A NEW FRAMEWORK FOR
RUL BASED ON THE DLI

Conceived by the 2000-2001 Planning Committee and
Continued by the 2001-2002 RUL Planning Committee:

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Background:

The 2000-2001 RUL Planning Committee, Tom Frusciano, Theo Haynes, Helen Hoffman, Marty Kesselman, Rhonda Marker, Ferris Olin, Chairperson, Jane Sloan, Addie Tallau and Farideh Tehrani, worked on a new long-range plan for the Rutgers University Libraries by following up on the report of the Faculty Lines and Long Term Planning Committee’s work (Trio Committee) and reviewing the DLI. So much has changed since the 1998 adoption of *A Bridge to the Future: The Rutgers Digital Library Initiative* (and/or is changing) that the committee began its deliberations by developing a new model for the work that the library does now or we think will do in the future. In this plan, neither buildings nor departments form the basis for RUL. Rather, by redefining the work that is or will be done and by creating new names for the arenas in which this work is performed, the Planning Committee has conceived a forward thinking model to aid in planning for the next few years. A diagram/map of the new model can be found on page 3, which is followed by text describing each of the functional arenas and the tasks outlined within them. Each group of tasks is arranged by those currently being performed by RUL personnel and those anticipated for the future. Included in these lists are the major activities done at RUL today and the goals, priorities, and objectives outlined in *A Bridge to the Future*. These lists are by no means exhaustive, but contain the major activities for each area.

Once the Human Resources Office completes the “Map of Faculty by Expertise and Assignments,” the committee will then review it in light of its deliberations concerning the newly proposed RUL framework. It is our intention to provide a “road map” for achieving the DLI. *A Bridge to the Future* is a five-year plan that has sent us on our way towards 2003; while this newest endeavor by the Planning Committee will provide the RUL with an assessment of how far we have come, what remains to be accomplished, what DLI goals are no longer relevant in 2001, and what new goals need to be articulated and met. The committee looks forward to continuing its agenda and mission, that of acting as the planning body for the RUL faculty.

July 2001
A Map of Library Land by Function

Spring 2001
RUL Planning Committee
Conceptual Framework/Functional Map including DLI for RUL, 2001-2004

Introduction

Today's world is a time of new beginnings. The Digital Library Initiative and changes in scholarly communication mean that business as usual can no longer continue. Yet the library of the future does not allow the discarding of all that libraries have traditionally done. Electronic resources and remote access present new challenges, but not all information is available digitally. Print materials and in-person services must still be supported. A new academic library is emerging. This framework is a way to articulate what the plan for this new library will include and what services and activities need to be supported. While we will continue to do some traditional activities, we must also accommodate new activities. That necessitates performing tasks in ways that will support traditional services and materials as well as new services and materials.

This framework outlines four areas in which these tasks will occur and enumerates the major activities. These areas are intentionally not current departments, or organizational components. They represent new and old work that must be done. Three of the areas represent the services that a user directly experiences when they dial up the library or walk up to a service point. They are in-person/connect services. Structural or non-public services represent all the many activities that must be done in order for these services to exist. Those activities, that are specifically mentioned in the Digital Library Initiative, have been referenced by page and item.

As the map makes clear, there are relationships between all of these areas that need to be articulated. Once we have achieved a consensus about what is to be done and the relative value of the actions, it is then possible to determine what resources we have to do the tasks and how to realign them in ways which will support the 21st century academic library and the Digital Library Initiative.

March 2002
I. INFORMATION SERVICES (Definition = providing information or assistance in locating information individually, person-to-person)

CURRENT:
- Reference services - desk and telephone
- Other service desks and telephones
- Directional assistance
- Research consultations
- Ask a Librarian
- Email reference
- NJ Library Information Network reference services
- Cooperative information services with other institutions
- RUL liaisons with departments
- Information literacy/Bibliographic instruction, classes, course-related resources, and tutorials

NEW
- Personalized view of the library website
  - *Portals (interoperability through metadata between resources)*
    - “Design and implement electronic navigators.” **DLI p.13, C5** Catalog Portal Committee addressing both portals and personalized view currently in process. These issues are becoming more important and require prompt attention -- ongoing

- E-Journal lists by subject

- Real-time reference
  - “Provide timely, accurate and convenient delivery of information resources to the desktop.” **DLI p.10, B1 A** Committee to look at real-time references issues has issued a report. Technological changes continue. A pilot project is now underway -- ongoing.

