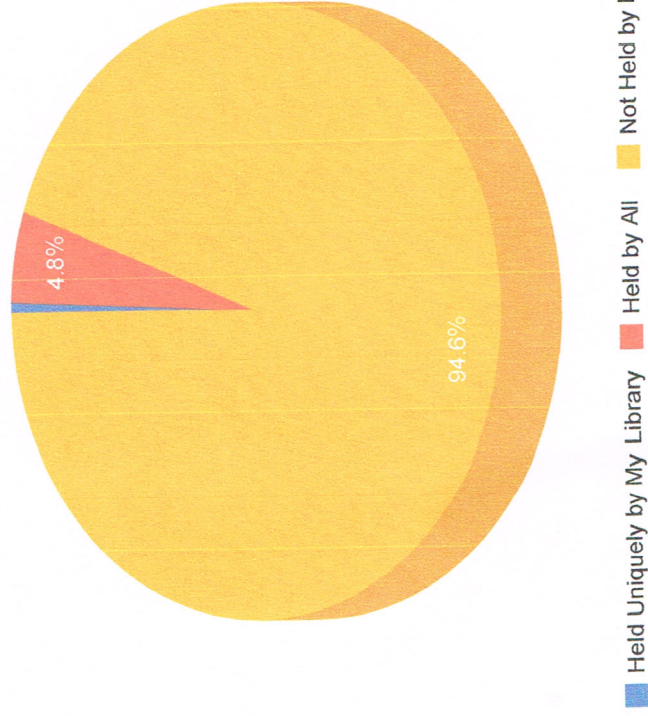
Subject: Psychology

Publication years: 2000 – 2013

Date of Graph: 10/17/2013

Graph indicates:

- **94.6%** (9,791) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are not** held by the University Libraries.
- **4.8%** (493) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are held** by the University Libraries and all Academic Peers
- **0.6%** (61) titles carrying 2000 – 2013 publication dates and entered into the OCLC WorldShare Collection by UofM & Academic Peers **are unique** to the University Libraries.



The University of Memphis  
University Libraries

Provost's Library Allocations Committee  
Report

2007



## INTRODUCTION

Issues regarding the allocation of shrinking resources for the library (in real dollars that account for inflation) and the need for development efforts to reverse the long course of deterioration of library holdings obviously hold the highest priority for all stakeholders; university administration, faculty, students, and ultimately the citizens of Tennessee and their elected representatives. However, for progress to be made and sustained on optimal allocation of existing funds and the critical generation of new funding for this essential component of our academic infrastructure, clear and consistent communication among all relevant parties is also a high priority. If communication presumes by definition that a message is both sent and received, then it is clear that this process has broken down in important respects among the above-listed stakeholders, to the great detriment of the University of Memphis Libraries.

The Libraries are clearly caught in an egregious catch-22 regarding the materials they must acquire to support the mission of a doctoral-one research university. This catch-22 is captured graphically in figure 1. Cost increases year-by-year have simply soared beyond any reasonable model for cost increases of library materials. Serials alone have gone up about 142% in the ten years from 1995-2005. Moreover, many publishers require purchase of printed journals in order to access electronic versions of these same journals – a rather clear case of extortion!

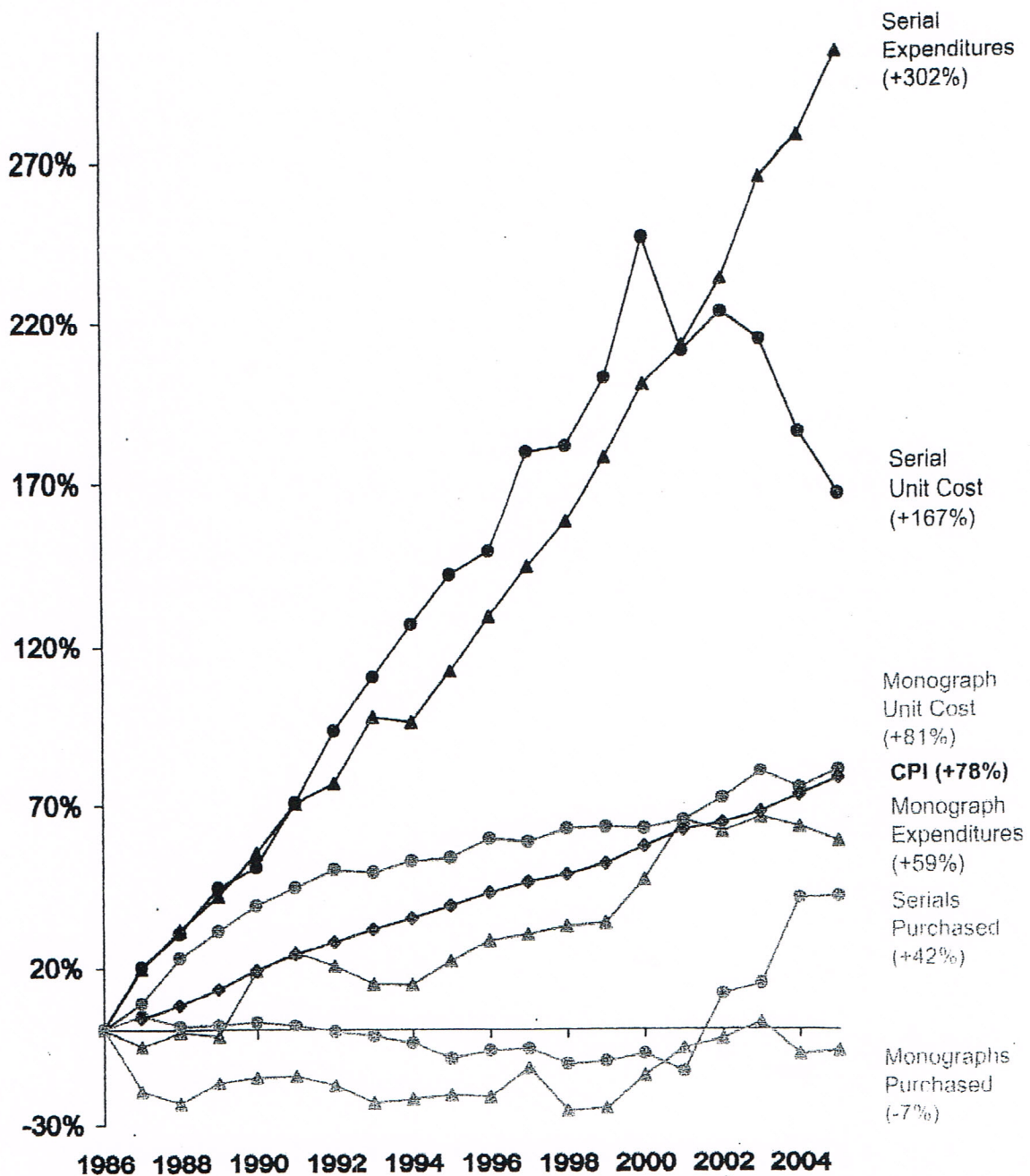
If this committee is to have a successor, its charge should be to pursue deliberations and communication of a different kind, focused less on reallocation of dwindling resources (the *Sophie's Choice* with which we were faced), than on creative collaborations with the Development office to formulate plans for generating the support that the Libraries system clearly requires.

We therefore recommend the following concrete steps whose implementation could help ensure that the present crisis is addressed, at least by degrees, and that any progress made can be sustained beyond the brief impact made by this report.

## RECOMMENDATIONS

### ALLOCATIONS

1. Charge the University Libraries' Administration to develop a plan that will maintain a sustaining percentage balance in the division of the Libraries' Materials Budget, such that percentages assigned to the various divisions within the Materials Budget would remain the same from year to year, subject to periodic revision. As of 2003-2004, for which statistics are available, books and monographs made up 8.91% of the University of Memphis Library Materials expenditures, the lowest in comparison with our THEC and aspirational peers, who spanned a range between our 8.91% and 36.76%. Serials (journals) made up 81.22% of the University of Memphis Library Materials expenditures,



Source: ARL Statistics 2004-05, Association of Research Libraries, Washington, D.C.  
 \*includes electronic resources from 1999-2000 onward.

**Figure 1. Monograph and serial expenditures in ARL libraries, 1986-2005\***



the highest in comparison with our THEC and aspirational peers, who ranged from 40.36% up to our 81.22%. Other expenditures on electronic resources, micro format materials, Interlibrary Loan, and binding made up 10.87% of expenses. Rebalancing the percentage spending between books, journals and other resources to something like 65 (serials)/20 (books)/15% (other) does not seem unreasonable.

**A.** The initial budget plan will be presented to the Faculty Senate's Library Policies Committee for review and discussion at their first meeting in the Fall of each year with the final plan (as approved by the Faculty Senate and the University Libraries' faculty) presented to the Provost no later than March of the succeeding year.

**B.** Subsequently, the University Libraries' Administration will review the plan with the Faculty Senate's Library Policies Committee each fall, indicating what steps should be or have been taken to maintain the established percentages. The materials allocation information will be available no later than the first day of classes in the fall semester of each year.

**C.** The distribution of book or other library materials funds to the various departments will be determined by their needs in each area. Those needs will be determined by meetings, coordinated by the Collection Development Librarian, Library Liaisons and the departmental library representatives after surveying departmental needs for carrying out the department's mission. Some departments depend on journal or electronic resources and use few books. Other departments depend on books and to a lesser extent on journals or electronic resources. There should be no flat distribution of book money, for example, that gives each department and program across the university the same amount for books. Each department's particular emphasis will be articulated in the department's Collection Development Policy statement.

**D.** Call upon the Library's Administration to establish a minimum base book budget and to establish the distribution system in the manner outlined above, to allow ongoing planning of purchases within departments that use books. Going back eight years, from 1998/99 to 2005/06, the book budget has steadily decreased. In the history department, for example, the expenditures went from \$13,692.93 in 1998/99, to \$2,775.12 in 2000/01, to Zero in 2005/06, because no money was allocated for books that year.

**2.** Call upon the University Administration to establish a policy and procedure for an annual increase in the base amount of University Libraries' Materials Budget to address the serious inflation in the cost of serials, electronic resources and micro format materials. This would insure that, at the least, the "status quo" in those areas of the Libraries' Materials Budget is maintained without depleting the funding for all other areas of the Libraries' Materials Budget, i.e. monographs, binding, and interlibrary loan services.

**3.** Call upon the University Administration to establish and maintain a policy which would incorporate additions to the base funding of the University Libraries' Materials



Budget within the proposal for each new undergraduate and graduate program. The base funding increase should be linked to the level of the program.

## COMMUNICATIONS

1. The Dean of the University Libraries will prepare and distribute electronically an Annual report of the University Libraries.
2. The Dean will deliver a candid report of the status of the University Libraries' budget each year at the first meeting of the Faculty Senate, with special emphasis on the status of funding for Library Materials (monographs, periodicals/standing orders, electronic resources, micro format materials, binding, and interlibrary loan services). As the body charged with overseeing and safeguarding faculty interests and the academic integrity of the institution more generally, the Senate is well positioned with its University Libraries Standing Committee to partner with Libraries' faculty and staff in assessing the consequences of inadequate allocations and in charting joint plans to remediate them. For this reason, such a presentation should be data-based, graphic and painfully honest, without being alarmist (except as indicated).
3. A representative of the University Libraries should give a brief orientation to what the libraries can, and cannot, provide in the first general faculty meeting of the fall term of each year. It is the impression of this committee that most faculty are blissfully ignorant of the dire conditions under which decision-making must be pursued by Libraries staff, creating great rifts in understanding and occasional blame instead of joint efforts to ameliorate a deplorable situation that carries implications for every faculty member in the institution.
4. A consistent representative of the University Libraries should meet with each department in the first semester of each academic year. Such a meeting could offer a chance to orient faculty to library resources (online data bases, etc.) and how to access them, as well as to discuss the Libraries' abilities (and constraints) to meet the needs of that particular department. Local strategies for optimizing the distribution of limited funds (e.g., recommended allocation to periodicals vs. monographs, to print vs. electronic media, and to particular products and services) are best negotiated at this level, providing necessary guidance to Libraries' faculty/staff in making difficult decisions. Likewise, creative solutions could sometimes be generated at this level, as by collaborating in earmarking a certain percentage of start-up funds for new faculty for library expenditures, or designating a departmental collection as a category of fundraising efforts undertaken by departments in contacting their own alumni. Such meetings could also stimulate annual review of holdings to assess their relevance to existing faculty, to ensure than resources are not squandered to maintain expensive holdings (e.g., costly periodicals) that are no longer relied upon for research by current members of the department.
5. University Administration should clearly and consistently communicate the embarrassingly deficient funding for library functions at the University of Memphis



relative to peer institutions and aspirational peers, using compelling data provided by Libraries' staff, to all relevant constituencies. These might include discussions with intramural budget committees, state legislators, potential donors, and others. It is inconsistent to trumpet the pursuit of "excellence" in the University's mission while tolerating a level of budgetary support for library operations that does not even permit "minimal adequacy."

6. Strategic planning work should feature discussion of the role and plight of the Libraries as a centrally relevant goal. It is not clear at present that the Libraries have a sufficiently loud voice in such settings.

7. University Libraries' faculty and staff are encouraged to participate in regional and national meetings of relevant societies and to share with all appropriate bodies on the University of Memphis Campus information gained at the meetings, especially that dealing with funding for library materials and services.

## DEVELOPMENT

1. The Vice President for Advancement should designate a Development Officer to focus on the University Libraries. Funding for the position could be drawn from the Libraries and from other sources benefiting directly from Libraries development, such as the various colleges and schools. The Development Officer would coordinate closely with the Libraries faculty member responsible for exploring grants and other external funding opportunities.

2. The Dean of Libraries should designate a faculty member as External Funding Coordinator, who would pursue grants and other external funding possibilities. This person would coordinate closely with the Development Officer and the Office of Research and Support Services.

3. Senior University administrators, including the President, Provost and Vice Presidents, must provide leadership in the long term development of the University Libraries. Such a commitment would be demonstrated by including the Libraries fully in strategic planning, by including the Libraries in University development efforts, by insuring that Libraries funding is kept in line with the University's Peer Institutions, by including the Libraries as an integral part of discussions or reports about University academics or research.

4. Libraries Liaisons to individual departments and schools should work with the Departmental Representatives and the departments/schools to include a library materials budget, as appropriate, as a part of any grant applications being made.

5. The Dean of Libraries should develop and submit a proposal for a Student Library Resources Fee.



6. Since the Libraries support scholarly endeavors throughout the University, 3% of all unrestricted gifts to the University should be designated for the Libraries endowment.

7. The Dean of Libraries should work with the Vice President for Advancement to explore opportunities for including the Libraries as a part of presentations to donors considering restricted gifts.

## **ISSUES FOR FUTURE CONSIDERATION**

The following issues were considered and discussed by the full Committee; however, each has implications and repercussions that need further delineation before recommendations should be made.

1. Decrease budgeted amounts for serials (periodicals/standing orders) and electronic resources to create/increase the monographs budgeted amount.

### **A. Serials**

- Periodicals are purchased on an annual (calendar year) subscription basis. In order to ensure cancellation of a subscription, notice of cancellation must be given to the subscription agency or publisher no later than September 1<sup>st</sup> prior to the year in which the subscription will no longer be received.
- Even if periodical subscriptions are cancelled in mid-subscription, the cancellation will NOT result in a refund.
- Standing orders are purchased on a semi-subscription basis and are usually for titles within a series or volumes within a set. The Libraries' requests that the publisher send each as it is published and this timing of receipt may be over a number of years.
- While each title/volume is paid for only after receipt, cancellation could cause the Libraries' to have incomplete sets or series.
- A cancellation request should be made to the publisher at least 90 days prior to the date of cancellation.

### **B. Electronic resources**

- A majority of the electronic resources to which the Libraries' maintain access are available through individual license agreements, with annual payments for continued access.
- While each agreement has differing terms, most require 30 - 90 days notice as to cancellation of access. (Cancellation in mid-license year will not result in a refund.)
- Several electronic resources were purchased with access in perpetuity, but require an annual maintenance fee. Such resources should not be considered for cancellation.

2. Funds that were moved from Libraries' Operating Budget in recent years should be returned to the Libraries' Materials Budget.

