NBL Access/Collection Services

Annual Report
2003/2004

Submitted by

Farideh Tehrani
Acting Associate Director, New Brunswick Libraries
Head, Access/Collection Services
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The Access/Collection Services Department continues to play a central role in the overall mission of the New Brunswick Libraries.

- We develop and retain a diverse, competent and committed workforce through training initiatives and competency analysis. We maintain, through our functional group structure, a spirit of creativity and innovation.
- We effectively communicate our role, services and resources to users and ourselves through advertisement, online documentation and effective customer service techniques.
- Our Course Reserves and RDS services represent close collaboration with instructional and research programs on the campus.
- Through use of new technology and constant assessment of our assets, we retain a proactive stance in anticipating the needs of our users and our collections for the future.

The 2003/2004 fiscal year began with the appointment of the Head of Access Services to the additional position of Acting Associate New Brunswick Director. Responsibilities of this position included overall operations of the New Brunswick Library units, focusing on space planning, facilities issues and security. Furthermore this fiscal year presented the challenge of successfully merging the Access and Collection Services Departments. This appointment came at a challenging time for the organization, with a number of staff vacancies and the need to continue and conclude a number of new and ongoing projects.

This year a major project was coming to a close with the completion of the renovations to the Libraries Annex. At the same time, the Douglass Library D21 Phase I renovations were carried out. Both projects required the close coordination of staff to continue service, safeguard collections, and plan for the future.

In terms of space planning, the future needs of both the Kilmer and Douglass Libraries were assessed. A shift was initiated at Kilmer by the Acting Associate Director, and seen through to completion. Also at Kilmer an assessment of furniture needs was conducted and surplus material transferred as it became available in order to best accommodate seating needs there.

At the Library of Science and Medicine, the Acting Associate Director identified the needs of the special collections housed there, and initiated an inventory and transfer project to safeguard those items. In addition, the space needs of LSM’s second floor circulating collection were deemed dire, and a weeding and shifting process was set in motion. At the Art Library, the Acting Associate Director assessed collection and study space, and the reference collection was moved to better provide study space to library users.

In addition to these duties, the Acting Associate Director was heavily involved with the RUL planning committee and the Assessment Committee. Both of these groups achieved very productive years. The Acting Associate Director also chaired the Libraries RT 18 Construction Committee. This group submitted its report, which should lay the foundation for an appropriate response to the travel challenges expected for our patrons in the area in the coming years.
In the past year, changes have occurred that highlighted the need for our staff to work together in new ways, and focus on learning as part of their everyday job responsibilities. Web Document delivery has greatly expanded the delivery capacity of the Rutgers Delivery System (RDS), and is one of the ways in which the department is pushing toward digital delivery of resources with ever expanding ease of access for our patrons. Internally, technology is being utilized extensively to handle collection management/maintenance procedures, as well as to train new staff.

The increased use of technology has led to an ongoing need for training. Through the past fiscal year, several training initiatives were developed both internally and in cooperation with other library and university departments. As a whole, a great emphasis was placed on documentation and the need for readily available, easily interpreted web based information for all staff functions. The Access/Collection Services portion of the NBL website continues to grow as a valuable resource in this regard.

Even as we move forward with technology and digital delivery for both internal and external services, we continue to pay careful consideration to the availability and preservation of our print collections. Due to the ever increasing demands on physical space, the department has made a concerted effort to analyze existing shelving space versus the growth of collections, and has partnered with selectors, systems staff and other departments to execute weeding as needed to assure collections are presented in an orderly and professional manner. In addition, Access/Collection Services staff are working toward more innovative solutions to in house bindery and preservation tactics to safeguard and repair our valued collections.

Overall, flexibility is a key term for our department both in the past year and in those to come. Individuals have remained flexible in accepting new postings and learning new skill sets. Our Functional Groups have assessed changing user needs, and forwarded essential changes to meet those demands. Access and Collection staffs, in working as a combined department, have been flexible in adopting new ways of working together and sharing information that have significantly enhanced productivity. The department as a whole will need to remain both flexible and vigilant in regards to user needs as the infrastructure of our geographic area becomes tested by Route 18 construction in the coming year.