FUTURE 3-5 years, striving for quicker turnaround time

- *Ask-a-Librarian*
  - “Provide enhanced information services, such as “Ask a Librarian” to satisfy information needs in a timely manner.” **DLI p.10, B3** Ask a Librarian Implemented, needs to be re-organized and responsibilities for types of questions assigned to deal with the increasing volume. Should actual title be “Ask the Library” -- ongoing

* Items on the section pages, marked with an asterisk, have been designated as most important by the Planning Committee

**DLI refers to the page and item number in the digital Library Initiative
Email reference

“Provide information services electronically to remote users.” DLI p.13, C4 Email Ask-a-librarian is currently an email reference service that also maintains informative web pages. Individual public services /collection development librarians provide email reference consultations. Names and specialization need to be more obvious to users -- ongoing

Directional assistance and Hours

Web-based maps, directions and hours now in place. Hours available everywhere by voice mail or answering machine. Recorded directions and other information available from some, but not all units. In general, successfully implemented, some areas could add more kinds of information to their telephone menus. Must be regularly updated -- ongoing

Instruction - Tutorials (Web-Based, WebCT, E-College, Etc.)

“Create instructional programs that provide students and faculty with skills to exploit new information environment.” DLI p.10, B2 -- E-College pages Knowledge Maze, Scientific and Technical Writing, HIV/AIDS Tutorials have been completed. Members of the Instructional Services Committee are working on new approaches to tutorials. Informative web pages for instructional purposes can also be found throughout RUL as a part of our educational efforts, -- ongoing

Continuing Next 3-5 years

Reference services, desk and telephone -- ongoing
Other service desks and telephones – ongoing
Research consultations -- ongoing
NJ Library Information Network Reference services -- ongoing
Cooperative information services with other institutions -- ongoing

Instruction – classes

“Design and Implement interactive instructional programs.” DLI p.13, C6 Instructional Services Committee is currently working on implementation -- ongoing

“Work with Rutgers faculty, design instructional programs for students that incorporate information literacy to advance undergraduate learning goals.” DLI p.13, C7 True information literacy remains a goal rather than a reality, but Instructional Services Committee is including this in their implementation. -- ongoing

RUL liaisons with departments

“Strengthen liaison relationships between libraries and academic departments.” DLI p.9, A2 Lists of bibliographers in various subject areas are available on the Library Web Pages. These lists need to be redesigned to make them easier for people outside the libraries to find. Liaison relationships are strengthened through instruction, assignments on campus-wide committees, research consultations, and in other ways. Some liaison
Digital Collections and Projects

Online collections as well as databases and other digital projects have been mounted by Special Collections, the Scholarly Communication Center, and other other groups at RUL. *Existing collections have been successfully implemented, More collections and projects are to come. Continuation of these efforts requires coordination, and institutional commitment in terms of programming and hardware equipment are needed -- ongoing*

Digital Exhibits

Both digital and traditional exhibits have been mounted by Special Collections, the Scholarly Communications Center, the Margery Somers Foster Center [Douglass], the Institute for Jazz Studies [with the Dana Media Department] and other groups at RUL. Once mounted, these are available continuously. *More exhibits are to come -- ongoing*
II. MATERIAL SERVICES (Definition = Functions and activities directly undertaken to select and acquire library materials for patron use)

CURRENT:

Selection/de-selection of materials
Acquisition and/or licensing of materials, including e-resources.
Interlibrary Loan
Imaging Services

NEW

Archiving of electronic resources

“Create Rutgers Library Digital Archive to assure long term availability of electronic information.” DLI p.12, A5a.

“This is a new activity and will require specific funds, equipment and lines to adequately implement. It should not be piggybacked on existing projects.

“Collaborate on archiving of digital projects.” DLI p.13, B1

Shift in e-resources collection development

“Acquire networked electronics for general and specialized materials.” DLI p.13, A2. This has already occurred -- ongoing

*EDI for ordering and invoicing.

This technology offers a means of improving the turnaround time and the amount of time spent on ordering, receiving and invoice preparation. Rutgers must initiate and participate in programs to enable the technology with respect to our vendors and Sirsi.

FUTURE: 3-5 Years, striving for shorter turnaround time

Acquisition and/or licensing of materials, including e-resources

“Acquire library resources in all formats in support of faculty and students on all campuses.” DLI p.10, A5. ongoing, dependent on financial resources.

“Negotiate with vendors of electronic material on a university-wide basis.” DLI p. 10 A7. ongoing
“When resources are needed on two or more campuses, provide those resources electronically.” DLI p.10, A8 -- ongoing

“Collaborate with other libraries and consortia for purchase of electronic resources at reduced prices with favorable licensing terms and for cooperative collection development programs.” DLI p.13, A4 -- ongoing

Interlibrary Loan

“Provide timely, accurate and convenient delivery of information resources to the desktop.” DLI p.10, B1 A

Increase retrospective conversion activities to decrease items requested that Rutgers owns — ongoing, currently working on the Douglass Library Collection.

Assess expenditures for external purchase of photocopies and monographs in response to Interlibrary Loan requests.

Develop new partnerships within the state and region.