- The University Libraries' Administration found it necessary to move these funds in order to support the work of the University Libraries' faculty and staff. No increase in the Operating Budget had been forthcoming in a number of years and the increasing costs of supplies/equipment/services needed to be addressed.
- One of the major areas that needed to be addressed was the training of University Libraries' employees (120+). With the advent of electronic resources and the continuing need for upgrading technology skills, training within the Libraries has a high priority, as the information needs of the Libraries' users increases. This area of the Libraries' Operating Budget was woefully inadequate and could no longer be ignored.
- While the Libraries' faculty can receive upgraded PC's via the TAF turnover procedures, Libraries' staff (80+) cannot, thus the Libraries' must continually find funding to support the purchase of new PC's for staff to use in processing the materials received for placement in the collection and for maintaining access to these materials.

3. Increase monograph budget – sufficient to use an allocation formula based on number of students, credit hours, degree levels, etc.

- In past years the University Libraries has used a formula based allocation plan within the monographs portion of the Libraries' Materials Budget. For many years, the total available funds were so small that it required a base amount be given to approximately 1/3 of the academic departments. This means that the formula was not strictly applied. For a formula to be applied appropriately within an institution the size of the University of Memphis, a minimum total amount for the monographs' portion of the Libraries' budget would be \$400,000 - \$500,000.

4. Procedures are already in place that allow the transfer for funds allocated for a certain format, such as those allocated for monographs, to be moved for use in the purchase of serials and/or electronic resources. Faculty should work directly with the appropriate Libraries' Liaison to request such a transfer of available funds and insure that the outcome is represented in the department Collection Policy.

5. As the end of each fiscal year approaches the Collection Development Librarian and the Acquisitions Librarian review the unspent funds in the Libraries' Materials Budget (including those in the various monographs allocations) and determine how best to encumber/spend these funds, to ensure that all funds in the Libraries' Materials Budget are spent or encumbered before the close of the fiscal year. Those academic departments that have provided book requests that total more than the appropriate departmental monographs allocation, receive additional funds to support these requests. The Collection Development Librarian also reviews the entire collection to determine where support should be given. The Libraries' Materials Budget is fully expended/encumbered at the close of each fiscal year.



6. Call upon the University Administration to establish and maintain a policy that would allow salary savings from the University Libraries' Operating Budget to be transferred to the Libraries' Materials Budget each quarter for strengthening the monographs portion of that budget.

Object Codes	10/11		11/12		12/13		Original		Expended	
	Original	Expended	Original	Expended	Original	Expended	Original	Expended	Original	Expended
Admin Salary		231,778		237,186		243,115				
Academic / Prof Salary/Interim		1,051,852		1,092,408		1,277,695				
61170 Admin Cell Phone				1,125		1,500				
61257 Grad Assts		80,620		50,000		50,000				
Clerical / Supp Salary/Temp		1,306,778		1,362,238		1,279,026				
61374 Overtime Clerical		0		3,546		0				
61410 Student Assistants		68,082		76,025		71,996				
62000 Prof. Cell Phone		0		0		901				
73000 Travel	50,000	49,633	50,000	54,897	50,000	61,760				
<b>74000 Operating Expense</b>	<b>337,133</b>	<b>409,195</b>	<b>337,133</b>	<b>367,805</b>	<b>331,985</b>	<b>496,437</b>				
74110 Printing		1,604		2,004		1,652				
74130 Duplicating		10,205		8,894		7,300				
74210 Telephone Local		46,261		47,029		47,869				
74220 Telephone Long Distance		642		568		375				
74230 Postal Charges		19,715		23,398		21,503				
74240 Freight / Express		10,459		10,564		12,223				
74260 Telephone Installation		459		1,688		704				
74290 Other Comm and Shipping		114		124		7,950				
74310 Equipment Maintenance		77,815		81,634		83,812				
74392 PP direct maintenance		11,582		5,066		1,675				
74430 Computer Software		28,769		17,909		71,685				
74432 Software Leases		0		48,387		48,439				
74440 Consulting Services		250		0		0				
74470 Advertising		224		327		591				
74480 Membership Dues		10,213		9,348		13,851				
74481 Subscriptions		539		880		0				
74490 Other Prof. Services		110,262		86,355		87,420				
74500 Supplies		48,423		14,269		53,518				
74504 Non-capitalized equipment		23,965		2,513		25,027				
74511 Computer s (\$1500-\$4999)		0		0		1,604				
74830 Training of Employees		6,371		1,546		4,085				
74920 Bad Debts		0		0		0				
74983 Meals		643		2,256		2,449				
74984 Non Cataloged Books		386		52		74				
74986 Other Services		0		2,424		2,245				
75210 Motor Fuel Oil		294		570		386				
<b>78000 Capital Expense</b>	<b>5,368</b>	<b>0</b>	<b>5,368</b>	<b>0</b>	<b>5,368</b>	<b>0</b>				
Total		3,197,938		3,245,230		3,482,430				
Total with										
Materials										
Budget		6,270,023+		6,486,732		6,552,983				

*Italics/highlighted = total for that general area + with MOE total is: \$6,550,520*



Object Codes	05/06		06/07		07/08		08/09		09/10	
	Original	Expended	Original	Expended	Original	Expended	Original	Expended	Original	Expended
Admin Salary		133,202		135,866		140,642		230,277		230,277
Academic / Prof Salary/Interim		1,241,189		1,374,203		1,353,279		1,169,516		1,028,205
61257 Grad Assts		21,000		19,500		18,000		24,000		18,000
Clerical / Supp Salary/Temp		1,671,895		1,427,032		1,474,433		1,530,654		1,192,969
61374 Overtime Clerical		4,466		6,194		8,720		2,865		1,216
1410 Student Assistants		38,166		60,571		74,164		58,500		58,500
73000 Travel		34,976		52,666		40,193		42,413		67,466
<b>74000 Operating Expense</b>		<b>354,851</b>		<b>382,884</b>		<b>342,520</b>		<b>285,331</b>		<b>287,576</b>
74110 Printing		5,658		3,268		3,994		2,266		2,210
74130 Duplicating		18,752		39,557		13,465		18,671		13,219
74210 Telephone Local		41,724		42,381		43,207		45,652		45,843
74212 Cellphone (also 74214)		575		1,640		917		1,500		1,500
74220 Telephone Long Distance		633		787		713		478		703
74230 Postal Charges		10,450		16,525		17,770		26,137		26,972
74240 Freight / Express		20,571		248		8,578		15,922		2,217
74260 Telephone Installation		583		1,910		1,070		1,164		488
74310 Equipment Maintenance		48,279		51,253		53,317		41,324		82,829
74470 Advertising		875		1,049		1,105		200		1,452
74480 Membership Dues		11,620		5,350		6,367		6,476		2,979
74481 Subscriptions		n/a		385		385		385		685
74490 Other Prof. Services		95,186		101,557		69,736		76,279		83,815
74500 Supplies		58,654		37,431		43,675		19,149		13,848
74504 Non-capitalized equipment		n/a		31,876		33,958		4,600		1,398
74830 Training of Employees		1,920		7,874		6,914		1,990		1,272
74920 Bad Debts		15,803		22,961		27,965		17,415		0
74983 Meals		1,360		1,451		148		117		637
74986 Other Services		12,729		3,083		2,337		2,105		2,428
75210 Motor Fuel Oil		751		817		1,079		650		89
75240 Repairs(auto)		1,305		10		2,326		0		0
75461 PP direct maintenance (same as 74392)		7,424		5,823		3,494		2851		2,992
<b>78000 Capital Expense</b>		<b>0</b>		<b>15,368</b>		<b>15,368</b>		<b>15,368</b>		<b>5,368</b>
Total		3,854,597		3,458,916		3,451,951		3,343,556		2,884,209
Total with										
Materials										
Budget	n/a	6,841,681		6,837,562		6,766,266		6,554,807		5818340+

Italics/highlighted = total for that general area

+with MOE total is \$6,162,843



(does not include revenue)  
(does not include TAF nor Foundation expenditures)

Object / Account Codes	09/10		10/11		11/12		12/13	
	Original	Revised	Original	Revised	Original	Revised	Original	Revised
<b>74000 Operating Expenses</b>	108,987.00	455,252	108,987	541,186	108,987	346,441	108,987	2,648,998
74240 Freight/Express (ILL)		n/a		n/a		n/a		
74430 Computer software		n/a		n/a		n/a		
74432 Software Leases		301,155		530,538		331,251		472,188
74490 Other Prof. Admin. Services (ILL)		** 150,400		6,000		6,000		6,000
74986 Other Services (ILL)		3,697		4,648		9,190		10,696
*** 74988 Periodicals								2,078,692
*** 74991 Microformat (Periodicals)								81,422
<b>78000 Capital Expense</b>	3,010,000.00	2,478,879	3,010,000	2,530,899	3,010,000	2,895,061	2,955,000	421,555
78510 Books		21,888		191,561		455,963		278,756
78512 Standing Orders		172,970		150,272		119,497		102,803
*** 78520 Periodicals		2,160,069		2,039,483		2,160,595		
78530 Binding		16,616		50,551		50,774		39,996
*** 78550 Microform		107,336		99,032		108,232		
<b>Total</b>		2,934,131		3,072,085		3,241,502		3,070,553
<b>Total with Operating Budget</b>		5,818,340		6,270,023		6,486,732		6,552,983

	MOE	MOE
<b>74000 Operating Expenses</b>	156,271	105,670
74432 Software Leases	65,784	105,669
<b>78000 Capital Expenses</b>	468,729	174,828
78510 Books	278,719	174,828
<b>Total</b>	625,000	280,498

<b>Total Operating/Materials/MOE</b>	6,162,843	6,550,520
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*Italics/highlighted = total for that general area*

\* Revised budget is actual expenditures for fiscal year

\*\* Includes one-time purchase of MARC records for several microfilm/microfiche collections

\*\*\* FY 11/12: Account Code 78520 became 74988; Account Code 78550 (for periodicals only) became 74991  
In future Fys expenditures will be reported in new Account Codes.

(does not include revenue)  
(does not include TAF nor Foundation expenditures)

Object / Account Codes	05/06		06/07		07/08		08/09	
	Original	Revised	Original	Revised	Original	Revised	Original	Revised
74000 <b>Operating Expenses</b>	61,000.00	88,295	61,000	162,620	61,000	284,210	148,500	149,939
74240 Freight/Express (ILL)		6,543		1,529		n/a	n/a	n/a
74430 Computer software		1,812		n/a		n/a	n/a	n/a
74432 Software Leases		34,849		133,690		256,610		114,881
74490 Other Prof. Admin. Services (ILL)		36,000		25,824		27,600		28,800
74500 Supplies		n/a		n/a		n/a		**172
74984 Non Cataloged Books		n/a		n/a		n/a		**429
74986 Other Services (ILL)		9,091		1,577		n/a		5,657
<b>78000 Capital Expense</b>	2,880,000.00	2,890,071	2,960,000	3,216,046	3,010,000	2,963,695	3,010,000	3,061,312
78510 Books		101,613		343,377		78,965		29,441
78512 Standing Orders		266,407		268,880		296,651		279,081
78520 Periodicals		2,372,982		2,436,490		2,441,757		2,640,096
78530 Binding		31,195		55,105		50,000		9,368
78550 Microform		117,874		112,194		96,322		103,356
Total	2,941,000	2,978,366	3,021,000	3,378,666		3,247,905		3,211,251
Total with								
Operating								
Budget	n/a	6,841,681	6,756,672	6,837,562		6,699,856		6,554,807

*Italics/highlighted = total for that general area*

\* Revised budget is actual expenditures for fiscal year

\*\* Expenditures applied to wrong Object / Account Codes, are Materials Budget Expenditures



MC WHERTER LIBRARY: HEAD COUNT STATISTICS 2012-2013						
	July	August	September	October	November	TOTAL
<b>Main Floor-</b>						
# people on laptops		163	562	643	453	1821
# people using university computers		680	1631	1841	1553	5705
# people studying but not at computers		159	429	500	395	1483
# people at guest computers		145	318	375	282	1120
# people studying in fish bowl		60	216	243	291	810
# people in Assistive Technology Lab		22	36	58	60	176
# people in Reserve area		43	216	207	160	626
# using university computers (Gov. Pubs.)		346	633	966	792	2737
# in Gov Pubs but not at computers		195	318	677	590	1780
# people in copy room		22	30	36	62	150
<b>2nd floor-</b>						
# people at microform machines		96	177	188	28	489
# people at copiers		19	28	54	21	122
# people using Mac computers		102	232	325	118	777
# people on laptops		228	714	861	198	2001
# people 2nd floor not using computers		217	520	682	123	1542
<b>3rd floor</b>						
# people using university computers		279	961	1131	266	2637
# people on laptops		226	858	898	314	2296
# people 3rd floor not using computers		233	722	786	222	1963
# people in study rooms/carrels		40	505	659	155	1359
# people study rooms/carrels on laptops		23	455	560	123	1161
<b>4th floor</b>						
# people using university computers		55	921	1036	1017	3029
# people on laptops		56	769	828	747	2400
# people 3rd floor not using computers		46	644	665	668	2023
# people in Pres. & Spec. Coll. (SUNDAY o		3	8	16	2	29
# people in study rooms/carrels		41	422	677	671	1811
# people study rooms/carrels on laptops		25	569	631	675	1900



# MC WHERTER LIBRARY: HEAD COUNT STATISTICS 2012-2013

	December	January 2013	February	March	April	TOTAL
<b>Main Floor-</b>						
# people on laptops	279		713	460	620	2072
# people using university computers	930		1652	1092	1705	5379
# people studying but not at computers	276		670	442	573	1961
# people people at guest computers	162		374	227	317	1080
# people studying in fish bowl	152		224	175	250	801
# people in Assistive Technology Lab	22		33	28	43	126
# people in Reserve area	102		179	105	154	540
# using university computers (Gov. Pubs.)	431		922	538	854	2745
# in Gov Pubs but not at computers	310		711	464	600	2085
# people in copy room	24		45	57	38	164
<b>2nd floor-</b>						
# people at microform machines	105		138	100	189	532
# people at copiers	10		40	26	40	116
# people using Mac computers	126		368	175	259	928
# people on laptops	472		843	546	745	2606
# people 2nd floor not using computers	399		818	467	668	2352
<b>3rd floor</b>						
# people using university computers	5560		1090	781	1078	8509
# people on laptops	693		947	599	946	3185
# people 3rd floor not using computers	564		885	570	786	2805
# people in study rooms/carrels	401		702	446	604	2153
# people study rooms/carrels on laptops	305		572	386	549	1812
<b>4th floor</b>						
# people using university computers	489		1034	741	1034	3298
# people on laptops	518		846	587	846	2797
# people 3rd floor not using computers	426		730	515	730	2401
# people in Pres. & Spec. Coll. (SUNDAY only)	2		10	11	10	33
# people in study rooms/carrels	363		759	523	759	2404
# people study rooms/carrels on laptops	420		687	432	687	2226



# MC WHERTER LIBRARY: HEAD COUNT STATISTICS 2012-2013

	May-13	June	July	August	TOTAL
<b>Main Floor-</b>					
# people on laptops	221	157	181	120	679
# people using university computers	392	421	440	437	1690
# people studying but not at computers	155	135	241	106	637
# people people at guest computers	72	103	163	96	434
# people studying in fish bowl	79	55	110	49	293
# people in Assistive Technology Lab	16	17	2	10	45
# people in Reserve area	68	79	39	35	221
# using university computers (Gov. Pubs.)	206	157	262	152	777
# in Gov Pubs but not at computers	129	71	142	83	425
# people in copy room	9	3	8	13	33
<b>2nd floor-</b>					
# people at microform machines	24	47	44	41	156
# people at copiers	21	4	3	13	41
# people using Mac computers	86	69	102	53	310
# people on laptops	199	178	267	148	792
# people 2nd floor not using computers	161	130	268	123	682
<b>3rd floor</b>					
# people using university computers	265	197	325	231	1018
# people on laptops	264	204	247	184	899
# people 3rd floor not using computers	214	172	240	165	791
# people in study rooms/carrels	202	165	220	123	710
# people study rooms/carrels on laptops	153	163	161	87	564
<b>4th floor</b>					
# people using university computers	259	178	276	234	947
# people on laptops	221	150	245	185	801
# people 3rd floor not using computers	202	154	244	154	754
# people in Pres. & Spec. Coll. (SUNDAY only)	0	9	10	5	24
# people in study rooms/carrels	197	170	228	149	744
# people study rooms/carrels on laptops	196	161	168	139	664

## **University Libraries' Committees**

### **Standing Committees:**

- Calendar Committee
- Disaster Preparedness Committee
- Electronic Resources Committee
- Equipment Committee
- Facilities Committee
- Holiday Activities Committee
- ILS Advisory Committee
- Performance Review Committee
- Planning & Assessment Committee
- Professional Development – Faculty
- Professional Development – Staff
- Public Programming & Outreach Committee
- Publications Committee
- Recognition, Awards, & Wellbeing Committee
- User Services Committee\

### **Functional Committees:**

- Departmental Support Personnel
- Staffing Pool
- Student Supervisors
- Park Avenue Library Planning Committee

**Search Committees:** appointed as required

### **Working Groups/Task Forces:**

- Web Team
- Facebook Working Group
- Lambuth Library Planning Group
- Encore Working Group
- NAAPA Project
- Student Outreach & Engagement
- Document Delivery

Guidelines for Committees and current appointed members can be found at  
[http://www.memphis.edu/administration/libraries\\_committees\\_guidelines.php](http://www.memphis.edu/administration/libraries_committees_guidelines.php).