Human Resource Management

During the past fiscal year, there have been many challenges in human resource management for the Access/Collection Services Department. Several retirements and resignations created sudden needs for staffing that were essential to fill quickly and professionally in order to maintain service and keep projects moving toward completion. The flexibility of access services staff in accepting short notice transfers and adjustments of schedule speaks to their willingness to work cooperatively as a team in support of continued service excellence. Furthermore a reduction in redundant administrative work has been achieved with shared administrative tasks.
Resignations and Retirements

Matthew Sheehy, Assistant Head, Access/Collection Services
Mary Gadek, Library Supervisor I, Douglass Library
Kayla Reichardt, Library Supervisor I, NBLCS
Ana Ramirez Luhrs, Library Assistant II, Libraries Annex
Nicholas Reichardt, Library Associate II, Alexander Library
Marilyn Herod, Library Assistant II, Libraries Annex
Erika Moore, Library Assistant II, Alexander

Promotions/Transfers

Roger Smith, Assistant Head, Access/Collection Services
Andres Martinez, Library Supervisor I, Branch Libraries
Sal Cardinale, Library Supervisor II, LSM
Robert Hosh, Library Associate II, LSM
Julie Kaufman, Library Associate II, Alexander Library
Paul Young, Library Associate II, Alexander Library
Yuhwei Ling, Library Associate III, Alexander Library
Don Wilson, Library Assistant II, Alexander
Mike Mansouri, Library Assistant II, SERC
Ray Balter, Library Assistant II, Douglass Library
Roselyn Riley, Library Assistant II, Art Library

New Hires

Jamie Maguire, Library Associate III, LSM
Jazmine Faherty, Library Assistant II, Libraries Annex
Chiaki Yamada, Library Assistant II, Douglass Library
Natascha Owen, Library Assistant II, Alexander Library
Ingrid Diaz, Library Technician II, LSM

Department Highlights

Merger of Access and Collection Services.

Effective June 1st, 2003, the Access and Collection Services departments combined to become the Access/Collection Services Department. It became the largest single department in RUL, having 74 staff members. Clear improvements in productivity have been realized, with staff sharing expertise to best divide complex tasks and projects. Cross training has occurred, with the result of more flexible responses to tasks and more innovative approaches to applying new technology and techniques to both traditional and emerging challenges.
Douglass Library D21 Phase I completion.

In March of 2004 the Douglass Library reopened the first floor public space that had been closed for over one year for renovation. New space for public terminals, study carrels, and a new combined Access/Reference service point were introduced. This combined service point is a first for RUL. The cooperation of the Reference and Access/Collection staff continues to highlight the success of the concept. Information has become far more easily accessed by patrons. Furthermore, Access/Collection staff were instrumental in maintaining uninterrupted service through the process of moving operations from their temporary location, and in moving the reference collection [approximately 12,500 items] to the first level.

Web Document Delivery

In terms of the Rutgers Delivery Service (RDS), the most anticipated development in the 2003-2004 academic year has been the successful development and implementation of Web Document Delivery. This service improvement with RDS allows users to receive articles more quickly, more conveniently, and with more storage options. On June 1, 2004, this service was introduced to our users. Throughout the year, the RDS Functional Group prepared for the initiation of this service.

Several of the major contributions made by group members include conducting training on the workflow, updating the brochure, “Rutgers Delivery Service (RDS),” editing “Frequently Asked Questions” about the service, designing the deposit account forms for Imaging Services, suggesting ways to streamline the processing of article requests, and discussing the policies of RDS Web Document Delivery. On May 18, 2004, a system-wide training was conducted in the Pane Room at Alexander Library. In this project, RDS staff, Systems, and Imaging Services came together to launch this important enhancement.

Collection Maintenance

Bindery Preservation Projects
The Bindery/Preservation Focus Group exemplifies the concept of shared expertise and resources. This fiscal year the group and particularly the Team Leader have assisted departments outside of Access/Collection Services with binding and preservation issues.
- Classes in preservation have been conducted for the Dana Library Technical Services staff.
- Consulting on preservation for over 1200 items was performed and the material was processed for SMLR and there is more to be evaluated.
- 1800 items were evaluated for the New Jersey Documents RECON project and over 600 items have been treated.
- A new bindery system was purchased for RUL. The functionality of the LINCPlus system saves time and labor by eliminating manual entries and by automatically charging and discharging material to the bindery. All of the testing for the
LINCPlus system was performed by the staff in Access/Collection Services under the guidance of the Team Leader and with the help of the Database Administrator.

Bibliographic Record Maintenance
Branch Library Staff have been engaged in a project to convert serial holding records to MARC format. This project has been extremely time intensive and has required the staff to increase their knowledge base and skill set in records management. So far units have reported completing between 50%-75% of their collection. Inventories have been completed at Chemistry, Douglass, Kilmer and Music Libraries. An all day workshop was conducted by the Collection Services staff for members of the Collection Services department in April of 2004 to evaluate MARC holding practices. The process has highlighted the cooperation between Access and Collection Services staff as the two formerly separate departments complete the merging process.