Continuing 3-5 years

Selection/de-selection of materials

“Develop collections based on university programs and priorities.”
DLI p. 9, A1a -- dependent on financial resources, need to acquire material in all formats -- ongoing

“Maintain appropriate information resources in other areas.” DLI p. 9, A1c -- ongoing

“Strive to develop collection comparable to top quartile public AAU libraries.” DLI p. 9, A4 -- ongoing, need to focus on those areas with good collections, dependent on financial resources

“Consider quality, cost accessibility, preservation/archival factors and space as selection principles for library materials where there is a choice.”
DLI p. 10, A9 -- ongoing

“Disperse physical collections based on intellectual coherence of the collections.” DLI p. 10, A11 The collection rationalization process going on in the Douglass Library is reshaping the existing collection to fit the new mission as stated in D21

“Minimize duplication of monograph and journal print collections to increase depth of coverage.” DLI p.10, A12 -- ongoing

“Expand collection resources to an appropriate level for current programs in order for Rutgers to gain a competitive edge for faculty and students.” DLI p. 12-13, A1 -- ongoing, need financial resources to expand. The Capital Campaign endowment funds will aid in this area
“Focus collection support in areas of emphasis as outlined in the university’s strategic plan” DLI p.13, A3  -- ongoing

Imaging services

*Continue to improve equipment and services, especially scanning*  -- ongoing
III. AVAILABILITY SERVICES  (Definition = what makes something available to users)

CURRENT:

- Circulation of materials
- Cooperative borrowing
- Rutgers Request Service
- Reserves and E-reserves
- User Initiated services such as Journal Article and Inter-library loan requests
- IRIS
- Cataloging and authority control
- Purchasing bibliographic records
- Serials check-in
- Retrospective conversion.
- Creating linkages between databases
- Creation of Finding Aids, Research Guides/Web Sites/ Gateways

NEW

User Initiated services

_self check-out This is an area that deserves experimentation. It could improve the speed with which circulation transactions are completed and might reduce the number of people needed to "station fill" the circulation desk.

Digitization

_"Begin digitization projects." DLI p.13, B5 -- The first step in the process is to determine what criteria should be used to select the projects.

FUTURE 3-5 years with increased focus

*Retrospective conversion and complete cataloging of all materials

_“Create electronic records for all items existing in Rutgers Collections.”
DLI p.13, B1 – A partial inventory of un-cataloged collections can be found at http://www.libraries.rutgers.edu/rul/staff/groups/tsc/reports/uncatalogedworkingdoc. The backlog of un-cataloged materials at TSB has no records. Both should be included in as permanent part of the cataloging work load. Work has already begun to get government documents into the mainstream -ongoing

_“Improve existing records to assist in more complete and effective retrieval.” DLI p.13, B2 -- Currently engaged in consolidating IRIS records -- ongoing

Rutgers Request Service

_“Less than Forty-eight hours for document delivery must be achieved” DLI p.10, A13 --resources need to be allocated to cover the weekends

User Initiated services such as Journal Article and Interlibrary loan requests This has been partially implemented. The electronic forms are currently filtered through a
group of people who then send them out electronically. Since no checking of ownership
is done in New Brunswick, the need for filtering should be evaluated in terms of delay and
the effect on our providers.

Booking service for media materials
A booking module has been partially implemented. Delivery and coordination of booking
and circulation for these materials across all campuses needs to be assessed and
improved

Continuing

Circulation of materials -- ongoing

Cooperative borrowing

“Rely on consortial partners for support” **DLI p. 9, A1c -- ongoing**

“Develop collections in relationship to resource sharing agreements, cooperative
development strategies and consortial purchasing where possible.”
**DLI p. 10, A14 -- ongoing**

Reserves and E-reserves This has been implemented. There are problems in image quality
and items available. A survey of users is currently underway.

IRIS

“Ensure that all Rutgers’ resources are represented in IRIS and that bibliographic
links in IRIS exist for full text.” **DLI p. 10, B4 -- ongoing**

“Make available all electronic resources for access and use on each of the three regional
campuses if there is a programmatic or research need.” **DLI p. 10, A8 -- ongoing**

Cataloging and authority control -- ongoing
Purchasing bibliographic records - ongoing
Serials check-in -- ongoing
Creating linkages between databases

“Create mechanisms to link catalog records to the digital full-text and to link electronic
databases to library holdings.” **DLI p.13, B4 - ongoing**

Creation of Finding aids, Research Guides/Web Sites/ Gateways

“Create finding aids for specialized materials.” **DLI p.13, B3 -- ongoing**
IV. STRUCTURAL SERVICES or NON PUBLIC SERVICES (Definition: what gets done behind the scenes to make other services work)

CURRENT:

Personnel
Training in all areas

Technical Infrastructure
- Maintenance of Library collections database and portals
- Mark-up and maintenance of library web pages
- Maintenance of user-computer interfaces
- Hardware installation and maintenance
- Equipment support
- Unicorn upgrades and reports
- Network, server, client, and software support