Name	Department	Rank	Position Title	Yrs at UofM	MLS/Institution	Other Degrees/Institutions	Tenured
Huggins, Annelle	Administration	Assoc Prof	Assoc Dean	32	MLS (Academic & Special Libraries)/Peabody College, Vanderbilt Univ.	BS, Education/Central State College, Edmond, OK MA, Education (Curriculum & Instruction for Higher Education)/Texas A & M Univ	yes
Park, Elizabeth	Administration	Professor	Asst to Dean/Planning & Assessment	30	MLS/State Univ of New York, Buffalo	BA, Psychology/Stanford University MS, Education/Memphis State University	yes
Schnabel, Jennifer	Administration	Asst Prof	Asst to Dean/Community Engagement	1	MLS/Clarion University, Clarion, PA	BA, Journalism/Temple Univ., PA MA, English/Temple Univ., PA	no
Davis, Dorcas	Branches - Lambuth	Asst Prof	Lecturer/Librarian		MLS/Clarion University, Clarion, PA	BA, Business Admin/LeMoyne-Owen College	no
Neal, Anna	Branches - Music	Asst Prof	Dept Head-Branches	34	MLS/Peabody College, Vanderbilt Univ.	BA, Music/Univ of Kentucky MM, Music-Piano Performance/Univ of Memphis	yes
Brocato, Linde M. (Dr.)	Cataloging	Asst Prof	Catalog Librarian		CAS, LIS/Univ. of Illinois, Urbana-Champaign	BA, History/Birmingham-Southern College MA, Spanish/Univ of Alabama Ph.D, Comparative Literature/Emory Univ	no
Danley, Mark (Dr.)	Cataloging	Assoc Prof	Catalog Librarian	8	MLIS (Cataloging & Archiving)/Louisiana State Univ.	BA, History/University of Richmond MA, History/Virginia Tech Ph.D, History/Kansas State University	yes
McDonald, Elizabeth F.	Cataloging	Assoc Prof	Dept Head-Cataloging	10	MLIS, Univ. of Arizona, Tucson	BA, Biology-Anthropology/Whitman College, WA MA, Art History/Univ of Memphis	yes
Scott, Rachel E.	Cataloging	Asst Prof	Catalog Librarian		MLIS/Univ. of Illinois, Urbana-Champaign	BA, Music/Univ of Illinois, Urbana-Champaign MA, Music/Belmont Univ., TN	no
Knowlton, Steven A.	Collection Mgmt	Asst Prof	Coll. Develop. Librarian	3	MLIS/Wayne State Univ., Detroit	BA, History/Univ. of Michigan, Ann Arbor	no

# University Libraries' Faculty Credentials

2013/2014

Merriman, Kevin W.	Collection Mgmt	Asst Prof	Dept. Head- Collection Mgmt	4	MA, Librarianship/University of Sheffield, England	BA, English/The Ohio State University MBA, Leeds University Business School, England	no
Rustomfram, Perveen	Government Pubs	Assoc Prof	Government Pubs Librarian	17	MLIS/University of Tennessee, Knoxville	BSW, Social Work/Bombay University, India BLS, Library Science/SNDT University, India MA, Sociology/University of Hyderabad, India	yes
Behles, Cody	Information Systems	Asst Prof	Emerging Technologies Librarian		MLS/Indiana University, Bloomington	BS, International Studies & History/Rhodes College, Memphis MA, Central Eurasian Studies/Indiana Univ., Bloomington	no
Evans, John (Dr.)	Information Systems	Assoc Prof	Dept Head- Information Systems	33	MLIS/University of Illinois	BA, Philosophy/Kansas Wesleyan Univ. Ed.D, Higher Education/Memphis State University	yes
Jabaily, Matthew J.	Information Systems	Asst Prof	ILS Librarian	1	MLIS/University of Wisconsin, Madison	BA, English/Carleton College, MN	no
Chaudron, Gerald (Dr.)	Pres. & Special Coll.	Assoc Prof	Preservation Librarian		MLIS (Archives)/Louisiana State Univ.	BA, History/Univ. of Canterbury, New Zealand BA, Broadcasting Comm./Christchurch Polytechnic Institute of Tech, New Zealand MA, History/Univ. of Canterbury, New Zealand Ph.D, Philosophy/Univ. of Canterbury, New Zealand	no
Frank, Edwin G.	Pres. & Special Coll.	Assoc Prof	Dept. Head-Pres. & Special Coll.	35	MLIS/University of Tennessee, Knoxville MLS (Academic)/iSchool at Drexel University, Philadelphia, PA	BA, History/Univ of Memphis MA, History/Univ of Memphis	yes
Cantwell, Lauren P.	Research & Inst. Svcs	Asst Prof	Instructional Services Librarian	1		BA, English/Vassar College, NY	no

# University Libraries' Faculty Credentials

2013/2014

Dennis, Pamela R. (Dr.)	Research & Inst. Svcs	Assoc Prof	Learning Commons Coordinator	2	MLS/Southern Connecticut State University	BA, Music/Western Carolina University MA, Church Music/Southern Baptist Theological Seminary, KY Ph.D, Musicology/University of Memphis	no
McKibben, Joyce A.	Research & Inst. Svcs	Asst Prof	Instructional Services Librarian	33	MLS/University of Kentucky	BA, History/Florida Presbyterian College MA, Latin American Studies/Univ of Florida	yes
Robinson, Margaret	Research & Inst. Svcs	Assoc Prof	Dept. Head- Research & Instr Svcs	18	MLS/Indiana University, Bloomington	BA, English/Centerary College of Louisiana MA, English (Professional Writing)/Univ of Memphis	yes



University of Memphis  
University Libraries Position Description

I. DEPARTMENT: Circulation

II. POSITION: Collection Maintenance Assistant

III. CLASSIFICATION: Library Assistant I

IV. NAME OF INCUMBENT: Zachary Sandberg V. POSITION NO. : 1700

VI. JOB PURPOSE:  
One of several in the Circulation Department, this position is a part of the Collection Maintenance Crew and as such his/her primary responsibility is to ensure the order and maintenance of the various collections of the University Libraries. Reporting to the Collection Maintenance Supervisor, this individual assumes responsibility for maintaining the order and maintenance of the assigned segments of the libraries' collections. He/she also works in concert with other members of the Stack Maintenance Crew to complete major projects such as collection shifts, rearrangements, or relocations. His/her responsibilities also include assisting library users at the service desks of the Circulation Department, as needed.

VII. DUTIES AND RESPONSIBILITIES

- A. Maintains organization and accurate arrangement of library materials in the various collections of the University Libraries.
- B. Sorts and shelves books and other library materials accurately following sequencing dictated by the Library of Congress, Dewey Decimal Classification, or other filing systems as appropriate.
- C. Files library resources including microfilm, microfiche, designated loose-leaf items, or other collection materials.
- D. Monitors assigned collections to identify items in need of repair and initiates action to make sure appropriate attention is given.
- E. Attaches to library materials labels, barcodes, security strips and other appropriate processing devices as needed to replace damaged or missing devices, following established procedures and guidelines.
- F. Picks up and re-shelves or re-files books and other library materials left on tables, shelves, and other places throughout the various floors of the McWhorter Library and most particularly on the assigned floor(s).
- G. Checks the outside and/or off site book drops, as needed, to retrieve returned materials making sure that they are checked in via the library's automated system.
- H. Checks in, via the libraries' automated system, materials returned to the library and ensures that the materials are properly re-sensitized before being returned to the collection.
- I. Assists library users by answering questions and solving problems at the Circulation and Reserve Room desks.

- J. Helps library users with a broad range of library equipment including, but not limited to, the online catalog, copy machines, computers, printers, and reader printers.
  - K. Shifts and/or rearranges materials to accommodate growth and expansion of the assigned libraries' collections.
  - L. Participates as a part of the Collection Maintenance Crew in collection-based projects such as major shifts, relocations, rearrangements, etc.
  - M. Cross trains to learn full range of collection maintenance processes so as to be able to assist with covering absences and/or overloads of other crew members.
  - N. Performs other duties as assigned
    - 1. Serves on library committees and task forces as appropriate.
    - 2. Undertakes other tasks assigned by the supervisor.
- VIII. DIRECTION RECEIVED  
Reports to the Collection Maintenance Supervisor or to the Head of Circulation or her designee.
- IX. DIRECTION GIVEN  
Trains and supervises student workers. May be designated as lead on selected collection maintenance projects.
- X. JOB SPECIFICATIONS  
High school diploma or equivalent.
- XI. SPECIAL CONDITIONS  
This is a full time permanent position requiring a 37.5 workweek. The primary work schedule for this position varies and may include some evening and weekend hours. The incumbent may be scheduled to work up to two evening shifts, during the academic term when the library maintains a full schedule. During breaks, interim, summer, and holiday periods, the library's schedule is shortened and the work schedule of the incumbent will be modified. Possible work schedules might include 8am to 4:30 pm; 9:30 am to 6 pm; 10:30 am to 7 pm; or 12:30 pm to 9 pm.
- XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS
- A. Must be detail oriented and able to follow directions to complete routine tasks in a timely and efficient manner.
  - B. Good communication and interpersonal skills.
  - C. Good customer service skills and ability to work effectively with a diverse group of library users.
  - D. Must be focused and able to stay on task to complete routine tasks in a fast paced setting.



- E. Must be able to put items in correct order following specific, complex alphabetical and numerical sequences.
- F. Must be able to supervise the work of others.
- G. Positive attitude for interaction and initiative in a rapidly changing technological environment.
- H. Must have some keyboarding skills and be able to perform routine circulation processes and functions using a computer.
- I. Must be able to learn to navigate various library search engines in order to assist library users
- J. Must be able to discern and correct errors in the shelving/filing of library materials.
- K. Must recognize the limits of his/her responsibility and be able to appropriately refer library users to other individuals or departments.

### XIII. WORKING CONDITIONS

Technologically oriented academic research library with some similarity to an office environment. Position has a strong public service component requiring regular interaction with the general public. Position requires some standing, walking, reaching, and stooping. Close work with collections requires good vision. Incumbent must be able to bend and lift up to 30 pounds. Incumbent may have to climb a step ladder in order to reach higher shelves. Incumbent must be able to push and/or pull wheeled book trucks weighing up to 300 pounds.

Description last updated: September 7, 2010

I. DEPARTMENT: Preservation and Special Collections

II. POSITION: Special Collections Assistant

III. CLASSIFICATION: Library Assistant II

IV. NAME OF INCUMBENT: Brigitte Billeaudeaux

V. POSITION NO.: 3222

VI. JOB PURPOSE

One member of the team of faculty and staff who provide technical processing, preservation, and public service support for the various collections housed in the Preservation and Special Collections Department. Provides direct assistance to library users in person, via telephone, or electronically. Assists with building and maintaining the various finding aids that make it possible to locate items in Special Collections.

VII. DUTIES AND RESPONSIBILITIES

- A. Provides direct user assistance on a scheduled basis or as needed at the departmental service desk.
  - a. Assists library users in identifying, locating, and using departmental resources including books, maps, on-line catalog, manuscript collections, photographs, film footage, finding aids, etc.
  - b. Provides informal instruction in the use of departmental resources for individuals and groups.
  - c. Answers reference questions for users in person, on the telephone, or online.
  - d. Interprets and assures the implementation of official library policies.
- B. Performs general collection management functions that maintain the physical order and condition of resources in the department and the library.
  - a. Assists with maintaining appropriate records and preparing materials for the bindery and/or other preservation techniques.
  - b. Assists with shifting of collections in Special Collections or other areas of the library materials in and between the McWhorter Library collections and remote storage in the Brister Building.
  - c. Monitors the physical conditions of the stack areas and the reading room to ensure that conditions are appropriate for collections and library users. Reports problems as appropriate.
  - d. Checks order of materials in the collection on a regular basis to insure items are arranged in correct order. Make shelving/filing corrections as necessary.
  - e. Identifies damaged items in the collection so appropriate repairs can be made.
- C. Supports the development, maintenance, and use of collections housed in the Special Collections Department.
  - a. Applies basic archival and conservation techniques in accessioning and processing items being added to or maintained in the collection.

- b. Creates and updates the finding aids for various resources in the collection, as needed.
  - c. Assists in creating and maintaining the Libraries' digitized special collections such as the National African American Photographic Archive (NAAPA) to provide continuity and consistency for the development, preservation, display, and access for the online collections.
  - d. Scans photographs and other materials being converted to digital collections whether being added to the University Libraries' digital collections or responding to user needs.
- D. Maintains proficiency in areas of expertise and responsibility.
  - a. Participates in appropriate training sessions offered for University Libraries' faculty and staff.
  - b. Participates in appropriate training sessions offered on campus or through Human Resources.
  - c. Participates in appropriate professional development activities and/or organizations.
- E. Performs other duties as assigned.
  - a. Collects and submits appropriate statistics related to departmental work.
  - b. Serves on library committees and task forces as appropriate.
  - c. Assists library users with using copiers, printers, and other equipment as needed.
  - d. Undertakes special assignments or projects assigned by the immediate supervisor or the Dean of University Libraries.

#### VIII. DIRECTION RECEIVED

Reports to department head and/or his designee.

#### IX. DIRECTION GIVEN

Supervises student workers as needed. Assumes responsibility for the department when working alone on scheduled Sundays and/or evenings.

#### X. JOB SPECIFICATIONS

Requires a bachelor's degree and at least one year of relevant experience. An appropriate combination of education and experience might substitute for the required degree.

#### XI. SPECIAL CONDITIONS

This is a full-time permanent position requiring a 37.5 hour work week. The primary work schedule for this position is Monday through Friday 8 am to 4:30 pm; however, during the regular term, the incumbent will be scheduled to work every 4<sup>th</sup> Sunday afternoon ( 1pm - 5pm) and 9:30 am to 6 pm one day each week.



## XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

- A. Experience serving users in a customer service environment, preferably in an academic library.
- B. Experience and comfort with using computers in a work setting.
- C. Good keyboarding skills and working knowledge of standard productivity software such as Microsoft Word, Microsoft Excel, Adobe PhotoShop, scanning software, and e-mail.
- D. Ability to organize and analyze information.
- E. Good attention to detail and ability to complete work with a high level of accuracy.
- F. Ability to communicate effectively both in person and remotely in oral and written forms.
- G. Good interpersonal skills that will support courteous and professional interactions with library users and coworkers from diverse backgrounds.
- H. Skill in understanding, interpreting, and accurately following directions given verbally or in writing.
- I. Good judgment and good problem solving skills
- J. Willingness to learn and subsequently implement new tasks and skills.
- K. Ability to work independently and accept responsibility for work to be done.
- L. Ability to maintain a positive attitude while coping with organizational change.
- M. Ability to recognize the limits of the authority of this position and know when to appropriately refer matters to a higher authority.

## XII. WORKING CONDITIONS

Technologically oriented academic research library with some similarity to an office environment. Position has an extensive public service component requiring regular interaction with a diverse clientele. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, and lift up to 40 pounds. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 lbs.

Description last updated: June 2013

I. DEPARTMENT: Cataloging

II. POSITION: Cataloging Library Assistant

III. CLASSIFICATION: LIBRARY ASSISTANT II

IV. NAME OF INCUMBENT: Lucille Freeman

V. POSITION NO. 1678

VI. JOB PURPOSE:

One member of the team that catalogs library materials and creates and maintains the database that supports the online catalog for the University Libraries. Performs a variety of activities related to the cataloging of materials according to national standards to make the Libraries' resources available and useable.