Annex
The Libraries Annex continues to play an important role in managing collections across NBL. As weeding projects progress, transfers to the Annex have increased. In the past year, some 5007 items have been added to the Annex. This represents an increase of 32% from the previous fiscal year. Over 4,773 journal volumes that were previously housed in the Annex have been barcoded.

Most notably, an “Existing Space Database” has been created and implemented at the unit. Developed jointly with staff from TAS, the database serves as an analytical tool for assessing remaining unit space, and a management tool for assigning a shelf location for a new item. It is a tool that will serve the Libraries Annex for years to come and help produce more effective reports when expansions are considered.

Collection Management
Weeding has taken center stage at the Library of Science and Medicine as collections there became overly concentrated. Working collaboratively with systems staff, selectors and collection services personnel, access staff are working toward weeding approximately 20% of the collection, or 35,000 items. Thus far, some 18,000 items have been removed. Most items are being selected either for the libraries Annex or for donation to the African Library Donation Program. Initially modeled after the Douglass Rationalization project, new processes are being documented in order to provide a project blueprint for the future.

In addition at LSM, the third floor periodical shift was completed by the fall/winter 2003-2004. A three-year space growth was left for the letters A, E, G, and H. A five-year space growth was left for the letters L-Z.
Concurrently, an assessment of the special collections room at LSM has led to the cataloging of the entire collection, and an assessment for more permanent storage and transfer of materials to the Libraries Annex and/or Special Collections/University Archives is under way.

Shifts of collections were also carried out at Art, Alexander, Kilmer and Douglass Libraries. The work of Collection Management continues to emphasize cross training and
collaborative efforts of staff, as well as use of technology such as space databases and handheld barcode collection devices.

**Training**

Training is a key concern as new services are introduced, old services are expanded and staff are transferred or hired. New technology requires that staff continue to be flexible in acquiring new skills and polishing old ones. Furthermore, a commitment to service excellence requires that staff are trained in the best practices of customer service.

In October and November of 2003 the Access/Collection Services department, in cooperation with the Rutgers University Libraries department of Training and Learning and the University Human Resources Department participated in a workshop series focusing on customer service, effective personnel management and project planning. The training series was customized to include “real life” scenarios as they pertain to library work, and in doing so was a very effective and well received training series. Staff report being far better prepared on how to present effective conflict resolution tactics when dealing with patrons, as well as being better equipped to multi task with our often diverse workloads. As a follow up, two full day workshops were designed to look at supervisory issues. Supervisors, Functional Group Coordinators and Team Leaders attended this second series. The success of this program has put this series on the agenda for other services in RUL.

In addition, Access/Collection Services staff conducted a training series in February of 2004 focused on a review of all circulation procedures. These training sessions incorporated the perspective of all the different Access Functions. They brought staff up to speed on the diverse changes to our policies and procedures that had occurred since the last comprehensive circulation training series, conducted in 1999. Planners effectively utilized surveys to shape and focus the course content for this training.

In June the Assistant Head for Access/Collection Services attended an ALA Pre-Conference on GPO record management. Over fifty institutions were represented. During sharing sessions, many participants commented on the advancements that Rutgers University has made in mainstreaming what is considered to be a very complex process.

**Ask A Librarian**

The Ask A Librarian service transitioned onto a web based management software package this year. This new platform allowed for much greater oversight into the numbers and types of questions being asked and responded to. Furthermore the availability and usefulness of standardized responses was greatly enhanced. Staff engaged in a training session and helped each other in a collegial manner to assure that service was seamless and patrons continued to receive complete, quality answers to their queries in a timely fashion. Four new staff members began answering questions. Access/Collection Services staff continue to answer approximately 65-70% of questions asked.
Government Processing/Bibliographic Cataloging

MARCIVE records are loaded routinely and the Federal Depository collection is gradually being represented online. The collaboration in this effort is a showcase for other efforts that take place in RUL. The participation was representative of all functions effected by the loads which extended to departments outside NBL, particularly the Systems and Cataloging Departments. The Government Publications Processing Group, led by the Coordinator for the Group, the Documents Librarians and the Team Leader for Bibliographic Record Maintenance, have developed operating guidelines, documented procedures and efficient workflows that are being followed, in some cases system-wide.

