A VERY ROUGH FIRST DRAFT OF THE LIBRARY REVIEW DTF REPORT

Introduction

On January 11, 1978, the Library Review DTF held its first meeting, to discuss the charge submitted to it by Provost Ed Kormondy. At that meeting the DTF requested that the charge be reduced, and on January 18 a second charge was presented to the DTF (Appendix 1). Except for a period during and immediately after the spring break, the DTF has met regularly, either as a whole or in subgroups. We interviewed many members of the library staff and other faculty and staff whose knowledge or opinions were relevant to our study. We produced and analyzed a user survey questionnaire, to which ? persons responded. This report, then, is the result of thorough consideration of many aspects of library operations.

Two things made the work of the DTF more difficult than we had anticipated. Concurrent with our review, a library internal task force was analyzing library operations and suggesting changes. Not only was there duplication of effort; with some aspects of the charge, our DTF could not be certain but that the area we were reviewing might be changed at any moment as a result of recommendations of the internal task force. The second complication came from pressures to make recommendations that could be used in budget preparations for 1978-79. Since this was the first review of the library since 1973, we thought it more appropriate to devote our attention to long-range concerns. If similar DTF's are called in the future, we strongly recommend that care be taken to prevent such problems. _rather than current budgeting problems._

Premises

The DTF considers the library the single most important support area for all academic programs; it provides both essential resources and the instruction necessary for the best use of those resources. Any school that cares about the quality of its education must have a library adequate to the task; in a school that emphasizes independent study, as we do, this is even more important. This DTF accepts the basic premise of the 1973 Library Review DTF, that "the essential library function is to provide access to, maintenance of, and development of library holdings and resources," but would add to it that it is the responsibility of the library, and of the college as a whole, to emphasize those holdings and resources that best support the teaching and learning in our academic programs and contracts.

Responses to the Charge

I. The 1973 Library DTF Report: An Assessment of Whether the REcommendations Have Been Implemented.

Most of the recommendations of the 1973 Library DTF Report (Appendix II) have been implemented. The important exceptions are the following:

1.200. The goal of providing media services has met with varying degrees of success. At one extreme, Photo Services is a model in providing access to students and in devoting most of its efforts to support of academic work. At the other extreme, the Graphics Studio has become less and less able to serve a proper library function due to budget cuts and demands for administration-related production. More detailed discussion of the involvement of media areas in teaching and production appears in Section III of this report. We believe it is essential that all media areas work toward meeting fully the recommendation that instruction-related production take priority over production for other purposes.

1.300.c. Unless the library receives more money for acquisitions, it cannot hope to "acquire new materials in response to the stated immediate needs of present and foreseeable programs," nor to "acquire new materials to build a solid basic collection." Many of the questionnaire responses referred to the need for a larger collection of printed materials.

1.350. During the past five years, faculty expertise has not been "systematically exploited to produce explicit guidelines for the building of a sound basic collection." In part, this has been as much the fault of the faculty as the library personnel. A new resource selection policy has been proposed and is discussed in section III of this report.

1.500. The recommendation to locate the College Information Center in the library has not been implemented.

2.100The library is beginning to computerize acquisitions and circulation. The Washington Library Network bibliography system is being used as available. The acquisitous systemx will be utilized once it is available; the target date is December, 1978. If funds are available, the circulation system will go into effect in the fall of 1979.

II. The Library Goals and Objectives Statement

We find the stated goals and objectives (Appendix III) generally desirable but so lacking in specifics of implementation that critique is difficult. The goals and objectives statement is so inclusive that we do not pretend to have thoroughly studied every objective in a search for suggestions for its implementation. Some relevant comments will appear in our responses to parts III and IV of the charge.

III. Services to users.

A. Evaluation of the quality of services provided.

The questionnaire responses praised the overall quality of the library services (in contrast to some discontent with holdings of printed materials). The helpfulness of the staff was frequently mentioned, and there was praise for the accesibility of those types of media equipment available through media loan. The DTF agrees with these judgments; in fact, we believe that the quality of services is far ahead of the quantity of money available to support them. (I will include specifics about library areas in other sections, unless I get in a bind as to where to put them, and have to come back to this section.)

YOU'LL HAVE TO WAIT UNTIL TOMORROW MORNING FOR THE CONTROVERISAL MIDDLE SECTION OF THIS REPORT. YOU MAY SKIP NOW TO OUR RESPONSE TO PART IV OF THE CHARGE.

Introduction

The Administrative Subgroup of the DTF conducted interviews with two represent-atives from each library budget unit. Concurrently, the library internal task force concluded its own investigations and recommended a new management plan. This action had a direct affect on our report, which is written with the new management plan in mind.

A. Decision-Making in the Library

Due to the existence of a dual authority system, the interviews revealed a lack of clarity in decision-making and reporting procedures. Generally, those interviewed believed that the dean and associate dean had two differ-ent management styles.

B. Old Management Structure

Under the old management plan, the DTF noted the following problems:

1. The budget unit heads had widely varying degrees of responsibility for supervision of employees.
2. The purpose of the budget unit head meetings was unclear. There was a lack of agreement on whether they were decision-making meetings or in-formation-sharing and advisory meetings.

C. New Management Structure

During the period that the Library Review DTF was meeting, the Library adopted a new management plan. This plan appears to the DTF to address some of the problems identified under the old plan. Specifically:

1. Reduction in the number of ~~employees~~ budget unit heads directly involved in the manage-ment process.
2. Clarification of the role of the management group.
3. Clarification of reporting procedures.
4. ~~The~~ Increase in the number of rank and file in the management process.

Although the Library Review DTF believes the new plan represents a sincere effort to improve the management function, it foresees potential problem areas on the basis of which it offers the following recommendations:

1. That the management group be aware of the potential for diffusion of responsibility for decision-making, and the difficulty of locating the responsible party.
2. That the management group make every effort to represent the library as a whole, rather than special areas, through the use of such tech-niques as:

    -- job dialogue
    -- cross-training
    -- rotation of employees through areas of the library, when feasible

--- efforts to break down the dichotomy between the areas
     dealing with catalogue materials and with media equip-
     ment (upstairs/downstairs) through shifts in physical
     space allocation and/or creative lines of reporting.

3.   That the management group make every effort to assure two-way communi-
    cation (i.e., between the policy-making group and the rank and file
    through the use of such techniques as:

       --- communication skills workshops.
       -- library newsletter .
       --- timely general informational meetings and area meetings.

4.   That the management group ~~diversify and~~ implement *the* regular evaluation
    process ~~involving~~ *for* all members of the library.

5.   That the management group adopt a clearly defined grievance procedure.

6.   That the management of the library make every effort to hire women and/
    or minorities for some of the higher paid positions in the library as a
    whole. In order to motivate this, we further recommend that affirmative
    action workshops be offered within the library, and that a formal train-
    ing program be set up to train women in the media equipment operation
    and repair, and in the photography area. (See Part D, below, and Appen-
    dix.)

7.   That the management group be vigilant in adhering to the lines of au-
    thority set up by the new management plan.

D. <u>Professional Development of Staff</u>

The potential for professional development has been limited in the past be-
cause of a lack of promotional opportunities and a lack of expansion. A
study of the work history of all the present library employees shows large
salary differentials between male and female employees (see appendix), cor-
responding for the most part to differences in pay for work with catalogued
materials and work with media equipment. The salary differences are re-
flective of community salary differences between library jobs and media
jobs. The only hope of making any dent in the salary problem is to cross-
train people so that they can be ready when openings occur.