VII. DUTIES AND RESPONSIBILITIES

- A. Creates bibliographic records, at the difficult level, for library materials using the second highest level of records available in the Online Computer Library Center (OCLC) database and applying national standards.
  - 1. Performs cataloging of monographic print material, multi-part monographic material (open entries), and serials currently received or older library holdings (retrospective conversion) using machine-readable cataloging records (MARC) produced by major libraries; edits the records to ensure that they meet current national standards; inputs records and produces shelf list cards when required; verifies personal and corporate names, Library of Congress subject headings, series, and uniform titles; exports records into the Libraries' integrated library system and creates item records.
  - 2. Adds copies or volumes of serial or multi-part monographic material with existing MARC records in the online catalog; may change various MARC fields or add notes to the records; maintains shelf list record of receipt data for serials; barcodes and creates item records; types spine labels.
  - 3. Transfers serial or multi-part monographic material from one location to another; corrects all necessary codes.
  - 4. Selects correct bibliographic records for monographic or serial material from the (OCLC) database, edits the records to meet current national standards; verifies personal and corporate names, Library of Congress subject headings, series, and uniform titles; overlays damaged bibliographic records or order records if required.
- B. Corrects and/or updates records at the difficult level that already exist in the Libraries' online database.



1. Withdraws monographic and serial materials from the Libraries' online catalog, corrects and updates all necessary files, and notifies OCLC for withdrawal of last copy owned.
    2. Updates and corrects bibliographic and item records in the online catalog to meet current national standards as part of ongoing database maintenance; in item records moves volume designations from call number field to enumeration field.
  - C. Participates in Department wide responsibilities, projects, and activities.
    1. Maintains knowledge of library policies and procedures and computer skills through attendance at meetings of library and departmental staff and training classes.
    2. Serves as liaison for Cataloging with other departments or branch libraries.
    3. Assists in training of new employees.
    4. Compiles and submits statistical data on all work performed using departmental forms or submission mechanisms.
  - D. Performs other duties as assigned.
    1. Serves on library committees and task forces as assigned.
    2. Undertakes other tasks assigned by the department head or the dean of libraries.
- VIII. DIRECTION RECEIVED:  
Reports to Department Head.
- IX. DIRECTION GIVEN:  
May supervise student assistants assigned to work in the department.
- X. JOB SPECIFICATIONS  
Bachelors degree and one year of relevant experience, or an equivalent combination of education and experience. Must be able to type at least 35 words per minute.
- XI. SPECIAL CONDITIONS  
This is a full-time permanent position requiring a 37.5-hour workweek. While the primary work schedule for this position is 8:00 a.m. to 4:30 p.m., Monday through Friday, the workdays and schedule may be modified to accomplish specific projects or fit a particular staffing need of the library.
- XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS
- A. Comfort and dexterity with using computers and computerized information systems in a work setting.
  - B. Ability to work with minute details with a high level of accuracy and care.

- C. Ability to learn, understand, and implement local and national library standards, policies, and procedures that apply to the Cataloging Department.
- D. Ability to evaluate situations and make appropriate, mature decisions.
- E. Good verbal and written communication skills and interpersonal effectiveness.
- F. Ability to work on multiple tasks simultaneously and to meet established timelines for completing tasks.
- G. Good problem solving skills, including recognizing non-standard library practices and the ability to bring detailed work to a conclusion.
- H. Ability to establish and maintain an effective working relationships with highly diverse supervisors, other employees, students, the public,.
- I. Ability to maintain a positive attitude while coping with organizational change.
- J. Ability to recognize the limits of the authority of this position and know when to appropriately refer matters to a higher authority.

### XIII. WORKING CONDITIONS

Technologically oriented academic research library with some similarity to an office environment. Position has an extensive technical service component requiring little interaction with the general public. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, lift up to 30 pounds. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 pounds.

Description last updated: August 2003

I. DEPARTMENT: University Libraries - Music Library

II. POSITION: Music Library Assistant

III. CLASSIFICATION: Library Assistant III

IV. NAME OF INCUMBENT: Francisco Lara

V. POSITION NO.: 3393

VI. JOB PURPOSE:

One member of a team of library personnel who provide library services to the students and faculty of the School of Music, the University community, and the larger Memphis region. Incumbent provides direct user assistance in Reference and Circulation, assists with collection management, serves as the DSP (Departmental Support Person), and assists with supervising student assistants. This person has primary responsibility for evening supervision of the Music Library and participates in the weekend rotation as needed.

VII. DUTIES AND RESPONSIBILITIES

A. Provides direct user assistance in reference and instruction for library users. .

1. Answers reference questions for users in person, on the telephone, or using other accepted communication techniques.
2. Assists library users in using the online catalog, and other electronic databases to identify and locate library resources to meet their needs.
3. Assists library users with using and understanding basic print sources such as encyclopedias, indexes, bibliographies, thematic catalogs, and abstracts.
4. Provides individualized instruction on an as needed basis and leads group instructional tours.
5. Devises appropriate search strategies to enable users to find needed information.
6. Interprets and assures the implementation of official library policies.
7. Assists library users with using copiers, printers, and other equipment as needed.
8. Makes appropriate referrals when the complexity or subject matter of users' requests are beyond his/her level of expertise.

B. Provides user assistance with Circulation Services at the Circulation Desk.

1. Checks items in and out using the integrated library system or manual procedures when necessary.
2. Registers new library users or updates existing records by adding appropriate data in the online data base
3. Manages the Reserve Service for the Music Library placing items on Reserve and maintaining appropriate records.
4. Places items on Hold or issues Recalls as needed. Conducts appropriate follow up with library users for these functions.



- C. Performs a variety of collection maintenance and/or collection management functions in support of the collections of the Music Library.
  - 1. Coordinates with the Acquisitions Department in processing gifts to the Music Library; processes newly received recordings, books, and scores;
  - 2. Evaluates recordings, books, and scores for repair and makes appropriate repairs or prepares for shipment to the bindery.
  - 3. Evaluates books, recordings, and scores for possible withdrawal from the collection. Prepares withdrawal lists for items being weeded from the collections.
  - 4. Checks in newly received periodicals making appropriate additions to online catalog records.
  - 5. Modifies item records in the online catalog using appropriate cataloging rules and standards.
  - 6. Shifts recordings, books, and scores as needed to accommodate growth and expansion of the collections.
  - 7. Ensures the appropriate order of materials in the collection by periodically reading the shelves and making adjustments as needed.
- D. Participates in accomplishing necessary administrative/office functions of the Branch Libraries Department.
  - 1. Maintains circulation and reference statistics; compiles periodic reports as needed.
  - 2. Orders supplies and manages inventory for branch.
  - 3. Helps to staff service hours of other branch libraries, as needed.
- E. Performs other duties as assigned.
  - 1. Serves on University Libraries' committees and task forces.
  - 2. Assumes other duties assigned by supervisor or the Dean of University Libraries.

VIII. DIRECTION RECEIVED  
Reports to Head of Music Library

IX. DIRECTION GIVEN  
Assists with supervision and training of student assistants. May assist with training other staff.

X. JOB SPECIFICATIONS  
Requires a bachelor's degree and at least two years of relevant experience. An appropriate combination of education and experience might substitute for the required degree. Some formal music education is preferred.

XI. SPECIAL CONDITIONS  
This is a full-time permanent position requiring a 37.5 hour work week. The primary work schedule for this position is 12:30 p.m. - 9:00 p.m. Monday – Thursday, and 8:00 a.m. – 4:30 p.m. on Friday. Some Saturday shifts may be required during the academic

term. During breaks, interim, summer, and holiday periods, the library's schedule is shortened and the work schedule of the incumbent will be modified. The typical modified schedule is 8:00 a.m. to 4:30 p.m., Monday – Friday.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

- A. Ability to read music well enough to determine whether a score in hand matches a work being played on a recording.
- B. Familiarity with musical terminology and concepts, e.g. sufficient to understand what type of score an individual needs.
- C. Experience using computers and database/word processing/spreadsheet software preferably in a customer service work setting.
- D. Ability to understand, interpret, and implement library policies and procedures.
- E. Experience using an automated library catalog or similar database.
- F. Excellent verbal and written communication skills to deal effectively with faculty, students, staff and the general public.
- G. Excellent organizational and supervisory skills.
- H. Good interpersonal skills that will support courteous and professional interactions with library users and coworkers from diverse backgrounds.
- I. Ability to work on multiple tasks simultaneously and to bring detailed work to a successful conclusion.
- J. Ability to work independently, as well as as a part of a team, and to accept responsibility for work to be done.
- K. Sound judgment, excellent problem solving skills, and good decision making skills
- L. Ability to maintain a positive attitude while coping with organizational change.
- M. Understanding of research processes and needs and knowledge of a range of information resources.
- N. Ability to recognize the limits of the authority of this position and know when to refer matters to a higher authority.

XIII. WORKING CONDITIONS

Technologically oriented academic research library with some similarity to an office environment. Position has an extensive public service component requiring regular interaction with the general public. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, and lift up to 30 pounds. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 lbs.

Description last updated: July 23, 2012



I. DEPARTMENT: Circulation

II. POSITION: Collection Maintenance Supervisor

III. CLASSIFICATION: LIBRARY ASSISTANT III

IV. NAME OF INCUMBENT: Vacant

V. POSITION NO.: 2553

VI. JOB PURPOSE:

One of several in the Circulation Department, this position works under general supervision and provides leadership for Collection Maintenance for the University Libraries. Reporting to the Department Head for Circulation, this individual supervises the team of staff who assume responsibility for ensuring that the libraries' collections are maintained in accurate and neat order. The incumbent is fully integrated into the Circulation Department and assists with staffing the service desks as needed.

VII. DUTIES AND RESPONSIBILITIES

A. Manages Collection Maintenance in McWherter Library and the Brister Storage facility to ensure that all of the libraries' collections are properly maintained.

1. Maintains a broad view of the physical status and condition of the libraries collections.
2. Ensures that materials removed from the libraries' collections are properly re-shelved, re-filed, or otherwise returned to the proper place in the collection.
3. Maintains high standards for the overall quality of the work of the Collection Maintenance Team.
4. Monitors available space on shelves and/or in cabinets and incorporates that information into plans for collection growth.
5. Develops and implements plans for large collection focused projects such as relocations, rearrangements, and/or shifting.
6. Takes the initiative to resolve problems related to the housing and/or maintenance of the libraries collections.

B. Supervises collection maintenance for the various collections in McWherter library.

1. Supervises the staff who comprise the Collection Maintenance Team for McWherter Library.
2. Oversees the training of the library assistants and ultimately the student assistants who work in Collection Maintenance.
3. Develops and maintains the work schedules for the staff of the collection maintenance team.
4. Ensures that the policies and procedures manual(s) for Collection Maintenance are kept up-to-date.

C. Serves as a resource person on matters related to collection maintenance for all University Libraries' facilities.

1. Advises staff in the branch libraries or independent collections on matters related to collection maintenance.
  2. Maintains appropriate relevant statistics related to the collections of the libraries.
  3. Works with staff in the Preservation and Special Collections Department to ensure that appropriate collection care techniques are being employed throughout the libraries.
  4. Identifies items from the general collection that are candidates for consideration for repair or replacement and makes sure their care is addressed.
  5. Provides appropriate input into periodic and/or annual reports.
- D. Provides direct user assistance at the service desks and/or as needed.
1. Assists library users with directional and simple informational inquiries when the libraries' reference desks are not staffed.
  2. Assists library users with using the online catalog, copy machines, printers, microform reader/printers, and other similar resources.
  3. Helps library users to understand and interpret library policies.
- E. Performs other duties as assigned.
1. Serves on library committees and task forces.
  2. Undertakes special projects assigned by the department head or the Dean of University Libraries.
  3. Receives cross-training for other functions within the Circulation Department so he/she can back-up coworkers when needed.

VIII. DIRECTION RECEIVED

Reports to Department Head for Circulation. May also receive directions from the Dean of University Libraries.

IX. DIRECTION GIVEN

Supervises the work of staff and students who comprise the Collection Maintenance Team. May supervise other staff by Dept. Head

X. JOB SPECIFICATIONS

Requires a Bachelor's degree and at least two years of relevant work experience. An equivalent combination of education and experience could be given consideration.

XI. SPECIAL CONDITIONS

This is a full-time permanent position requiring a 37.5 hour workweek. The primary work schedule for this position is Monday through Friday 9:30 am to 6 pm. During the academic term when the library maintains a shortened schedule, the work schedule of the incumbent will be modified to fit into the modified schedule.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

- A. Good analytical skills along with the ability to develop and implement solutions to problems in a timely and professional manner.



- B. Ability to evaluate situations and make appropriate, mature decisions.
- C. Ability to communicate effectively in oral and written forms.
- D. Comfort and dexterity with using computers and computerized information systems in a work setting.
- E. Ability to supervise the work of others.
- F. Ability to work effectively with a diverse group of library staff and users in a courteous and professional manner.
- G. Ability to work on multiple tasks simultaneously and to meet established deadlines.
- H. Ability to maintain a positive attitude while coping with organizational change.
- I. Ability to effectively and appropriately switch between the roles of leader and follower in an environment that requires strong teamwork.
- J. Ability to recognize the limits of the authority of this position and to know when matters should be referred to a higher authority.

### XIII. WORKING CONDITIONS

Technologically oriented academic research library with some similarity to an office environment. Position has a public service component requiring regular interaction with library personnel, the university community, and the general public. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, and lift up to 30 pounds. Incumbent might be required to climb ladders in order to reach materials on higher shelves. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 pounds.

Description last updated: August 2010

I. DEPARTMENT: University Libraries

II. POSITION: Outreach Associate

III. CLASSIFICATION: Office Associate

IV. NAME OF INCUMBENT: Anna Swearengen

V. POSITION NO. 3278

VI. JOB PURPOSE:

This position is a part of the team that provides administrative and clerical support in the Administrative Office of the University Libraries. He/she will work closely with the designated individuals(s) to address his/her/their administrative needs; however, he/she will also have responsibilities that address needs of the overall organization. He/she will also be cross trained in other responsibility areas in order to be able to fill in for other Administrative Office staff during their absences.

VII. DUTIES AND RESPONSIBILITIES

A. Provides administrative and clerical assistance to the Associate Dean of the University Libraries.

1. Answers incoming calls, e-mail requests, and handles schedule adjustments.
2. Prepares correspondence, reports, bulletins, and memoranda as assigned.
3. Proofreads reports, letters, and other materials for accuracy.
4. Orders business cards, forms, and stationery; maintains records and billing orders.
5. Manages Copy Center accounts, billing, and authorizations.
6. Receives and distributes monthly telephone charges for verification and filing.
7. Gathers and compiles library statistics, maintains reports and records.
8. Receives and deposits check payments for all departments of the Libraries.
9. Oversees transfer of dated records to storage; shredding of sensitive materials.
10. Assists with large mailings and distributions including emails.
11. Types correspondences, reports, or other documents as assigned.

B. Provides administrative and clerical assistance to the Assistant to Dean for Community Engagement and the Friends of the University Libraries (FOL).

1. Maintains a master schedule for library sponsored public programs and meetings.
2. Assists with preparing brochures, flyers, and similar materials in support of library programming.
3. Schedules meetings and activities for the Friends Executive Council; receives RSVPs; sends meeting notices, and reminders.
4. Records and deposits with the Foundation, checks or cash received for the FOL.
5. Attends FOL meetings; records and prepares minutes; distributes minutes via email; maintains archive of current year's minutes.



6. Photocopies and assembles printed or duplicated materials for distribution.
  7. Maintains mailing and distribution lists including members/donor mailing lists and creates labels as needed.
  8. Makes or confirms, as appropriate, hotel and/or other reservations for participants in library programming.
  9. Receives and records registration payments; provides receipts as appropriate.
  10. Creates name badges, place cards, registration packets, etc. for meetings such as the annual Delta Everything Southern Symposium.
  11. Maintains, creates, and updates donation, membership, and other forms for the FOL.
  12. Assists with maintaining the web pages for the Friends of Libraries.
- C. Provides Administrative and clerical support for the Assistant to the dean for Organizational Development.
1. Assists with planning and implementing activities related to organizational Development.
  2. Assists with the planning, distribution, and record keeping related to organizational development, planning, and assessment.
  3. Assists with preparation of reports and other documents related to organizational development.
- D. Provides general clerical and administrative support for the Administration Office.
1. Relieves front desk staff for breaks, meetings, etc. as needed.
  2. Sends and receives faxes; assists with emails, and/ or other correspondence as needed.
  3. Assists with running errands, distributing incoming mail and faxes.
  4. Replenishes paper in office machines, reports problems or breakdowns.
  5. Accepts deliveries or mail when regular Receiving Room staff is not available.
  6. Assists with meeting logistics and support as needed: preparing refreshments, preparing meeting materials, and ensuring room arrangements when needed for meeting in the rooms scheduled by the Administrative Office.
  7. Assists library users with resolving problems with networked copying/ printing system in use in for the public access machines
  8. Serves as backup for other Administrative Office staff members in their absence or when workloads spike.
  9. Attends Library Administrative Council or other meetings and records minutes as needed.
  10. Assists with supervising student workers as needed.
  11. Assists the Dean and Calendar Committee with preparation of annual calendar and periodic updates.
- E. Performs other duties as assigned
1. Serves on library and/or University committees or task forces as appropriate.
  2. Assumes other duties as assigned to ensure the efficient operation of the libraries administrative office.
  3. Participates in library-wide projects as needed.