Reserves

Course reserves, especially the Electronic Reserve Service, have displayed significant evolution over the past year and more. Users continue to focus on remote access to these files. Access/Collection staff have continued to monitor the use of the service and make recommendations for its optimal structure. The recommendation for the 2004-05 year is to eliminate paper copies of photocopied material, as these are simply underutilized. Furthermore, copyright policy as it pertains to our service is being reviewed and changes made to procedure as required. In light of changing teaching styles/technology, the reserve staff will continue to investigate both the legality and technical feasibility of linking to external websites, subscribed databases and offering multiple file formats.

Pennsylvania Academic Library Consortium (PALCI)

In September 2003, RUL became a full-time member of PALCI. The New Brunswick Libraries RDS staff continued to troubleshoot the EZ-Borrow system on behalf of all RUL units. The problems that NBL Access staff identified included double ISBN numbers, multiple volume problems, provisional requests, and searching for foreign titles in the Staff PALCI website. Documentation on policies and procedures was revised and made available to all RUL staff.

Summary of Functional Group Accomplishments
For full details, refer to the individual reports the functional groups.

Billing Functional Group

- Knight Express introduced as payment option at Alexander Library. On January 16, 2004, Alexander Library became a unit capable of accepting Knight Express payment for library fines and bills.

- Credit Card payment extended via miscellaneous bills. Though students with academic holds for long overdue library material have had the ability to pay by credit card for lost material at a University Cashier’s Office, they have not been able to pay recall fines or other library bills through credit card.
This semester, the group goal was met when an agreement was made with the University Cashier. A more user-friendly solution to meeting the interest in credit card payment may be arriving within a year, when WorkFlows 2004 becomes available.

- Old academic holds from pre GEAC era removed. Group members removed academic holds on users who had billed material that preceded the automated GEAC circulation system.

- After examining the Release Notes and seeing test system results for new billing features in WorkFlows, the group recommended that the automatic creation of bills capability be used for material that is significantly long overdue, i.e., 6 months to 1 year. All other material that is 40 days overdue currently results in the automatic barring of borrowing privileges for users.

- Two group members were invited to participate in the Billing Working Group, a team of seven staff members representing New Brunswick, Newark, and Camden. Meeting monthly, the group has tested the new features and agreed to implement Lost Item Processing—Phase 1. Beginning July 6, 2004, a daily report will run that identifies CHECKED OUT and OVDRECALL items are 365 days overdue. The report modifies the status of these items to LOST-ASSUM, a shadowed location, creates $102.00 lost item bills in user records, and sends “Bill for Replacement” notices to users.

- Documentation, created by the Head, University Libraries Access and Interlibrary, that includes clear, helpful illustrations and screen prints of how to handle LOST-ASSUM material, has been posted on the libraries Staff Resources webpage.

- The two group members serving on the Billing Working Group wrote text for new notices that will go out to users. The two group members created the text for three new notices: 1) New graduates (alumni), with checkouts; 2) New graduates (alumni), without checkouts; and 3) Faculty/Staff who have left the university, with checkouts.

- During the past year, billing staff in New Brunswick placed 893 academic holds and 89 diploma holds (see Table 2). They removed 1,252 academic holds and 88 diploma holds. Using a daily report that captures all barred users who had returned all their long overdue items during the previous day and had not requested staff assistance to be unbarred, the coordinator unbarred 942 users.

Building Security and Maintenance Functional Group

- The BSMFG completed a PowerPoint presentation started last fiscal year for checking a patron’s book bag or belongings when an exit alarm is activated. This PowerPoint includes training on theft and damage to library materials. Dealing with
problem patrons will also be addressed. It is available as a training link from the NBL web page

- The BSMFG began the process of evaluating the use of hand held radios for the larger units. These “walkie/talkies” are used to aid in communicating with staff in different location of the building during closing or contacting staff who is working for long periods of time in the stacks.

- The BSMFG began the process of creating accurate floor plans for each unit, including location of emergency supplies and exits.

Circulation Functional Group

- Circulation Survey
  49 Survey Questionnaires were distributed to the Access staff of the Access/Collection Services Department, 32 Questionnaires were completed and returned. The results of the survey determined that there was a need for training/review and clarification of some polices

- Circulation Training
  In response to the survey sent out in the fall of 2003, a training session was planned and executed by the CFG Coordinator and the Supervisor I of the Alexander Library. The session covered topics in the major areas that Access Services staff must handle each day while working on a public service desk in the New Brunswick Libraries.

