

FINAL REPORT

TASK FORCE ON NEW BRUNSWICK LIBRARIES

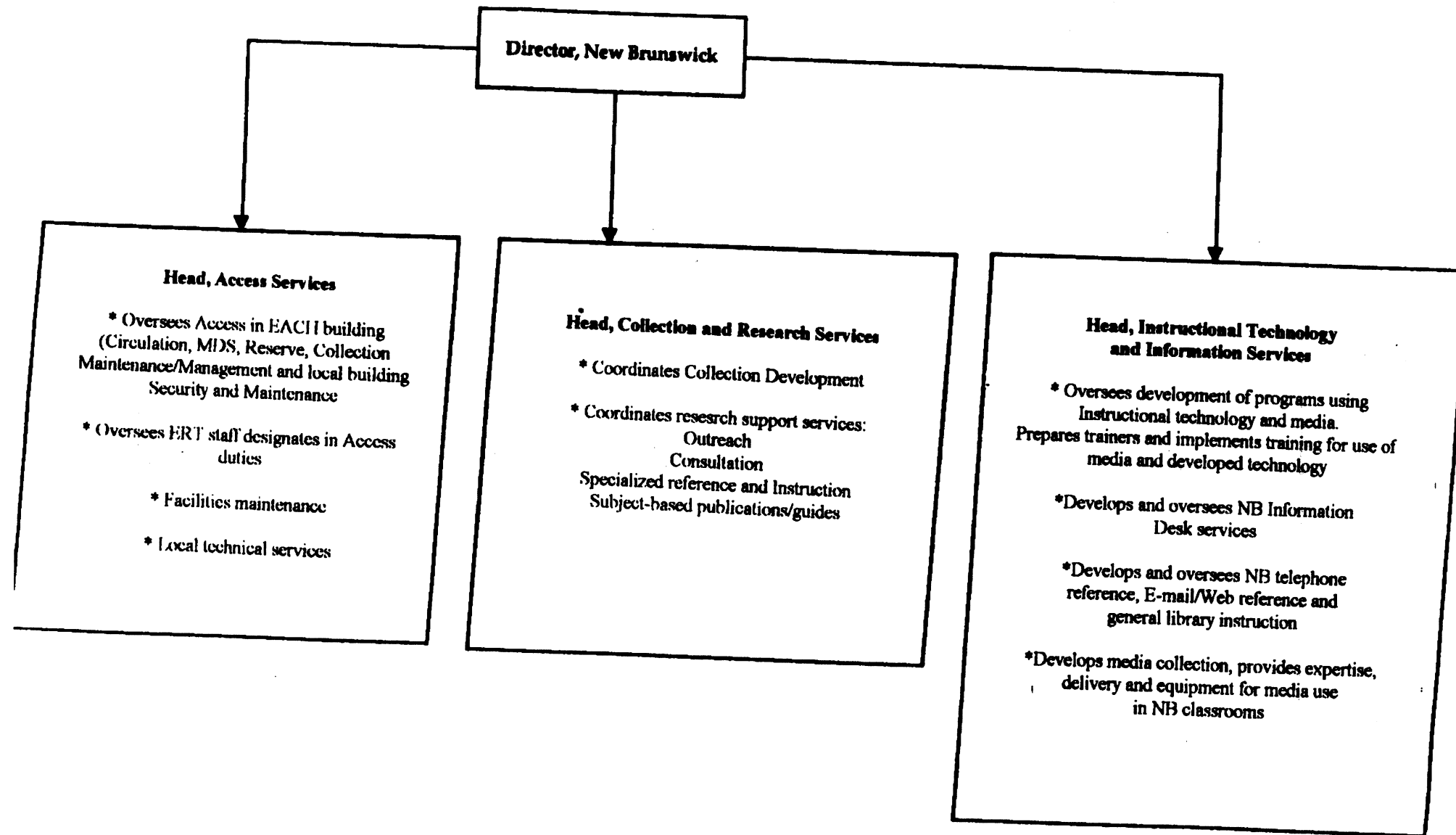
Marianne I. Gaunt, Chair
July 16, 1996

Final Report
Task Force on New Brunswick Libraries
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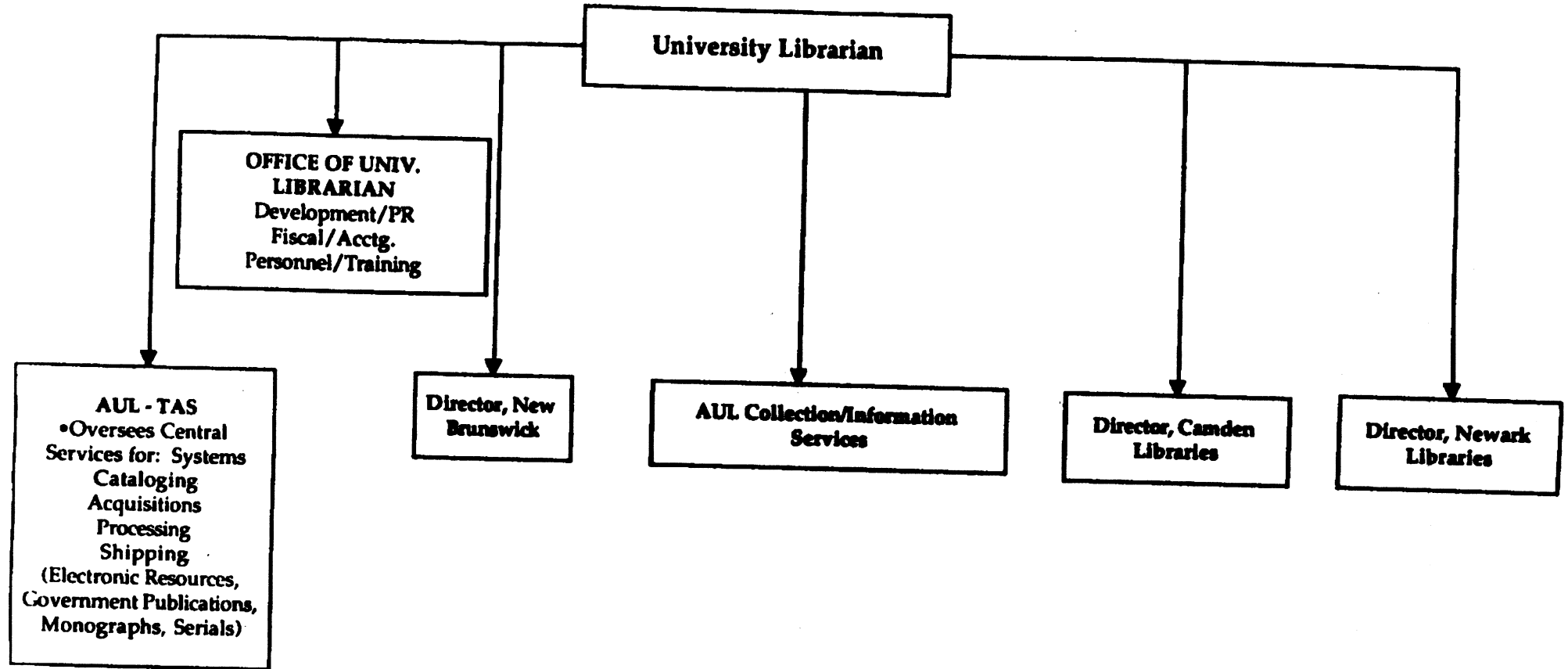
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Organization Chart - New Brunswick-- Conceptual Model



Organization Chart -RUL -- Conceptual Model





Rutgers University Libraries • New Brunswick • New Jersey 08903

University Librarian

908/932-7505

September 26, 1995

To:

From:

Frank Polach

Frank Polach

RE:

Task Force on New Brunswick Libraries

Thank you for agreeing to serve on a Task Force on the New Brunswick Libraries to be chaired by Marianne Gaunt.

A few years ago in light of cumulative, significant budget reductions the document "Reviewing Library Locations in New Brunswick" was developed. Its goal was to help maximize the deployment of resources into appropriate unit library services and collections.

That document was prepared along traditional lines in a time of fiscal crisis. We now need to reconsider those same issues within a broader and changing context. Fortunately, we have two significant documents to assist us: the Strategic Plan of the New Brunswick Campus and the University's Strategic Plan.

We also have some planning assumptions: monograph and serial prices will continue to escalate but our base collections budget is likely to remain flat; technology will allow us to revamp services and better focus on access issues; and the need for technologically sophisticated staff will continually increase.