VIII. DIRECTION RECEIVED

Reports to the Office Manager (Administrative Associate); however, individual work is supervised by the individual who gives the assignment

IX. DIRECTION GIVEN

May supervise the work of a student assistant

X. JOB SPECIFICATIONS

Requires two years of college and at least 1 year of administrative support experience. Type 45 wpm; computer experience with proficiency in various office production software such as word processing, spreadsheet, and database management.

XI. SPECIAL CONDITIONS

This is a full-time permanent position requiring a 37.5-hour workweek. The primary work schedule for this position is from 8:00 a.m. to 4:30 p.m.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

1. Knowledge of office practices, procedures, and protocols
2. Knowledge of formats and practices for preparing business letters, reports, and other documents.
3. Knowledge of standard filing and record keeping procedures.
4. Ability to maintain confidentiality in all areas of work.
5. Good organizational skills.
6. Experience using a computer in a work setting using word processing, spreadsheets, electronic calendars, and other standard office production software.
7. Ability to understand and follow instructions whether given verbally, electronically, or in writing.
8. Ability to communicate effectively both orally and in writing.
9. Ability to work on multiple tasks simultaneously and achieve good results.
10. Ability to prioritize work and meet deadlines.
11. Good attention to details with a high degree of accuracy.
12. Ability to supervise the work of others.
13. Ability to work effectively with highly diverse groups of employees, students, and the public.
14. Ability to exercise flexibility, initiative, and mature judgment.
15. Must be a self-starter able to work independently or as a team member to achieve collective goals.

XIII. WORKING CONDITIONS

This position functions in an office environment within a technologically oriented academic research library. Position has an extensive public service component requiring

regular interaction with the general public. Requires ease with face-to-face, telephone, and/or online communications. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, and lift up to 20 pounds. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 lbs. Position requires vision that will support close detailed work.

Description last updated: July 5, 2012



I. DEPARTMENT: University Libraries

II. POSITION: Departmental Support Associate

III. CLASSIFICATION: Office Associate

IV. NAME OF INCUMBENT: Megan Buchanan

V. POSITION NO. 1110

VI. JOB PURPOSE:

This position is a part of the team that provides administrative and clerical support in the Administrative Office of the University Libraries. He/she will work closely with the designated individuals(s) to address his/her/their administrative needs; however, he/she will also have responsibilities that address needs of the overall organization. He/she will also be cross trained in other responsibility areas in order to be able to fill in for other Administrative Office staff during their absences.

VII. DUTIES AND RESPONSIBILITIES

- A. Provides administrative and clerical assistance to the various Department Heads throughout University Libraries.
  - 1. Prepares correspondence, reports, bulletins, memoranda, and other documents as needed.
  - 2. Proofreads reports, letters, and other materials for accuracy.
  - 3. Photocopies and assembles printed or duplicated materials for distribution and/or meetings.
  - 4. Processes travel requests and claims for faculty and staff within the departments.
  - 5. Schedules and coordinates logistics for meetings and/or training sessions as needed.
- B. Serves as Departmental Support Person (DSP) for the Administrative Office.
  - 1. Provides ongoing technical support for computers and peripherals used by faculty as staff in the Administrative Office.
  - 2. Analyzes and solves technical problems for faculty and staff in the administrative Office suite.
  - 3. Works with staff in the Libraries' Information Systems Department and the Information Technology Division (ITD), as appropriate, to solve technical problems requiring skills or knowledge beyond his/her expertise..
  - 4. Maintains and manages the inventory of computer equipment and peripherals available for 'check-out' by library faculty and staff.
  - 5. Completes technical set-ups for teleconferences, webinars, and other online meetings or learning experiences.
  - 6. Participates in meetings and training for library DSPs and other technical support personnel across the campus.

- C. Provides general clerical and administrative support for the Administration Office.
  - 1. Relieves front desk staff for breaks, meetings, etc. as needed.
  - 2. Sends and receives faxes; assists with emails, and/ or other correspondence as needed.
  - 3. Assists with running errands, distributing incoming mail and faxes.
  - 4. Replenishes paper in office machines, reports problems or breakdowns.
  - 5. Accepts deliveries or mail when regular Receiving Room staff is not available.
  - 6. Assists with meeting logistics and support as needed: preparing refreshments, preparing meeting materials, and ensuring room arrangements when needed for meeting in the rooms scheduled by the Administrative Office.
  - 7. Assists library users with resolving problems with networked copying/ printing system in use in for the public access machines
  - 8. Serves as backup for other Administrative Office staff members in their absence or when workloads spike.
  - 9. Attends Library Administrative Council or other meetings and records minutes as needed.
  - 10. Assists with supervising student workers as needed.
- D. Performs other duties as assigned
  - 1. Serves on library and/or University committees or task forces as appropriate.
  - 2. Assumes other duties as assigned to ensure the efficient operation of the libraries administrative office.
  - 3. Participates in library-wide projects as needed.

VIII. DIRECTION RECEIVED

Reports to the Office Manager (Administrative Associate); however, individual work is supervised by the individual who gives the assignment

IX. DIRECTION GIVEN

May supervise the work of a student assistant

X. JOB SPECIFICATIONS

Requires two years of college and at least 1 year of administrative support experience. Type 45 wpm; computer experience with proficiency in various office production software such as word processing, spreadsheet, and database management.

XI. SPECIAL CONDITIONS

This is a full-time permanent position requiring a 37.5-hour workweek. The primary work schedule for this position is from 8:00 a.m. to 4:30 p.m.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS



1. Knowledge of office practices, procedures, and protocols
2. Knowledge of formats and practices for preparing business letters, reports, and other documents.
3. Knowledge of standard filing and record keeping procedures.
4. Ability to maintain confidentiality in all areas of work.
5. Good organizational skills.
6. Experience using a computer in a work setting using word processing, spreadsheets, electronic calendars, and other standard office production software.
7. Ability to understand and follow instructions whether given verbally, electronically, or in writing.
8. Ability to communicate effectively both orally and in writing.
9. Ability to work on multiple tasks simultaneously and achieve good results.
10. Ability to prioritize work and meet deadlines.
11. Good attention to details with a high degree of accuracy.
12. Ability to supervise the work of others.
13. Ability to work effectively with highly diverse groups of employees, students, and the public.
14. Ability to exercise flexibility, initiative, and mature judgment
15. Must be a self-starter able to work independently or as a team member to achieve collective goals.

### XIII. WORKING CONDITIONS

This position functions in an office environment within a technologically oriented academic research library. Position has an extensive public service component requiring regular interaction with the general public. Requires ease with face-to-face, telephone, and/or online communications. Position requires some standing, walking, and reaching. Incumbent must be able to bend, stoop, and lift up to 20 pounds. Responsibilities may require that the incumbent push and/or pull wheeled book trucks weighing up to 300 lbs. Position requires vision that will support close detailed work.

Description last updated: July 5, 2012

I. DEPARTMENT: University Libraries, Administration

II. POSITION: Administrative Office Assistant

III. CLASSIFICATION: Graduate Assistant

IV. NAME OF INCUMBENT: Julia Warren

V. POSITION NO. 016327

VI. JOB PURPOSE:

This position is a part of the team that provides administrative and clerical support in the Administrative Office of the University Libraries. He/she will assist will providing administrative support to the members of the Administrative Office team and to the various departments of the University Libraries. The Administrative Office GA will perform a variety of duties, which may include answering incoming calls, greeting visitors, typing letters or reports and other documents, running errands, making photocopies, filing, operating standard office equipment, and assisting with ongoing projects. He/she might also be assigned to work with one or more of the Libraries' committees to assist with accomplishing the work of the committee.

VII. DUTIES AND RESPONSIBILITIES

A. Provides general clerical and administrative support in the Administrative Office.

1. Relieves receptionist for breaks, meetings, etc. and performs general duties such as answering telephone, greeting guests.
2. Types correspondences, reports, or other documents as assigned.
3. Assists with errands on campus and within the library including distributing incoming mail and faxes.
4. Assists with shredding of designated materials.
5. Assists with preparation and distribution of large mailings and distributions including emails.
6. Replenishes paper in office machines, reports problems or breakdowns.
7. Assists with resolving simple software and/or hardware glitches and informs the Library Information Systems Department as appropriate.
8. Assists with accepting deliveries or mail in the Receiving area when other staff is not available.
9. Assists with preparation of refreshments, meeting materials, and room arrangements when needed for library sponsored meetings.
10. Assists library users with resolving problems with networked copying/ printing system in use in for the public access machines

B. Performs other duties as assigned

1. Conducts research to gather information on various topics as requested.
2. Works with Library Committees as assigned to meet committee goals.
3. Assumes other duties as assigned to ensure the efficient operation of the libraries administrative office.



VIII. DIRECTION RECEIVED

Reports to the Dean of Libraries or her designee through the Administrative Office's Office Manager

IX. DIRECTION GIVEN

May supervise the work of a student assistant

X. JOB SPECIFICATIONS

Requires bachelor's degree; must be currently enrolled in a Graduate program at the University.

XI. SPECIAL CONDITIONS

This is a part-time position requiring a 20-hour workweek. The primary work schedule for this position will work around the class schedule of the GA but will fall into the timeframe of Mon. through Fri. 8:00 a.m. to 4:30 p.m.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

1. Experience using a computer in a work setting using word processing, spreadsheets, and other basic software.
2. Ability to understand and follow instructions whether given verbally, electronically, or in writing.
3. Good interpersonal skills and ability to communicate effectively both orally and in writing.
4. Good organizational skills and ability to work on multiple projects simultaneously.
5. Ability to work effectively with highly diverse groups of employees, students, and the public.
6. Ability to work effectively as a team member to achieve collective goals.
7. Reliable and able to work independently with general supervision.

XIII. WORKING CONDITIONS

Business office environment with some public contact. Position requires some standing, walking, stooping, and reaching. Some duties may require some lifting and pushing of wheeled carts. Requires ease with face-to-face, telephone, or online communications.

Description last updated: April, 2010

I. DEPARTMENT: University Libraries

II. POSITION: Business Officer

III. CLASSIFICATION: Administrative Professional

IV. NAME OF INCUMBENT: Shanika Jones V. POSITION No.: 016527

VI. JOB PURPOSE:

This position provides leadership and advice on matters related to the control and accountability for the financial operations and business affairs of the University Libraries (UL). The incumbent advises the Dean of University Libraries on financial, technical, and business matters.

VII. DUTIES AND RESPONSIBILITIES

A. Oversees the overall budget of the University Libraries as well as specific project related budgets.

1. Develops and maintains procedures for preparing and monitoring the various budgets of the University Libraries.
2. Maintains an accurate and up-to-date accounting for the annual budget and ongoing expenditures of the University Libraries.
3. Maintains historical records and data related to the budget of the University Libraries.
4. Monitors online records related to the University Libraries' financial matters to ensure that transactions are properly credited and debited in a timely manner.
5. Provides input into the development of plans and strategies for the University Libraries particularly as they relate to financial matters.
6. Prepares budget related reports as needed by the Dean of University Libraries.
7. Serves as the libraries' budget officer working with Business and Finance staff and making sure that library needs and concerns are communicated as appropriate.
8. Serves on the Libraries' Administrative Council and brings to the table issues related to the organization's business affairs.
9. Works with appropriate personnel in implementing budgetary and fiscal processes and controls related to the Libraries' public relations and development efforts including the efforts of the Friends of Libraries.
10. Works with appropriate personnel within the UL and across campus to develop and implement budgetary procedures related to libraries' personnel.
11. Represents the UL in local and regional groups addressing matters related to budgets or business affairs.
12. Trains other Libraries personnel on business and financial procedures and ensures that University Libraries' procedures are in compliance with those of the University.

B. Oversees financial matters related to revenue generating activities operating under the auspices of the University Libraries.

1. Establishes fiscal procedures and controls to manage revenue accounts of the University Libraries whether ongoing or one-time fund accounts.
2. Works with appropriate staff in the Grants Accounting Office to manage income and expenditures related to the Libraries' grant accounts.
3. Works with staff in the University Foundation to ensure that the Libraries' foundation accounts are properly managed.
4. Works with the Libraries' Director of Development to make sure gifts to the Libraries are properly documented and credited.



5. Oversees the various accounts associated with the Friends of the University Libraries and ensures that they adhere to University policies.
  6. Stays abreast of University, TBR, and state rules and regulations related to the receipt and/or expenditure of revenue accounts.
- C. Oversees the management and control of processes involved in contract approval for the University Libraries.
1. Maintains knowledge and awareness of University policies and procedures related to contracts and licenses.
  2. Ensures that appropriate Libraries' personnel are aware of procedures and requirements related to executing contracts or agreements on behalf of the University Libraries.
  3. Works with staff in the office of the Legal Counsel to ensure that library contracts and licenses are properly executed in a timely manner.
  4. Works with staff in the procurement office to ensure that invoices are issued and payments are made in a timely manner and in compliance with University policies
  5. Maintains a comprehensive file of currently active contracts and licenses and a separate historical file of contracts that have been completed.
- D. Prepares business and/or financial reports as needed.
1. Researches and analyzes existing data to prepare reports as needed.
  2. Conducts research as needed to generate original data when existing data is not sufficient to meet reporting needs.
  3. Compiles data needed to support accreditation or other evaluative processes for the various departments across campus.
  4. Prepares budgets and financial reports for grant funded projects of the University Libraries.
  5. Works with internal and external auditors as needed to ensure that University Libraries fiscal procedures comply with established standards.
- E. Seeks appropriate training or development opportunities to maintain and enhance his/her professional expertise.
1. Participates in formal and informal programs of continual learning that will enhance professional expertise and contribute to his/her overall effectiveness as a staff member.
  2. Maintains membership and actively participates in appropriate professional organizations.
- F. Performs other duties as assigned
1. Serves on committees and task forces in the libraries, on campus, and throughout the region as appropriate.
  2. Participates in library-wide projects and activities as needed.
  3. Undertakes other tasks assigned by the Dean of University Libraries.

VIII. DIRECTION RECEIVED:

Reports to the Dean of University Libraries and/or the Associate Dean.

IX. DIRECTION GIVEN:

May supervise work of clerical staff available to support his/her work. May supervise staff, and/or student assistants involved in various projects



X. JOB SPECIFICATIONS:

This is an administrative professional position. The individual will normally work 8 to 4:30, Monday through Friday, during a 37.5 hour work week. The position requires a bachelor's degree in accounting and appropriate, relevant work experience.

XI. SPECIAL CONDITIONS:

This position requires close vision work.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

1. Knowledge of accounting and budgeting principles.
2. Good analytic and problem solving skills and ability to exercise sound judgment in dealing with a variety of issues.
3. Evidence of excellent verbal and written communication skills.
4. Strong organizational skills and ability to coordinate multiple projects simultaneously.
5. Comfort and dexterity using computers in a work setting.
6. Experience using standard office production software including Excel.
7. Outstanding interpersonal skills and ability to work with diverse individuals and groups to achieve collaboratively established goals and priorities within a team environment.
8. Ability to conceive of ideas and to follow through on development and implementation of those ideas.
9. Ability to supervise the work of others.
10. Must be a self-starter able to assume responsibility and accomplish goals with little or no supervision.

XIII. WORKING CONDITIONS:

This is a technologically oriented academic research library with some similarity to an office environment. Position has a public service component requiring interactions with the public in person, by telephone, and/or electronically. Position requires some standing, walking, reaching and the ability to lift up to 20 pounds. The position may involve some travel to interact with staff on other campuses as well as when pursuing professional development.

I. DEPARTMENT: University Libraries

II. POSITION: Instructional Services Librarian

III. CLASSIFICATION: Faculty

IV. NAME OF INCUMBENT: Laureen Cantwell

V. POSITION No.: 3292

VI. JOB PURPOSE:

This position is one member of the team of library faculty and staff who provide individual and group instruction for library users. He/she participates in planning, implementing, and evaluating instruction related programs and services that enhance user awareness of and access to library resources. He/she participates in staffing the RIS (Research and Information Services) Desk on a scheduled basis. He/she participates in the collection development program and serves as subject liaison to assigned department(s).