- Frequently Asked Questions (FAQ’S)
  Each member of the CFG was asked to choose 2-4 questions/answers to write up for the NBL webpage. These FAQ’s would be answers to common questions regarding policy. Some FAQ’s are currently on the website at the following location: [http://nbl/nbl_access_services/CIRCULATION/DOWNLOAD/CIRCULATION1.html](http://nbl/nbl_access_services/CIRCULATION/DOWNLOAD/CIRCULATION1.html), then click on Access.

- Simple vs Complex transaction survey
  In an effort to analyze the type of transactions at the Circulation desk, simple versus complex transaction statistics were taken two times during the fiscal year, once in July and once in October. The results showed that about 60% of the transactions were complex and 40% were simple. This was used to help determine the feasibility of self check out machines.

Collection Management Functional Group

- Distributed the NB wide Collection Management Manual in hard copy as requested and posted to the NBAS web site
• Actively pursued a merged staff workflow with NBACS. There are many areas where the work of collection services and collection management overlap. By actively pursuing a smooth merger, we streamlined many processes and eliminated duplication of effort.

• RUL’s preservationist met with the group to discuss preservation techniques and options for mold, water emergencies and insect infestation.

• Developed a standardized “stack check request” format and procedures for when and how to send these out.

• Group members were trained in managing government document classification systems.

• Group members were trained in local bindery repair and assisted in processing a backlog of these repairs at LSM and Alexander Libraries.

• Engaged in weeding and shifting projects as necessary across the NBL units to address areas of space concerns. Work closely with selectors and NBACS staff to keep the weeding process moving smoothly.

• Completed training for group members in all areas of Collection Management. Shared expertise in shifting/special project planning and management. Provide training for Government Documents Collection Management for group members.

Reserve Functional Group

• Completed procedures for “see also” records. Courses with multiple professors, or courses cross-listed in different disciplines, require a reference record to direct students to the proper listing.

• Handling of electronic files directly submitted to units was enhanced. Alexander Library set up a new group email to directly receive emailed file attachments from faculty.

• In recognition of the changing workflow associated with handling electronic files, the group suggestion and successfully adopted changes to titles limits and submission dates. We now offer a two-tiered title limit: 30 for mixed book/paper/E-reserves, and 40 for E-reserves only with files submitted in electronic format. Also, due dates for reserve material for fall has been moved to August 1st and Spring to December 1st.

• The group successfully implemented a standard weekly process to removed queued holds on material on reserve. This process notifies a patron who requested an item for RDS but did not receive their item do to the RESV-LIB request taking
precedence. The quick response (within a week) allows the patron to pursue another avenue to obtaining the items, and saves on transit time for material coming off reserve at semester’s end.

- Group coordinator traveled to Access Services Symposium held March 11th 2003 at NYU. Shared RUL reserves perspective and brought back discussion on different ways of handling course reserves to our group.

- The group developed a new access database for management of acquisitions. This database, coming into use at the beginning of the 04/05 fiscal year, will provide centralized tracking of items ordered for reserve on the REMX fund code.

- Reports were utilized to assess circulation of paper copies. Circulation statistics on existing paper copies will be part of the process of determining their continued need. In most cases circulation was between 0 and 5 times per semester. This report will be fine tuned for the Fall03 and Spring04 semesters.

- “Still checked out at closing” reports have been reviewed, and upgraded to include LC cataloged material on reserve.

- The group successfully tackled an upgrade to the system late in Fall 2003. Staff members working on reserves had to quickly adapt to a non documented change in SIRSI, in which shadowed items suddenly appeared in the catalog.

**Rutgers Delivery Service (RDS) Functional Group**

- Introduce and implement RDS Web Document Delivery Service. This service improvement by RDS allows users to receive articles more quickly, more conveniently, and with more storage options through purely electronic delivery of requested articles. On June 1, 2004, this service was introduced to our users.

- Standard RDS toolbar for Workflows. A standard RDS toolbar for Workflows was created and implemented throughout New Brunswick. The final toolbar is currently available on Access/Collection Services web page, as well as RUL web page. Customizing the RDS toolbar and setting properties will facilitate the processing of requests and the training of new staff members.

- Continue to use reports to locate and resolve problems in Workflows related to the Delivery Service.

- Central Access to RDS Documentation All RDS documentation is now centrally available at the New Brunswick Libraries Access Services website. This includes RDS membership, minutes, contact
information, forms, procedures, and links to staff resources. Over the year, all meeting minutes have been converted to HTML.