Research and Development
- Developing and documenting policies and procedures
- Development of Library collections database and portals
- Development of user-computer interfaces
- Collaborative development of new digital resources
- Planning and developing self services for users
- Developing library web pages content
- Evaluation and planning for all areas and services
- Public relations for RUL

Facilities
- Building management and security
- Shipping and receiving

Materials
- Physical processing of materials
- Bindery, missing issues claiming
- Preservation
- Shelving
- Shelf reading

Money
- Budgeting
- Fund raising
- Invoice payment
- Payroll
- Accounts receivable; cash transmittals, payment plans, customer service, etc

Institutional Research
- Statistical reporting and analysis
NEW

Research and Development

Determining the libraries’ role in the creation of digital content/commitment to publishing.

Planning for new services via RUN 2000 and RU cablevision

Planning for digitization.

“Select and prioritize collections to be digitized” DLI p.13, A5 -- Develop a program of steps needed to insure an orderly approach once the criteria have been determined.

Develop the next generation library collections database.

Money

Integration of fiscal matters into Rutgers Integrated Administrative System (RIAS)

Institutional Research

Improved access to internal/operational data and statistics

*Evaluation and planning for all areas and services -- ongoing

“Analyze regularly collection use data.” DLI p.9, A3

Developing and documenting policies and procedures -- ongoing

Statistical reporting and analysis -- ongoing

FUTURE  3-5 years

Materials

*Preservation

“Create and implement a preservation plan for materials in all formats.” DLI p. 13, A8  Preservation exists in a very minor way. We have a report from the Preservation Task Force, available at: http://www.libraries.rutgers.edu/rul/staff/reports/preservation_lib_materi als. An excellent report from a consultant has been received. The first step is to develop the program. It needs new resources, equipment, facilities, and lines if we are to move beyond our current status

Facilities
“Redesign, expand and renovate media facilities at Douglass to create a multimedia resource center for the arts to link to the Arts Distribution Network.”
DLI p. 12, D3 -- Money to be raised as part of the Capital Campaign

“Complete the shell floor at Dana for the Center for Instructional Information Technologies (CIIT).” DLI p.12, D4 -- Money to be raised as part of the Capital Campaign

Continuing

Personnel

“Recruit and develop personnel with information skills, knowledge of academic subject areas and the ability to manage change.” DLI p.11, C1 – ongoing

“Recruit and develop personnel with technical skills, including systems manager and web masters.” DLI p.11, C2 – ongoing

“Recruit and maintain a diverse workforce reflecting the composition of the student body and society.” DLI p.11, C4 – ongoing

“Develop staffing levels in line with the top quartile of public AAU libraries esp. in light of geography.” DLI p.11, C5 –ongoing, need more lines for certain functions

“Work closely with University administration to develop creative staffing models that maximize and leverage personnel resources.” DLI p.11,C5 -- ongoing

Training

“Increase emphasis on human resources development including continuous upgrading of skills and knowledge of all personnel. “ DLI p.11, C3 The addition of a person responsible for this function should improve this activity

Technical Infrastructure

Maintenance of Library collections database and portals -- ongoing

Mark-up and maintenance of library web pages -- ongoing

Maintenance of user-computer interfaces -- ongoing

Hardware installation and maintenance

“Cyclically upgrade and replace equipment on all campuses.”
DLI p.12, D1 The Capital Campaign endowment for this purpose, if achieved, should enable us to move beyond the feast or famine mode of operation, the EFL funds should alleviate our worst problems-- ongoing
Equipment support -- ongoing

Unicorn upgrades and reports -- ongoing

Network, server, client, and software systems support and upgrades -- ongoing

Research and Development

*Library collections database and catalog portal development -- ongoing

Development of user-computer interfaces -- ongoing

*Collaborative development of new digital resources

“Support faculty in the creation of digital resources for research and instruction.” DLI p.10, B5 -- ongoing

Plan and develop self-services for users.-- ongoing

Develop library web pages content -- ongoing

Materials

Physical processing of materials -- ongoing

Bindery, missing issues claiming -- ongoing

Facilities

“Construct videoconferencing facilities in the major libraries on the Camden, Newark and Piscataway/New Brunswick campuses.”

DLI p.10, B5

Shipping and receiving -- ongoing

Building management and security – ongoing

Review Library facilities in view of new programs and services -- ongoing

Money

Invoice payment -- ongoing

Payroll

Accounts receivable; cash transmittals, payment plans, customer service, etc -- ongoing

Fund raising – ongoing

“Acquire external funding to digitize unique library resources.”

DLI p.10, B6 It is important that digitization activities not draw against funds needed for other ongoing activities.
The inclusion of the Libraries in the Capital Campaign should help to highlight the money needed to support these four areas.