VII. DUTIES AND RESPONSIBILITIES

A. Assumes responsibilities as a librarian in one of the departments of the University Libraries.

1. Participates in developing, implementing, and assessing the University Libraries' User Instruction Program including formal classes, tours, and online tutorials.
2. Participates in the development and management of course materials (print and electronic) supporting the instruction program.
3. Participates in delivering formal and informal instruction for individuals and/or groups of library users.
4. Participates in providing direct user assistance at the Research and Information Services (RIS) desk on a scheduled basis including the evening and weekend rotations.
5. Cooperates and collaborates with other library department heads as needed to accomplish the goals of the department and/or the University Libraries.
6. Supervises the work of library staff and/or student workers as needed.

B. Participates in faculty governance and provides input into library decision-making.

1. Participates in faculty meetings and works with colleagues to implement the agreements reached through collective decision-making.
2. Stays abreast of current trends and best practices in areas of responsibility and takes steps necessary to integrate these into the University Libraries as appropriate.
3. Serves as collection developer and library liaison for assigned subject areas and/or departments.
4. Serves on committees and task forces in the libraries, on campus, and throughout the region.
5. Participates in the faculty senate and other campus-wide faculty activities as opportunities present themselves.

C. Maintains and documents a program of research and continual learning that promotes his/her own professional growth and development and contributes toward the achievement of the libraries' organizational mission.

1. Conducts qualitative and/or quantitative research in subjects and disciplines related to one or more aspects of librarianship or the broader field of information sciences.



2. Seeks grant funding to support research or experimentation in his/her field(s) of interest.
3. Seeks opportunities to publish research findings in professional publications and to make formal presentations at professional meetings.
4. Participates in formal and informal programs of continual learning that will enhance professional expertise and contribute to overall effectiveness as a faculty member.
5. Maintains membership and actively participates in appropriate professional organizations.

D. Performs other duties as assigned.

1. Participates in library-wide projects and activities as needed.
2. Undertakes other tasks assigned by the Head of Instructional Services and/or the Dean of University Libraries.

VIII. DIRECTION RECEIVED:

Reports to the Head of Instructional Services

IX. DIRECTION GIVEN:

May supervise the work of staff and/or student workers in the department.

X. JOB SPECIFICATIONS:

This is a 12 month, tenure track, faculty position that requires an ALA accredited Master's Degree and appropriate, relevant library work experience. Faculty members are expected to conduct research, provide professional service, and publish their work in appropriate professional publications. A second graduate degree is required to be eligible for tenure or promotion.

XI. SPECIAL CONDITIONS:

This position requires a varying work schedule and will include some evening and weekend hours. The specific work schedule may change from week to week depending on the demands of the responsibilities of the position.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

- A. Knowledge of the principles and practices of user instruction and reference services.
- B. Experience in instruction or training as an instructor or trainer.
- C. Experience using current technology to deliver or enhance teaching, learning, and/or user services.
- D. Experience with providing direct user assistance in a customer focused environment.
- E. Familiarity with issues involved in developing, delivering, and assessing user instruction.
- F. Ability to supervise the work of others.
- G. Good oral and written communication skills.
- H. Must have good interpersonal skills and demonstrate a commitment to public service.
- I. Must be a self-starter and able to work independently as well as as a part of a team in a collegial environment.
- J. Must be able to assume responsibility and accomplish goals with little or no supervision.
- K. Evidence of potential to maintain an ongoing program of professional involvement and development at a level that would merit tenure and promotion.
- L. Ability to work effectively with a highly diverse group of faculty, staff, students, public, and coworkers in a courteous and professional manner.

- M. Must have good problem solving skills and exercise sound judgment in dealing with a variety of issues.

### XIII. WORKING CONDITIONS:

Technologically oriented academic research library with some similarity to an office environment. Position has an extensive public service component requiring regular interaction with students, faculty, and the general public in person, by telephone, and/or electronically. Position requires some standing, walking, and reaching in order to assist library users. Must be able to lift heavy reference books and other library resources that might weight up to 20 pounds. The position may require travel to other locations to deliver instruction to meet the needs of users of at remote sites of the University. The actual instruction course load varies from semester to semester and is shared by a team of library faculty and staff who participate in the instruction program.



I. DEPARTMENT: University Libraries

II. POSITION: Interlibrary Loan Librarian

III. CLASSIFICATION: Faculty

IV. NAME OF INCUMBENT: Vacant

V. POSITION No.: 2260

VI. JOB PURPOSE:

This position provides leadership and direction for Interlibrary Loan (ILL) and document delivery. His/her responsibilities focus on removing barriers to information that are created when the library user needs information resources that are not available in the library collections of the University. His/her efforts support users participating in programs on the campus as well as through the various off-campus programs offered by the University. The Interlibrary Loan Librarian is a faculty member in the Collection Management Department and participates fully in the programs and services of the department. He/she also participates in the collection development program, the instruction program, and the Research and Information Services (RIS) Team. He/she serves as Library Liaison to assigned department(s).

VII. DUTIES AND RESPONSIBILITIES

A. Assumes responsibilities as a librarian in one of the departments of the University Libraries.

1. Provides leadership in planning and implementing Interlibrary Loan and Document Delivery services to meet the information needs of students and faculty.
2. Supervises staff in the Interlibrary Loan/Document Delivery office.
3. Works with personnel in the Library Information Systems Department to ensure that appropriate software installations and upgrades occur in a timely manner.
4. Represents the libraries with local and regional groups addressing issues related to, interlibrary loan, and/or document delivery.
5. Prepares statistical and management reports related to interlibrary loan and document delivery.
6. Develops mechanisms for evaluating the effectiveness and efficiency of interlibrary loan and document delivery.
7. Makes recommendations for improvements to the processes and procedures in use in Interlibrary Loan and Document Delivery.
8. Participates in providing user assistance as part of the RIS Team including participation in the evening and weekend rotations.

B. Participates in faculty governance and provides input into library decision-making.

1. Participates in faculty meetings and works with colleagues to implement the agreements reached through collective decision-making.
2. Stays abreast of current trends, new developments, and best practices in his/her areas of responsibility and takes steps necessary to integrate these into the University Libraries as appropriate.
3. Serves as collection developer and library liaison for assigned academic department(s).
4. Participates in the Library Instruction Program teaching at least the designated number of scheduled class sessions each semester.
5. Serves on committees and task forces in the libraries, on campus, and throughout the region.
6. Participates in the faculty senate and other campus-wide faculty activities as opportunities present themselves.



- C. Maintains and documents a program of research and continual learning that promotes his/her own professional growth and development and contributes toward the achievement of the libraries' organizational mission.
  - 1. Conducts qualitative and/or quantitative research in subjects and disciplines related to one or more aspects of librarianship or the broader field of information sciences.
  - 2. Seeks grant funding to support research or experimentation in his/her field(s) of interest.
  - 3. Seeks opportunities to publish research findings in professional publications and to make formal presentations at professional meetings.
  - 4. Participates in formal and informal programs of continual learning that will enhance professional expertise and contribute to overall effectiveness as a faculty member.
- D. Performs other duties as assigned.
  - 1. Participates in library-wide projects and activities as needed.
  - 2. Undertakes other tasks assigned by the Department Head and/or the Dean of University Libraries.

VIII. DIRECTION RECEIVED:

Reports to Department Head for Collection Management

IX. DIRECTION GIVEN:

Supervises the work of the staff in the Interlibrary Loan/Document Delivery Office.

X. JOB SPECIFICATIONS:

This is a 12 month, tenure track, faculty position that requires an ALA accredited M.L.S and appropriate, relevant library work experience. Faculty members are expected to conduct research, provide professional service, and publish their work in appropriate professional publications. A second graduate degree is required to be eligible for tenure or promotion.

XI. SPECIAL CONDITIONS:

This position requires a varying work schedule and will include some scheduled evening and weekend hours. The specific work schedule may change from week to week depending on the demands of the responsibilities of the position.

XII. REQUIRED KNOWLEDGE, SKILLS, ABILITIES, AND CHARACTERISTICS

- A. Knowledge of the principles and practices of interlibrary loan and document delivery.
- B. Experience using the OCLC system or other similar bibliographic support system.
- C. Prior experience supervising the work of others.
- D. Must have a level of technological acumen that will enable him/her to not only effectively utilize but also to monitor and trouble shoot hardware and software in use in the ILL/Document Delivery office.
- E. Familiarity with issues involved in providing services to distant users.
- F. Ability to train and supervise a diverse group of personnel.
- G. Good oral and written communication skills.
- H. Must have good interpersonal skills and demonstrate a commitment to public service.
- I. Must be a self-starter and able to work independently as well as as a part of a team in a collegial environment.
- J. Must be able to assume responsibility and accomplish goals in a timely manner with little or no supervision.
- K. Evidence of potential to maintain an ongoing program of professional involvement and professional development at a level that would merit tenure and promotion.
- L. Ability to work effectively with a highly diverse group of faculty, staff, students, public, and coworkers in a courteous and professional manner.

- M. Must have good problem solving skills and exercise sound judgment in dealing with a variety of issues.

### XIII. WORKING CONDITIONS:

Technologically oriented academic research library with some similarity to an office environment. Position has an extensive public service component requiring regular interaction with the general public in person, by telephone, and/or electronically. Position requires some standing, walking, and reaching in order to assist library users. Must be able to lift and carry at least 20 pounds. Position requires travel to other locations to assess and plan for addressing user needs as well as for participation in appropriate professional activities.

## University Libraries, University of Memphis Strategic Plan 2013-2018

### MISSION STATEMENT

The University Libraries is a leader in managing and providing access to information services and resources that support teaching, learning, and research for the University of Memphis community.

### STATEMENT OF VALUES

Providing the varied services, resources, and programs of the University Libraries requires the involvement of many people. While each individual utilizes his or her own particular expertise and background and adopts his or her unique way to accomplish each task, the overall effort is guided by a common set of values that binds the whole together with a common purpose. As they go about meeting the Libraries' established objectives, University Libraries' faculty and staff are committed to the following values:

#### *Service*

The University Libraries seeks excellence in providing assistance to all Libraries users while ensuring that access to information resources is provided in an open, receptive, and courteous manner, with a commitment to freedom of information and equity of access.

#### *Quality*

The University Libraries strives to deliver effective user services, resources, and programs, using the highest feasible standards of management, assessment, organization, and delivery. We are simultaneously committed to the development of a knowledgeable, versatile, and skilled faculty and staff.

#### *Integrity*

The University Libraries affirms the principles of academic freedom and provides all services, programs, and operations with honesty, openness, and accountability.

#### *Diversity*

The University Libraries values and appreciates the differences, among our users, our collections, and our faculty and staff. We endeavor to provide a climate of acceptance and respect for all points of view and for all individuals, whether members of the university community or the community-at-large, without regard to race, ethnicity, gender, age, sexual orientation, or physical abilities.

#### *Collaboration*

The University Libraries partners with the departments and colleges to provide resources and services to support the academic programs of the University. We join with other academic communities and libraries throughout Memphis, Tennessee, the Mid-South region, and the nation to enhance access to information resources beyond the University Campus.

#### *Innovation*

The University Libraries identifies, investigates, evaluates, and implements new and emerging methods for obtaining appropriate resources and providing relevant services to meet known and/or anticipated user needs.



## GOALS 2013 - 2018

To accomplish the overall mission of the University Libraries, resources and energy will be focused on achieving the following goals.

1. Build, preserve, and support collections that meet the needs of present and future users.
2. Develop, explore, and implement new information technologies and resources.
3. Develop and implement strategies that maximize the effectiveness of the integrated library system (ILS).
4. Develop, promote, and deliver instructional services and resources to meet changing user needs.
5. Invest in Libraries' personnel to enhance their abilities to provide library services and resources.
6. Collaborate with other units of the University, the urban community, the professional community, the region, or the nation to improve access to information resources.
7. Create and implement marketing and development plans that will enhance the visibility, enhance the image, and expand the resource base of the University Libraries.

## GOALS AND OBJECTIVES

- I. **Build, preserve, and support collections that meet the needs of present and future library users.**
  1. Support new acquisitions for each department on campus by actively communicating with departments through liaisons.
    - a. Collection Management and liaisons will revise collection development policies and will weed the collection.
    - b. Collaborate with faculty across campus throughout the academic year.
  2. Seek additional funding each year from the Provost's office for building and supporting collections and programs that meet the needs of the university community.
    - a. Ensure that the budget is expended in a timely manner.
  3. Address physical deficiencies in McWherter Library, the Branches and Remote Storage, such as water leaks, humidity, and ventilation to preserve the Libraries collections.
    - a. Seek funding for an off-site climate-controlled storage facility with compact shelving and robotic retrieval that would accommodate 1 million items by 2020.
  4. Acquire personnel, skills and materials necessary for an in-house preservation management laboratory.
  5. Preservation and Special Collections will explore and identify potential additions to the University Libraries Digital Repository.
    - a. Continue to expand the range of collections and material types in the ULDR to include text, image, audio and video formats representing the wealth and diversity of Special Collections owned by the university Libraries.
    - b. Partner with other on-campus units to include collections of specialized materials appropriate to the ULDR (e.g. UMAM and the Hooks Institute)

- c. Library Information Systems and the Preservation and Special Collections departments, in partnership, will expand the technology base and faculty and staff skills to broaden participation in the development of the ULDR
  - d. In partnerships among the Library Information Systems, Preservation and Special Collections, and Cataloging departments develop and enhance the linkages between the ULDR and the public catalog interface to improve bibliographic and physical access to these collections.
- 6. Develop a plan to catalog our special collections and archival materials by 2016.
- 7. Develop a plan to incorporate more microform records into the catalog by 2018.
- 8. Evaluate electronic resources for purchase and retention in keeping with appropriate Collection Development Policies, with special attention to archiving, accessing, and purchasing collaboratively.
- 9. Identify and implement appropriate collection assessment tools and techniques.
- 10. Work with staff in appropriate offices on campus (physical plant, space planning, academic affairs, finance, etc.) to integrate the libraries' space needs into campus planning.
- 11. Develop a plan for an environmentally viable and secure storage facility to accommodate lesser used materials in support of our roles as a research library and the Regional Depository for Federal Documents for the state of Tennessee.

**II. Develop, explore, and implement new information technologies and resources that contribute to the success of the Libraries.**

- 1. Continue acquiring servers, space, and speed to keep infrastructure to meet current and future needs of our user groups.
- 2. Hire an Emerging Technologies Librarian.
- 3. Establish an online/mobile reference service (e.g., chat and text reference).
- 4. Streamline the guest user registration process and provide additional computers for guest users.
- 5. Develop and implement guidelines to allow access across different platforms to electronic resources (e.g., ebooks, ejournals).

**III. Develop and implement strategies that maximize the effectiveness of the Libraries' integrated library system (ILS).**

- 1. Annually review available features of the ILS that are available, focusing on those that have not been fully utilized. Prioritize the features to implement. Assess the success or failure of new implementations on an annual basis.
- 2. Annually review library departmental needs with regard to the ILS and determine if there are existing features available for acquisition to meet these needs.
- 3. Make currently underrepresented materials (eBooks, microforms, streaming media, etc.) findable through the catalog.
  - a. Process and load all remaining, previously obtained record sets into the catalog by the end of calendar year 2015.
  - b. Prioritize acquisition of records for currently held materials, including microforms, and negotiate for high quality records for newly acquired collections.



- c. Process and load newly obtained record sets within six months of acquisition.
- 4. Assure that Libraries staff has the skills necessary to do their jobs efficiently and take advantage of available ILS features.
- 5. Improve the user experience with regard to ILS interfaces through regular testing, enhancement, and redesign.
- 6. Identify database maintenance projects of a concrete scope; create a plan for executing these projects in a timely fashion.
- 7. Make finding aids and other special collections resources available online through ILS resources.
- 8. Develop a plan and schedule for ensuring that ILS properties and processes are optimized and up to date. This includes regularly reviewing and updating scopes, indexes, codes, and the training server database.
- 9. Maintain an upgrade and enhancement schedule for the ILS software.