- Ariel 3.4 Version upgrade
  The libraries with scanner and Ariel software for Web Document Delivery were all updated to version 3.4 this year. The update was necessary to implement Web Document Delivery. All the bugs in the system were reported to Systems and Imaging Services.

**Student Assistant Functional Group**

- Completed Purpose Statement.
  The group finalized a purpose statement clearly stating our functional group’s intentions and expectations in managing part-time employees. This was the first full year of the group’s existence.

- The Student Assistant Functional Group created a WebCT webpage for displaying student information pertaining to the unit. This is scheduled for full implementation in the 2004/2005 fiscal year.

- Completed an orientation packet which serves as a standard welcoming and training tool for new part-time employees in all Access/Collection units.

- The Student Assistant Functional Group also addressed standardized job descriptions for student employees. Having standardized job descriptions will aid in utilizing the student staff more efficiently and aid us in determining standard pay increases and starting salaries for various positions across Access/Collection Services.

- The Student Assistant Functional Group worked towards creating effective recruitment measures for student staff as well as discussing the group’s overall retention rates. Twice a year the SAFG looks at current employment statistics and evaluates retention rates from semester to semester looking at reasons why each student or part-time employee left assessing the units needs.

**Bindery/Preservation Functional Group**

- Three small binding projects completed for Alexander Library, for Kayo Denda, Jim Nieson and also for the Entomology Department.

- The NJSTATE material is to be integrated into the NJDOC collection. The project is currently ongoing. 684 items have been bound to date; Boxes have been ordered for much of the material.
• Rutgers was chosen to be a BETA site for LINCPlus. Our goal was to help develop binding software that integrated with SIRSI and would also save time in processing material.

• The Missing Pages Project is a collaborative project at LSM. There are four large drawers located behind the LSM circulation desk full of folders that have the missing pages of journals and books located at LSM. To complete a unit, the journal is pulled from the shelf, the pages are re-photocopied so they are double sided and inserted into the item. At the current rate the project will be completed in one more year.

Bibliographic Record Maintenance Focus Group

• The Bib/Cat Team has succeeded in normalizing the daily MARCIVE unit load processing. We have been producing and constantly updating written procedures and flowcharts for handling certain tasks, such as monographic processing, serials processing, powersearching, etc. Daily MARCIVE pulling and processing statistics have also been recorded.

• All team members attend the Government Publications group meetings in order to gather and share information and procedures related to this process. The Bib/Cat Team also meets on a regular basis to discuss problems, propose solutions, and revise non-MARCIVE pre and post cataloging workflows.

• The staff has trained three new SCILS graduate students to assist in routine pre and post-cat work, and to assist in the MARCIVE unit processing work.

Holdings Record Maintenance Team

• The NJSTATE material was integrated into the NJDOC collection. Approximately 1800 titles were searched and the holdings added to the system. 684 items were sent to be bound at the end of the fiscal year. Approximately 200 missing titles have been returned to DBM for withdrawal.

• New procedures for Withdrawing books in a batch, and new procedures for streamlining the process are ongoing.

• In September of 2003, the Major Issues project was undertaken, and with the assistance of Library Systems, 12,978 cataloging records were linked for easy patron access.

• In July of 2003, the team cooperated with the Serials team to create and assist in training branch personnel in entry of back runs of their current journal titles to create correct and updated Marc Holdings for their libraries
Department Goals and Objectives for 2004/2005

- Continue to assess the workflow between Access and Collection Services functions and continue the integration of processes through shared staff and training initiatives. Employ technology, such as PDAs and laptop computers to aid in database management functions.

- Develop clear procedure for prioritizing large Collection Management/Maintenance projects, and allocate human and other resources as needed based on sound planning and prioritization. Key to success of this goal is increased communication between all parties associated with project planning/implementation.

- Training remains a priority. Significant changes are expected in SIRSI software. Staff are currently involved in Beta testing of new version, and expectations are that training for all staff will be required.

- Continue to promote a digital environment. Examples of this will be the expansion of electronic reserves through an assessment of file types and end of paper photocopies as an offered service.

- Retain an open and flexible mindset when considering the upcoming Rt. 18 expansion period. All Access Services and operational hours will need to be monitored, assessed and adjusted as needed in light of changing traffic patterns and access needs of patrons.

- Work toward a unified approach across all NBL units in managing student/part time staff. A common pay scale and set of job descriptions will assure an equitable compensation structure. Use of WebCT for training/document management will assure cross trained staff who can fill in as needed at any unit.

- Support the goals of the functional groups with guidance and administrative support. For full details, please refer to the individual reports of the functional groups.