This is an opportune time to position the New Brunswick Libraries strategically for the next century. I charge this Task Force to examine the provision of services and collections in New Brunswick in the context outlined above, and to prepare a report which makes recommendations on the functions of each of the New Brunswick Libraries, how they work together as a single campus-wide system, the primary services (public and technical) to be offered and the collections to be maintained. While issues of administrative structure may arise, I expect the thrust of your efforts to be directed to how library resources may best be deployed among the New Brunswick Libraries to meet current and emerging user needs. I encourage you to solicit input from both staff and librarians in each of the units and to devise a way, through surveys or other methods, of identifying user needs. Your report will be an important planning document for the library system.

Task Force on New Brunswick Libraries
September 26, 1995
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I look forward to receiving your report by mid-December so that we can review it internally during the early part of the spring semester.

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Peter Graham, Evelyn Greenberg, Marty Kesselman,
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Robert Sewell, Jane Sloan, Ryoko Toyama, Emma Warren**

**cc: Coordinating Committee
Cabinet**

Task Force on New Brunswick Libraries Discussion Groups - A Brief Report

Beginning in December, 1995 and continuing into 1996, Ann Smith led 11 discussion groups of librarians and staff who work on the New Brunswick/Piscataway campuses. The purpose of these discussions was to elicit ideas for the development of a mission and vision statement for the New Brunswick libraries, i.e., what we do and our vision for the future. As I reported in an earlier article in the *Agenda*, the mission/vision statement is the first step in the review of the New Brunswick Libraries. The responses from each of the groups was very similar. The following is a brief summary of those responses.

What do we do and who do we serve? Response to this question uniformly reiterated our strong service mission. We serve the faculty, students, staff of Rutgers as well as anyone who comes into our libraries (alumni, business people, independent researchers, people from other institutions, general public, and each other). It was noted that we can't be all things to all people, but we want to be able to serve the community outside RU. We collect, preserve, and make available information and materials. We provide study space and a hospitable, friendly environment for users. We provide links to resources and services which may reside elsewhere. We support the programs and mission of the University. We educate users about what's available and how to retrieve, evaluate, and use it.

How do we fit into the University? There were strong feelings about the centrality of the Libraries to the University, but a concern that we may be overlooked or undervalued. We contribute to the teaching, research, service, and education missions of the University. We need to be more integrated into RU, to demonstrate leadership. In the future the Libraries will serve more remote users; there will be more online interaction, and reference by e-mail and phone. Libraries are the only resource in the University that is totally open. We need to be more proactive than reactive.

What changes are affecting what we do? Technological changes are having the greatest impact on what we do and how we do it. The technology infrastructure costs are competing with other needs (collections, voucher). Computing access (networking and computers) is uneven throughout the Libraries for staff and the public. We are increasingly network dependent. Patrons want everything now or terday. Staff skills are increasing but there is a greater need for training. We need more and better planning for growth. E-mail makes communication easier and faster for staff and patrons but is less personal. We are doing more with less. Work flows seem more complex and there is a greater need for communication/collaboration. Some patrons are so overwhelmed by the technology that they require more time for instruction/hand-holding and other patrons now more than we do. Training is critical. Students need more instruction and we need to be the filters for electronic information.

What should we enhance or change? More emphasis needs to be placed on distance learning, 24-hour access, outreach, and technology. We need more equipment for staff and users. We need to know our market who we are and what we do. We need to distinguish ourselves. Information literacy for students is essential. Better communication among ourselves is necessary. Training and cross-training needs to be integrated into what we do. We need to continue our work on diversity issues. We need to know more about our users and what they need/want. Students seem to want more quality time with a librarian. The system should be less hierarchical and

bureaucratic and more flexible. Our common goals need to be articulated. We are confused about where our own resources are located. We'll still need print even though we have more electronic information.

What goals and values do we share? Quality, cost-effectiveness, timeliness, respect for each other and others.

What image do we want to project? Accessible, caring, can-do attitude, competent, courteous, confident, friendly/welcoming, organized, prepared for the future, professional, responsive, up-to-date.

These comments have provided the task force with lots of feedback to frame the mission and vision statements. They've also provided additional information that will help us as we review how the organization of the New Brunswick Libraries will help us achieve our vision. It's very clear that communication and training are the most critical internal issues that need to be addressed by any plan. Having just returned from the American Library Association Conference in San Antonio, I can tell you almost every library is experiencing similar changes. The issues we've highlighted seem to be the same everywhere. Very relevant concepts in these changing times include importance of being a learning organization, taking risks and being flexible. The only constant is change. Through change we learn and grow. It's OK to say we don't know—at any point in time some users will know more than we do. A certain amount of risk is good—we can learn from mistakes. Be flexible—bend, don't break!