#### **IV. Develop, promote, and deliver instructional services and resources to meet changing user needs.**

- 1. Offer library instruction sessions and resources that meet the needs of library users and enhance the information fluency of students and faculty of the University.
- 2. Collaborate with University faculty and staff on- and off-campus and online to continue to offer relevant and timely instruction in-person and remotely.
- 3. Formulate strategies to help first-time users and returning and community users to navigate the Libraries, catalog, and databases.
- 4. Expand qualitative measurements of instruction provided.
- 5. Select, acquire, and implement software to automate scheduling and statistics for University Libraries instructional services by Fall 2014.
- 6. Promote the Instructional Services program and seek new instructional relationships.
- 7. through face-to-face and online interactions
- 8. through Libraries liaisons with their University departmental counterparts
- 9. through orientation sessions for new faculty and graduate assistants
- 10. in cooperation with the Community Engagement Librarian and Marketing, through the University Web page and social media venues.
- 11. Take advantage of available technologies to improve user access to library instruction.
- 12. Develop LibGuides, videos, and other how-to resources.
- 13. Develop interpersonal/interactive opportunities such as chat, email, text, UMmeet, and being embedded in eCourseware and RODP classes.
- 14. Develop and deliver instruction that helps classroom faculty to maximize the integration of library resources into their courses.
- 15. Increase annually the number of delivery formats for instruction (online, distance, and otherwise "remote"), such as short online tutorials and LibGuides (for individual departments and major programs).
- 16. Measure the use of videos, LibGuides.
- 17. Review and seek to modify (in cooperation with the Dean and the Facilities Manager) existing Libraries spaces (including those inactive and under-equipped) to accommodate a wider variety of instruction and research assistance opportunities.

18. Offer library tours, orientations, and focused visits to groups and individuals on the campus as well as throughout and beyond the community.
19. Offer on-site visits that highlight Libraries resources for new and prospective faculty and students.
20. Continue to participate in events such as Ask Me!, the Student Health Fair, Transfer and Commuter Student Information Fair, and the like.

**V. Invest in Libraries personnel to enhance their abilities to provide excellent customer service along with appropriate Libraries services and resources.**

1. All University Libraries' staff positions will be evaluated within one year of the completion of the University-wide reorganization of staff positions.
2. Use skills tests and surveys to identify gaps between actual and needed skills.
3. Develop, conduct, sponsor, or coordinate training and staff development opportunities for University Libraries' personnel on an annual basis to ensure essential competencies for all Libraries personnel in appropriate areas of responsibility.
  - a. Arrange for a cataloging workshop for all employees when the RDA comes out.
4. Increase funding for meaningful, library-focused training.
5. Increase allotment of professional development funds for faculty and staff.
  - a. Ensure all Libraries personnel have the opportunity to attend at least one professional development opportunity or training annually.
6. Provide special sessions, such as training modules, for new Libraries employees.
7. Evaluate new or changing staff needs and make a case for new positions that might be needed.
8. Provide mentoring for the staff by Libraries faculty (e.g., for Certification or MLIS programs).

**VI. Collaborate with other units of the University, the urban community, the professional community, and the region to improve access to information resources.**

1. Work with University of Memphis Information Technology Department (ITD) to ensure adequate space and support for additional servers and future needs.
2. Collaborate with ITD, the Provost's Office, and other appropriate units to support regular replacement and upgrading of the computers and software every 3 years for student labs, faculty, and staff.
3. Continue to develop and nurture faculty-liaison relationships in order to encourage communication between departments and the University Libraries.
  - a. Conduct a survey to measure satisfaction.
4. Select a Libraries faculty member each year to be part of the Faculty Senate's Library Policies Committee.
5. Ensure that Libraries employees serve on strategic university committees.
6. Invite students to do their own library research and post their videos online (e.g., YouTube).
7. Form a student advisory/advocacy group by the end of 2014 that will provide suggestions regarding Libraries' collections and services.



8. Present at least two programs per year in collaboration with appropriate departments across the campus that highlight the collections, services, and resources of the University Libraries.
9. Link public programming to our collections.
  - a. Identify collections to digitize and publicize them through public programming.
10. Expand, clarify, and publicize services that are provided by the Libraries for its various community users (e.g., alumni).
11. Participate fully in cooperative library programs and activities such as: the Memphis Area Library Council (MALC); TENN-SHARE; West Tennessee Academic Library Collaborative (WeTALC); Association of Southeastern Research Libraries (ASERL); LYRASIS; and OCLC
12. Train and support personnel in Selective Depository Libraries across the state in fulfillment of our responsibility as the Federal Regional Depository Library for the state of Tennessee.
13. Serve as a source for federal government information and Tennessee government information to the urban and professional community including government agencies, nonprofit organizations, entrepreneurs, and scholars.

**VII. Create and implement marketing and development plans that will enhance the visibility, image and the resource base of the University Libraries.**

1. Publicize Libraries' repositories and continue to communicate with the local community about resources needed to expand our local heritage collections.
2. Collaborate with the friends and supporters of the University of Memphis Libraries to enhance the growth and effectiveness of the collections, services, and programs of the Libraries.
3. Schedule at least one meeting per semester with the Director of Communications, Public Relations and Marketing, Director of the Advancement Division, and Director of the Office of Government Relations to stimulate positive action from that office on behalf of the University Libraries.
4. Continuously update the database of constituents both on and off campus, and communicate at least once per semester with these constituents about University Libraries' activities.
5. Develop surveys that are administered at least annually that enable the University Libraries to respond to user needs in a more timely and systematic manner.
6. Increase by 5% annually external funding for the programs and services of the Libraries, focusing especially on endowment funding.
7. Participate in creative charitable efforts (such as "Ride for Reading") to increase awareness
8. Enhance user perceptions of Libraries services, offerings, functions, and expertise through contests, student interviews and the like.
9. Increase marketing efforts to attract larger and more diverse presenters and participants at the annual Delta – Everything Southern! Conference.

## **American Library Association Policies**

### **B.1.1 Core Values of Librarianship (Old Number 40.1)**

The foundation of modern librarianship rests on an essential set of core values which define, inform, and guide all professional practice. These values reflect the history and ongoing development of the profession and have been advanced, expanded, and refined by numerous policy statements of the American Library Association. Among these are:

- Access
- Confidentiality/Privacy
- Democracy
- Diversity
- Education and Lifelong Learning
- Intellectual Freedom
- Preservation
- The Public Good
- Professionalism
- Service
- Social Responsibility

It would be difficult, if not impossible, to express our values more eloquently than ALA already has in the Freedom to Read statement, the Library Bill of Rights, the ALA Mission Statement, Libraries: an American Value and other documents. These policies have been carefully thought out, articulated, debated, and approved by the ALA Council. They are interpreted, revised, or expanded when necessary. Over time, the values embodied in these statements have been embraced by the majority of librarians as the foundations of their practice. Adopted, 2004.

(See “Policy Reference File”: [Core Values Task Force II Report: 2003-04, CD #7.2](#) - PDF, 5 pgs)

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### **B.1.2 Code of Professional Ethics for Librarians (Old Number 40.2)**

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the



work of librarians, other professionals providing information services, library trustees, and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

1. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
2. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
3. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
4. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
5. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
6. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
7. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
8. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; and January 22, 2008

## **B.2.1 Library Bill of Rights (Old Number 53.1)**

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

[Adopted June 18, 1948. Amended February 2, 1961, June 27, 1967, and January 23, 1980, by the ALA Council](#) (PDF, 1 pg)

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## **B.2.5 Support of Academic Freedom (Old Number 53.5)**

The American Library Association reaffirms the principles of academic freedom embodied in the American Association of University Professors' "Statement on Academic Freedom and Tenure" (1940), and opposes any legislation or codification of documents (e.g. the "Academic Bill of Rights" (ABOR)) that undermine academic or intellectual freedom, chill free speech, and/or otherwise interfere with the academic community's well-established norms and values of scholarship and educational excellence.

(See "Policy Reference File": [Resolution in Support of Academic Freedom 2005-2006 ALA CD 36](#) - PDF, 9 pgs).

## **B.2.9 Libraries: An American Value (Old Number 53.9)**

Libraries in America are cornerstones of the communities they serve. Free access to the books, ideas, resources, and information in America's libraries is imperative for education, employment, enjoyment, and self-government.

Libraries are a legacy to each generation, offering the heritage of the past and the promise of the future. To ensure that libraries flourish and have the freedom to promote and protect the public good in the 21st century, we believe certain principles must be guaranteed.

To that end, we affirm this contract with the people we serve:



- We defend the constitutional rights of all individuals, including children and teenagers, to use the library's resources and services;
- We value our nation's diversity and strive to reflect that diversity by providing a full spectrum of resources and services to the communities we serve;
- We affirm the responsibility and the right of all parents and guardians to guide their own children's use of the library and its resources and services;
- We connect people and ideas by helping each person select and effectively use the library's resources; We protect each individual's privacy and confidentiality in the use of library resources and services; We protect the rights of individuals to express their opinions about library resources and services;
- We celebrate and preserve our democratic society by making available the widest possible range of viewpoints, opinions and ideas, so that all individuals have the opportunity to become lifelong learners – informed, literate, educated, and culturally enriched.
- Change is constant, but these principles transcend change and endure in a dynamic technological, social, and political environment.
- By embracing these principles, libraries in the United States can contribute to a future that values and protects freedom of speech in a world that celebrates both our similarities and our differences, respects individuals and their beliefs, and holds all persons truly equal and free.

*Tenn. Code Ann. § 10-8-101*

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\*\*\* Current through the 2013 Regular Session \*\*\*

Title 10 Public Libraries, Archives And Records  
Chapter 8 Confidentiality of Library Records

Tenn. Code Ann. § 10-8-101 (2013)

**10-8-101. Chapter definitions.**

As used in this chapter, unless the context otherwise requires:

(1) "Library" means:

(A) A library that is open to the public and established or operated by:

(i) The state, a county, city, town, school district or any other political subdivision of the state;

(ii) A combination of governmental units or authorities;

(iii) A university or community college; or

(B) Any private library that is open to the public; and

(2) "Library record" means a document, record, or other method of storing information retained by a library that identifies a person as having requested or obtained specific information or materials from such library. "Library record" does not include nonidentifying material that may be retained for the purpose of studying or evaluating the circulation of library materials in general.

**10-8-102. Disclosure prohibited -- Exceptions.**

(a) Except as provided in subsection (b), no employee of a library shall disclose any library record that identifies a person as having requested or obtained specific materials, information, or services or as having otherwise used such library. Such library records shall be considered an exception to § 10-7-503.

(b) Library records may be disclosed under the following circumstances:



- (1) Upon the written consent of the library user;
- (2) Pursuant to the order of a court of competent jurisdiction; or
- (3) When used to seek reimbursement for or the return of lost, stolen, misplaced or otherwise

**10-8-103. Applicability.**

This chapter shall apply to libraries included within chapters 1 and 3-5 of this title.

**University Libraries' Comprehensive Collection Development Policy**  
(individual policies by school or department may be found on University Libraries' website)

### Statement of Freedom of Inquiry

All resources selected for inclusion, whether purchased, donated, or free of charge, must be clearly related to the general educational mission and stated goals of The University of Memphis. The University Libraries subscribe to and act in accordance with the [Library Bill of Rights](#), as developed by the [American Library Association](#), and support the principles of freedom of inquiry. Because the University of Memphis is dedicated to the principle of unrestricted inquiry into and scholarly examination of all ideas and current knowledge relevant to any discipline, the staff of the University Libraries take very seriously its efforts to assure patrons that no form of censorship, whether based on personal or ideological bias, will be allowed to influence the development of the collection.

### Overview

Collection development is the process whereby decisions are made concerning additions to and deletions from the University Libraries' collections, encompassing resources in all available formats to support the undergraduate and graduate curriculum of the University of Memphis. Periodic and systematic review of the process is held annually to examine the relevance and timeliness of this policy.

[Authority](#) to make purchases for the library collection is specifically delegated to the University Libraries. All the documents created in this process are public records and are subject to regular examinations by [Internal Auditing](#) and unannounced audits by State of Tennessee auditors. The department maintains all necessary files and records to provide acceptable audit trails for each transaction. While these records are public documents, Acquisitions staff members are expected to defer questions from auditors, reporters, or other outside persons to the [Head](#) of Acquisitions, Associate Dean of Libraries, or Dean of Libraries, unless otherwise instructed by one of these administrators. Likewise, questions from faculty, students, or outside parties regarding fund allocations, prices of individual titles ordered, and other related concerns are to be referred to these same administrators.

Librarians (and other designated staff) have been assigned as liaisons to one or more academic department(s). The departments, in turn, have designated one from their faculty ranks to serve as the library representative. The library liaison is expected to establish and maintain a working relationship with the library rep and the other faculty in the department(s) to which he/she is assigned. The liaison is expected to become familiar with the needs of the department(s) and to

use that knowledge in decisions about the collection. He/she will also be expected to be familiar with the libraries' collections that are relevant to his/her department(s) and to use that information in his/her dealings with the faculty.

Under this model, collection development is a shared responsibility. The library faculty works with the classroom faculty to build collections that meet the needs of the students and faculty of the institution. Classroom faculty is encouraged to make recommendations for purchases. The library faculty takes the lead in managing the collections, maintaining overall knowledge of the collection, and evaluating that segment of the collection in relation to other library collections. It is the responsibility of the library faculty to make sure that the collection grows in accordance with collection development policies, which have yet to be developed. They take the lead in ensuring balance in the collection and making sure that gaps and weaknesses in the collection are addressed.

The liaison receives purchase requests from the faculty in the assigned departments. He/she brings specific resources to the attention of the classroom faculty. He/she works with departments as they prepare for accreditation reviews, program evaluations or new course development. He/she might provide discipline specific research assistance to faculty and graduate students in the subject of his/her specialty. The liaison keeps the department(s) informed of library news and other developments. He/she is also responsible for working with classroom faculty in making decisions about what should be withdrawn for the collection. The liaison will initiate action when lost items are to be replaced, and when preservation care is needed for materials.

Requests for additions to the periodical holdings of the University Libraries are encouraged under these same guidelines, provided that the Faculty Representative is clear that the current policy requires that a journal title(s) of equal or greater price must be dropped before a new title can be added. This request must be received in sufficient time to revise the subscription status of the affected titles, so it may be up to one year before the University Libraries receive the new title.

Once the fitness of an item is assured, the Library Liaison will fill out a Request Form for the item, taking care to provide accurate information in the fields for ISBN/ISSN, publisher, format, price, and edition. To evenly distribute ordering of resources and ensure that funds are spent or encumbered before the end of the fiscal year, a [calendar](#) of request submission deadlines is established.

## Selection Criteria for Library Resources

*Duplicate titles:* to ensure the greatest value from the funds allocated for library materials, the University Libraries do not normally purchase multiple copies of a work. Except for reference works, the purchase of the same work for different branches or departments of the University



Libraries is discouraged.

*Textbooks, workbooks, or laboratory manuals:* such items will not be purchased unless justification is presented to the appropriate Library Liaison and/or Collection Development Librarian for consideration, in which case they will determine any exceptions.

*Subscription sets/services or individual titles of exceptional cost:* these will not be purchased except following consultation with the Faculty Representative who has presented justification that meets the approval of the Library Liaison and Collection Development.

### Unique Classes of Materials and Collections

Government Publications: the University Libraries house the regional depository for federal and state documents in Tennessee. While a major requirement in the acquisition of government documents is relevance to the curriculum, there is also the charge to meet needs of the general public. The Head of Government Publications, in consultation with teaching and library faculty, selects resources; further relevant information is supplied by the Superintendent of Documents and the Catalog of U.S. Government Publications.

Special Collections : as the manuscript depository and rare books room for the University of Memphis Libraries, Special Collections includes personal and organizational papers, books, maps, photographs, oral histories, and some University archives. The largest portion of these materials form the Mississippi Valley Collection, which focuses on the history and culture of the region surrounding Memphis, particularly west Tennessee, north Mississippi, east Arkansas, and southeast Missouri. Topical areas with strong holdings include African American history, the Civil War, and American popular entertainment, especially the early 20th-century circus.

### Gifts

A complimentary copy of an individual book or series of books is solicited only when it is a publication known to be free, or a publication believed to be available without charge. Complimentary subscriptions for periodicals are requested only through the Collection Management Department [formerly Periodicals] and should be directed to the Collection Management for processing. Periodicals is responsible for acknowledgement, checking-in, and claiming.

In all instances, the ultimate decision to accept or reject gifts rests with the University Libraries. Except as authority has been specifically delegated, no commitments should be made without



consultation. When approached by a potential donor, University Libraries personnel are directed to secure the donor's signature on a copy of the Gift Policy, indicating the donor's awareness and compliance with terms. University Libraries personnel will not give evaluations or appraisals to any donor for any gift.

### Departmental Policy Statements

These statements will describe existing strengths of collections, current levels of collection activity, and desirable levels of collecting to meet user needs. They will ultimately serve as planning documents and working tools for selectors, so the policies will be drafted in a cooperative effort between Faculty Representative and Library Liaisons. The first step will be the analysis of their respective subject(s) to include (but not be limited to) a brief history of the program area for context, purpose of the collections, kinds of instructional and research programs and user needs supported, general subject boundaries, forms of material collected or excluded, language, geographical, and chronological parameters, storage and weeding criteria, and resource sharing agreements which complement the collecting emphasis.

The analyses will be formulated in collection development statements for each subject and specialized format. As part of the analysis of subject boundaries, criteria for de-selection should be described if relevant. For instance, in some subject areas, older editions or resources that do not circulate may be candidates for discard. The Faculty Representative and Library Liaison will present collection development policies to Collection Development and, upon review, the policy will be submitted to the Dean of Libraries for final approval. The end result of this multi-step process will be a comprehensive statement for the University Libraries that will provide an in-depth survey of the strengths and limitations of the overall collection development program.

# *Standards for Libraries in Higher Education*

*Approved by the ACRL Board of Directors*

*October 2011*

The Association of College and Research Libraries  
A division of the American Library Association

Chicago, Illinois



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## INTRODUCTION

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The *Standards for Libraries in Higher Education* are designed to guide academic libraries in advancing and sustaining their role as partners in educating students, achieving their institutions' missions, and positioning libraries as leaders in assessment and continuous improvement on their campuses. Libraries must demonstrate their value and document their contributions to overall institutional effectiveness and be prepared to address changes in higher education. These *Standards* were developed through study and consideration of new and emerging issues and trends in libraries, higher education, and accrediting practices.

These *Standards* differ from previous versions by articulating expectations for library contributions to institutional effectiveness. These *Standards* differ structurally by providing a comprehensive framework using an outcomes-based approach, with evidence collected in ways most appropriate for each institution.

### Sources Consulted

The Principles in this document reflect the core roles and contributions of libraries and were distilled from relevant higher education, accreditation, and professional documents. Professional sources consulted include the *ACRL Strategic Plan 2020*, the *ALA Library Bill of Rights* and *Code of Ethics*, the Association of Research Libraries' *Mission Statement and Guiding Principles*, the Council on Library and Information Resources' *Mission*, ACRL's *Value of Academic Libraries* report, and previous ACRL standards.

Issues and trends in higher education have direct impact on the missions and outcomes of academic libraries and their institution and require careful attention. Current concerns in higher education include increasing demands for accountability within the academy; expectation for outcomes-based assessment of learning and programs; efforts to increase graduation rates; greater emphasis on student success; the acknowledged connection between student engagement and academic achievement; and the importance of pedagogical practices such as research and inquiry-based learning. Documents



and publications from the Association of American Colleges & Universities, the Association of Public and Land-Grant Universities, and the American Association of State Colleges and Universities were consulted in the development of the *Standards*.

Accreditation language, trends, and contexts also inform the *Standards*. Academic library directors surveyed by the standards task force in spring 2010 stressed the importance of relating library standards to accreditation criteria.<sup>1</sup> Accreditation agency library reviewers were asked by the task force to identify characteristics of library strength and weakness within the context of institutional accreditation. The task force also reviewed guidelines from each regional accrediting agency<sup>2</sup> and extracted concepts and specific language (i.e., outcomes-based language, and terminology such as “sufficient” and “effective”). Trends in the accreditation process affecting libraries include an emphasis on using assessment results for continuous improvement; full library integration into the academic endeavor; a move away from a separate library standard within the overall accreditation standard; a focus on outcomes and benchmarking; recognition of information literacy as the catalyst for the library’s educational role; the library’s support of all student learning outcomes, not just those overtly library-related; an alignment of library and institutional missions; and a need for multiple forms of assessment and documentation.

## Standards Structure

The core of the *Standards* is the section titled “Principles and Performance Indicators.” *The nine principles and their related performance indicators are intended to be expectations—standards—which apply to all types of academic libraries.* Nonetheless, each library must respond to its unique user population and institutional environment.

The *Standards* assume that libraries:

1. adhere to the principles;
2. identify and select performance indicators that are congruent with their institution’s mission and contribute to institutional effectiveness;
3. add performance indicators that apply to the specific library type (for example, open access initiatives for research libraries, or workforce development support for community colleges);
4. develop user-centered, measurable outcomes that articulate specifically what the user is able to do as an outcome of the performance indicator;
5. conduct assessments that may be quantitative and/or qualitative;
6. collect evidence from assessments that demonstrate degree of success; and
7. use assessment data for continuous improvement of library operations.

In some cases, evidence does not require assessment. For example, the library might provide evidence that library staff have education and experience sufficient for their positions by compiling a list of staff members with titles, education, and relevant experience held.

In *all* cases, however, principles lead to performance, which requires evidence to measure success, impact, or value.

The two forms of the model are portrayed graphically below.

Outcomes assessment-based model:



Evidence-based model:



The *Standards* document provides examples of outcomes (appendix 1) and metrics (appendix 2). These are intended as suggestions only, rather than as checklists of requirements to be completed.

Like the performance indicators in the standards, many of the sample outcomes could apply to any academic library. However, examples are included in the outcomes that illustrate ways in which individual libraries will differ in the results they choose to measure, based on their own specific environment. The sample outcomes and metrics are provided along with the standards to demonstrate a pattern and provide possible tools with which to construct measurable outcomes based on local factors.

ACRL defines outcomes as “the ways in which library users are changed as a result of their contact with the library’s resources and programs.”<sup>3</sup> *Thus, outcomes are user-centered, whereas performance indicators are library-centered.* Since outcomes are user-centered, it is recognized that they are not wholly under library control. Nonetheless the outcome or impact of the library’s actions is ultimately how the library must judge its success. Local outcomes and metrics should be tailored to the institutional mission, goals, and assessment practices.

Outcomes can be assessed by gathering and analyzing qualitative or quantitative data. For example, to assess whether students consider access to collections sufficient to support their educational needs, one might survey students and obtain quantitative data. The results might be a metric such as the percentage of students who are satisfied or very satisfied with collections support for their educational needs. Focus groups or interviews might be used to solicit qualitative feedback, such as comments. Assessment may involve using metrics to benchmark with peers or track library performance over a period of time. For example, a ratio of volumes to combined total student FTE or headcounts is a metric that could be compared with peers and considered when determining whether collections are sufficient to support students’ educational

needs. Choice of metrics, like choice of outcomes, will depend on the institution, the accreditation process, and the library-specific context. The power of metrics is in their interpretation and presentation. Outcomes, assessment, evidence—all are elements of the continuous improvement cycle.

## Adoption of the Standards

These standards were approved by the ACRL Standards and Accreditation Committee and the ACRL Board. They supersede all earlier separate library standards produced by the College Libraries Section (CLS), Community and Junior College Libraries Section (CJCLS), and University Libraries Section (ULS) of ACRL, as well as the 2004 *Standards for Libraries in Higher Education*. A complete history of the standards is available in appendix 4: History of the Standards.

ACRL is committed to supporting effective use of the *Standards* and will offer professional development opportunities and training materials on the *Standards* to interested parties.

## Notes

1. Patricia Iannuzzi and Jeanne M. Brown, "ACRL's Standards for Libraries in Higher Education: Academic Library Directors Weigh In," *C&RL News* 71 (2010): 486–87.
2. Council for Higher Education Accreditation, "Regional Accrediting Organizations 2011–2012," accessed October 24, 2011, <http://www.chea.org/Directories/regional.asp>.
3. Association of College & Research Libraries, *Task Force on Academic Library Outcomes Assessment Report* (Chicago: Association of College & Research Libraries, 1998), accessed October 24, 2011, <http://www.ala.org/acrl/publications/whitepapers/taskforceacademic>.

# PRINCIPLES AND PERFORMANCE INDICATORS

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The standards consist of principles and performance indicators.

## Principles

**Institutional Effectiveness:** Libraries define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.

**Professional Values:** Libraries advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.

**Educational Role:** Libraries partner in the educational mission of the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.

**Discovery:** Libraries enable users to discover information in all formats through effective use of technology and organization of knowledge.

**Collections:** Libraries provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching missions of the institution.

**Space:** Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.

**Management/Administration:** Libraries engage in continuous planning and assessment to inform resource allocation and to meet their mission effectively and efficiently.

**Personnel:** Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.

**External Relations:** Libraries engage the campus and broader community through multiple strategies in order to advocate, educate, and promote their value.

## Performance Indicators for Each Principle

1. **Institutional Effectiveness:** Libraries define, develop, and measure outcomes that contribute to institutional effectiveness and apply findings for purposes of continuous improvement.



- 1.1 The library defines and measures outcomes in the context of institutional mission.
- 1.2 The library develops outcomes that are aligned with institutional, departmental, and student affairs outcomes.
- 1.3 The library develops outcomes that are aligned with accreditation guidelines for the institution.
- 1.4 The library develops and maintains a body of evidence that demonstrates its impact in convincing ways.
- 1.5 The library articulates how it contributes to student learning, collects evidence, documents successes, shares results, and makes improvements.
- 1.6 The library contributes to student recruitment, retention, time to degree, and academic success.
- 1.7 The library communicates with the campus community to highlight its value in the educational mission and in institutional effectiveness.
2. Professional Values: Libraries advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centered service.
  - 2.1 The library resists all efforts to censor library resources.
  - 2.2 The library protects each library user's right to privacy and confidentiality.
  - 2.3 The library respects intellectual property rights and advocates for balance between the interests of information users and rights holders through policy and educational programming.
  - 2.4 The library supports academic integrity and deters plagiarism through policy and education.
  - 2.5 The library commits to a user-centered approach and demonstrates the centrality of users in all aspects of service design and delivery in the physical and virtual environments.
  - 2.6 The library engages in collaborations both on campus and across institutional boundaries.
3. Educational Role: Libraries partner in the educational mission of the institution to develop and support information-literate learners who can discover, access, and use information effectively for academic success, research, and lifelong learning.

- 3.1 Library personnel collaborate with faculty and others regarding ways to incorporate library collections and services into effective education experiences for students.
- 3.2 Library personnel collaborate with faculty to embed information literacy learning outcomes into curricula, courses, and assignments.
- 3.3 Library personnel model best pedagogical practices for classroom teaching, online tutorial design, and other educational practices.
- 3.4 Library personnel provide regular instruction in a variety of contexts and employ multiple learning platforms and pedagogies.
- 3.5 Library personnel collaborate with campus partners to provide opportunities for faculty professional development.
- 3.6 The library has the IT infrastructure to keep current with advances in teaching and learning technologies.
4. Discovery: Libraries enable users to discover information in all formats through effective use of technology and organization of knowledge.
  - 4.1 The library organizes information for effective discovery and access.
  - 4.2 The library integrates library resource access into institutional web and other information portals.
  - 4.3 The library develops resource guides to provide guidance and multiple points of entry to information.
  - 4.4 The library creates and maintains interfaces and system architectures that include all resources and facilitates access from preferred user starting points.
  - 4.5 The library has technological infrastructure that supports changing modes of information and resource discovery.
  - 4.6 The library provides one-on-one assistance through multiple platforms to help users find information.
5. Collections: Libraries provide access to collections sufficient in quality, depth, diversity, format, and currency to support the research and teaching mission of the institution.
  - 5.1 The library provides access to collections aligned with areas of research, curricular foci, or institutional strengths.

- 5.2 The library provides collections that incorporate resources in a variety of formats, accessible virtually and physically.
- 5.3 The library builds and ensures access to unique materials, including digital collections.
- 5.4 The library has the infrastructure to collect, organize, provide access to, disseminate, and preserve collections needed by users.
- 5.5 The library educates users on issues related to economic and sustainable models of scholarly communication.
- 5.6 The library ensures long-term access to the scholarly and cultural record.
- 6. Space: Libraries are the intellectual commons where users interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.
  - 6.1 The library creates intuitive navigation that supports self-sufficient use of virtual and physical spaces.
  - 6.2 The library provides safe and secure physical and virtual environments conducive to study and research.
  - 6.3 The library has the IT infrastructure to provide reliable and robust virtual and physical environments needed for study and research.
  - 6.4 The library uses physical and virtual spaces as intellectual commons, providing access to programs, exhibits, lectures, and more.
  - 6.5 The library designs pedagogical spaces to facilitate collaboration and learning, and the creation of new knowledge.
  - 6.6 The library's physical space features connectivity and up-to-date, adequate, well-maintained equipment and furnishings.
  - 6.7 The library provides clean, inviting, and adequate space, conducive to study and research, with suitable environmental conditions and convenient hours for its services, personnel, resources, and collections.
  - 6.8 The library's physical and virtual spaces are informed by consultation with users.
- 7. Management/Administration: Libraries engage in continuous planning and assessment to inform resource allocation and to meet their mission effectively and efficiently.

- 7.1 The library's mission statement and goals align with and advance those developed by the institution.
- 7.2 Library personnel participate in campus decision making needed for effective library management.
- 7.3 The library allocates human and financial resources effectively and efficiently to advance the library's mission.
- 7.4 The library's budget is sufficient to provide resources to meet the reasonable expectations of library users when balanced against other institutional needs.
- 7.5 The library partners with multiple institutions (e.g., via collections consortia) for greater cost-effectiveness and to expand access to collections.
- 7.6 The library plans based on data and outcomes assessment using a variety of methods both formal and informal.
- 7.7 The library communicates assessment results to library stakeholders.
- 7.8 Library personnel model a culture of continuous improvement.
- 7.9 The library has the IT infrastructure needed to collect, analyze, and use data and other assessments for continuous improvement.
- 8. Personnel: Libraries provide sufficient number and quality of personnel to ensure excellence and to function successfully in an environment of continuous change.
  - 8.1 Library personnel are sufficient in quantity to meet the diverse teaching and research needs of faculty and students.
  - 8.2 Library personnel have education and experience sufficient to their positions and the needs of the organization.
  - 8.3 Library personnel demonstrate commitment to ongoing professional development, maintaining and enhancing knowledge and skills for themselves and their coworkers.
  - 8.4 Library personnel contribute to the knowledge base of the profession.
  - 8.5 Library personnel are professionally competent, diverse, and empowered.
  - 8.6 Personnel responsible for enhancing and maintaining the library's IT infrastructure keep current with library technology applications and participate in ongoing training.



9. External Relations: Libraries engage the campus and broader community through multiple strategies in order to advocate, educate, and promote their value.
  - 9.1 The library contributes to external relations through communications, publications, events, and donor cultivation and stewardship.
  - 9.2 The library communicates with the campus community regularly.
  - 9.3 Library personnel convey a consistent message about the library and engage in their role as ambassadors in order to expand user awareness of resources, services, and expertise.

**Association of Southeastern Research Libraries  
Library Materials Expenditures, 2011 / 2012**

University of Alabama at Birmingham	\$3,185,509
University of North Carolina at Greensboro	\$3,219,850
University of North Carolina at Charlotte	\$3,444,595
Mississippi State University	\$4,656,101
University of Memphis	\$4,821,426 **
College of William & Mary	\$5,054,339
Auburn University	\$6,286,497
Louisiana State University	\$6,573,126
Clemson University	\$6,666,587
East Carolina University	\$6,742,839
Georgia Institute Of Technology	\$6,931,145
Georgia State University	\$6,996,481
University of Central Florida	\$7,001,282
Wake Forest University	\$7,145,431
University of Mississippi	\$7,874,067
University of South Florida	\$7,892,814
Florida International University	\$8,104,693
University of South Carolina	\$8,562,481
Virginia Polytechnic Institute & State Univer	\$8,696,370
Florida State University	\$9,091,647
University of Louisville	\$9,327,168
Virginia Commonwealth University	\$9,352,491
University of Alabama Libraries	\$10,018,263
George Mason University	\$10,024,011
Tulane University	\$10,604,717
University of Virginia	\$10,768,307
North Carolina State University	\$10,888,415
University of Kentucky	\$11,096,998
Vanderbilt University	\$11,692,375
University of Georgia	\$11,701,802
University of Tennessee	\$12,876,113
University of Miami Libraries	\$12,950,629
University of Florida	\$13,020,619
University of North Carolina	\$15,372,170
Emory University	\$16,869,154
Johns Hopkins University	\$16,967,516
Duke University	\$19,059,644

\*\* This total includes: University Libraries'  
E&G Materials Expenditures + TAF  
Expenditures + Foundation Accounts Materials  
Expenditures + Materials Expenditures as  
reported by the University of Memphis Law  
School Library