In a few weeks, the discussion groups will reconvene to discuss a response to the newly drafted mission/vision statement, which follows. The groups will also discuss how the organization of the New Brunswick libraries can support our vision.

Draft

VISION FOR THE NEW BRUNSWICK LIBRARIES

The New Brunswick/Piscataway Libraries of Rutgers University constitute a single learning organization that is flexible and proactive. The Libraries provide leadership in the area of information organization and policy and instructional technology to the campus in a changing instructional and research environment.

MISSION OF THE NEW BRUNSWICK LIBRARIES

The mission of the New Brunswick/Piscataway Libraries of Rutgers University Libraries is to be the locus for the provision of academic/scholarly information resources and services to support the instructional, research and service mission of Rutgers, the State University with particular emphasis on programs of the New Brunswick/Piscataway campus. Among the Libraries' goals are to:

- identify user needs, design appropriate services and acquire/preserve appropriate resources
- develop and retain a diverse, competent and committed workforce
- create a comfortable, secure, and welcoming environment
- communicate our role, services and resources to users and ourselves
- collaborate closely with the instructional and research programs of the campus
- nurture a spirit of creativity and innovation

APPENDIX C

Task Force on New Brunswick Libraries
95/96

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11/15/95

The Agenda

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Message

From the Acting University Librarian

Some of you may have already heard of a new initiative being undertaken by President Lawrence--a Strategic Resource and Opportunity Analysis. The purpose of the analysis is to identify administrative resources for reallocation to support the academic initiatives being recommended by the strategic planning implementation committees. The President is asking administrators to consult recent self-studies and strategic planning documents, as well as innovative initiatives at peer institutions, and to develop reports regarding potential reallocations. Specifically, he asks everyone to consider economies of scale, reducing duplication, fostering appropriate consolidation, identifying excessive cost/benefit ratios, and using electronic services to enhance service and reduce costs.

Happily, we have already started a process that can fold quite nicely into the President's initiative. The work of the Task Force on New Brunswick Libraries, commenced as our own plan for internal reorganization and reallocation to priority areas, should demonstrate initiatives we are undertaking on all these fronts. Where do we stand on progress being made in the Task Force and what's next?

A summary report of our progress and a DRAFT mission and vision statement was presented in a recent Agenda issue. I have gotten some feedback on the statements, but there will be additional opportunities when the discussion groups are reconvened in mid-March to officially review them as well as an interim report that includes a DRAFT organizational plan for New Brunswick. There will be a Library Faculty meeting on March 22 to discuss the same. If we have support for the concepts and direction embodied in the interim report, the Task Force will continue to work on more specific details of the plan.

Two other reports should also help our planning: "Building a Learning Community" the report of the Committee on the Delivery of Undergraduate Education, and the findings from the New Brunswick Library Committee's faculty survey. Both these reports will be distributed to the University community very shortly. We want to make sure that the Task Force's recommendations support the goals and priorities identified here.

Our tentative timetable, therefore, is to have a final report to be reviewed by the Faculty and the discussion groups in May. At that time we should also be prepared to discuss a DRAFT implementation schedule. It is too early to determine the exact timelines, however, we do want to consider our organizational concepts in the framework of a new online integrated library system (OPAC). We should take advantage of new organizational structures in concert with new OPAC workflows.

Vice President Seneca has been kept informed of our progress and the general directions in which we are moving. He has assured me not only that we have his full support, but that he is pleased with the purpose and objectives of our plans. I hope we can continue to think globally and with a vision of the future that will help us cement our role of leadership in support of the University's mission.

TIME LINES:

- Sept. 1995 .. University Librarian appoints the Task Force on New Brunswick Libraries.
- Nov. 1995 - Jan. 1996 .. 11 discussion groups contribute to the development of a mission and vision statement for the New Brunswick Libraries.
- Jan. 1996 - Feb. 1996 .. Task Force develops a DRAFT reorganization plan based on vision and mission statements.
- March 1996 .. Discussion groups review and comment on vision and mission statements and reorganization plans.
- March 22, 1996 .. Faculty at large discussion of interim report including mission/vision statements and DRAFT organization plans.
- March - April 1996 .. Task Force incorporates feedback, develops final report and implementation schedule.
- May 1996 .. Final report and schedule reviewed by discussion groups and full faculty.
- Summer - Fall 1996 .. Endorsement by University administration/faculty. implementation begins.



Marianne Gaunt