ILL, RDS, E-ZBorrow (PALCI), and Article Delivery

Considerations for Delivery Services Team

Although all of these functions are not run from the same offices in New Brunswick, they are operated together at Newark and Camden. Separating them out for detailed analysis would take more time than we have available at present; the same personnel do many of these tasks, so we are treating them as a unit.

Consideration 1: Information about Delivery Services

Rutgers University Libraries system utilizes a variety of services and tools for ordering and delivering materials.

The intra- and inter-library loan programs that RUL use include:

- Interlibrary Loan Services (through ILLiad, OCLC WorldCat);
- PALCI (a regional library consortium, aka E-ZBorrow) (URSA software)
- JerseyCat (a New Jersey library consortium coordinated through the State Library)
- Rutgers Delivery Service (RDS - for delivery of materials between campuses which utilizes WorkFlows)

RUL uses a variety of services for the delivery of books and articles.
- For books
  - Rutgers University campus mail
  - UPS (2 accounts in Camden, ILL and PALCI)
  - Fed Ex Delivery (mostly for overnight ILLs)
  - US Postal Service (mostly for international delivery of books)
  - CD&L commercial delivery service (current vendor: Velocity)
- For articles:
  - Email for article delivery (with attachments or web links)
Consideration 2: Staff and turn-around time

**New Brunswick**

- **E-ZBorrow (PALCI):** *Handled by seven part-time workers under supervision of two full-time staff*

- **Interlibrary Loan (ILL):** *Handled by five and a half full-time staff: two dedicated to Lending, three and a half dedicated to Borrowing. Assisted by three part-time staff.*

- **Article Delivery:** *Handled by three ILL Borrowing staff*

- **RDS:** *Handled through individual libraries, although there is a systemwide coordinator, currently Krista Dandurand at LSM.*

Turnaround times for E-ZBorrow, ILL, and article delivery processing in New Brunswick are about 1 day. Glenn Sandberg adds a thought:

> The more important statistic to track is how long it takes from the patron initiating the request to the patron receiving the requested material. These times vary greatly, depending on the type of request. ILLiad does provide an average time for this in their system reports. We generally receive very few complaints from patrons about how long it takes for them to receive the requested material.

Krista Dandurand offers these details about turnaround times for RDS in New Brunswick:

> The RDS staff in New Brunswick aim for a turnaround time of one day. Scarcity of students is rarely a problem for us. Requests for RDS books are consistently completed by the end of the day, because we get our pull lists at a consistent time in the afternoon. Articles are a bit different. Staff in the ILS office may be processing Article Requests throughout the day. If someone in the ILS office processes a very large batch of requests around 4pm, the RDS staff will probably not get to them until the next day.

**Camden**
In Camden we have one full time staff person responsible for all of ILL (including PALCI) and RDS (including scanning) and shipping of ILLs. This is done with student help especially for pulling of books, scanning and some processing of RDS books and PALCI books.

The turn-around time is usually one day.

Newark

The staff devoted to these functions consists of two full-time employees, Carolyn Foote (RDS and Article Delivery) and Dorothy Grauer (ILL), one part-time employee (Marlene Riley), and between 13.5 and 15 hours of student assistant time per week. Students may be work-study or voucher.

In a typical day:

- approximately 3-5 hours are spent searching for books and journals in the library;
- approximately 1-3 hours are spent processing requests;
- approximately 4½ hours are spent packaging materials for shipping;
- approximately 1-3 hour are spent processing shipping orders;
- Approximately 2 hours are spent answering patron inquires and assisting with locating ordered materials at Circulation Desk.

Turn-around times for most services at Newark are one day. If student assistant hours are not available, the turn-around time for articles sent can be 1-2 days and PALCI book returns can be 1-3 days.

Overall comment: One day turnaround times are adequate for these services.

Consideration 3: Organization of Services

ILS at Alexander Library is the central ILL office. There are local ILL centers at Camden, Newark, and LSM. All the RU libraries participate in RDS delivery and that procedure is standard. There is an RDS/ILS working group that discusses policy and procedures comprised of representatives from these different centers.
Policies and procedures are standard throughout RUL. Variations in service among libraries or geographical locations are a result of the library’s size, the location of the office, and individual library culture. For example, at the Paul Robeson and Dana Libraries there is probably more personal contact between staff and patrons. Because of our smaller size, we have more face-time with the users.

At Dana, materials delivery staff also sometimes assist patrons with microfilm/and or fiche readers/printers on the first floor because they are located nearby.

Consideration 4: Accommodating fluctuations in demand

New Brunswick

Full-time staff are experienced enough to anticipate the ebb and flow of demand for our services. Resources are allocated as needed and turnaround time remains consistent across all levels of demand.

Camden

Fortunately, the demand for library materials generally fluctuates during the semester along the same pattern as availability of student workers. “Borrowing” and “Lending” are busy in the beginning and middle of the semester. “Returning” and “Completing” are busy toward the end of the semester. As a one person department, Mary Anne Nesbit is very dependent on student help to get everything done in a timely way. She also occasionally gets help from other staff members.

Newark

Accommodations for fluctuations in service demands are made during the year with the assistance of work-study students. (A) It is obvious that these hours are not always sufficient to prevent backlogs. More student hours and/or making the part-time assistant a full-time employee would help a great deal.

Overall comment: Accommodating fluctuations in demand appears to depend in large part upon the availability of student help, especially for article delivery and RDS.

Consideration 5: Handling questions and challenges

Our full-time (and some part-time) employees on every campus are all experienced enough to handle questions from users, RUL librarians and staff, and resource sharing partner libraries. Sometimes reference
librarians help with verifications at Camden and Newark; more often, the
reference librarians go to the materials delivery people for help with a
particular request.

Consideration 6: Quality, consistency, assessment, and costs

New Brunswick

Monthly statistical reports are run by the Supervisor; these reports reflect
quantity and quality of services offered. These statistics are posted to the
RUL statistics site. Judy Gardner prepared a report detailing cost
effectiveness of services offered; this report is available on the T: drive.

Camden

RUL insures quality and consistency in service by hiring and retaining
good and dedicated people. The Resource Sharing Group is a good case in
point. They have regular staff meetings within the various working
groups to discuss pertinent issues and changes to policy and procedures.
They make current policies and procedures easily available to all staff and
faculty on our Website. They encourage discussion and communication
among all levels of faculty and staff.

Newark

We give the best quality and services we can with insufficient staffing.
Services are not evaluated due to staff shortage. Statistics are calculated
and reported monthly.

Consideration 7: Resources and infrastructure

New Brunswick

Resources are currently adequate to support the demand for delivery
services.

Camden

The resources – facilities, infrastructure, personnel and technology
allocated by RUL for materials delivery services are, for the most part,
adequate. Annual cuts in funding, lost staff lines, and an ever-increasing
student enrollment are factors that combine to make for more work with
fewer people. Walking the line between quality and quantity is
challenging. Problems with software (PALCI) can be very frustrating and
time-consuming. Physical limitations such as a lack of counter-space for handling reserve and ILL materials present a problem at the Camden campus.

**Newark**

Resources are not adequate, since personnel are short staffed, the different demands for delivery services are so high volume, and we support only what we are capable of handling under the circumstances.

**Consideration 8: Recommended efficiencies**

**Some Miscellaneous Observations**

To the untrained eye, materials delivery staff members spend a lot of time entering and re-entering data into incompatible systems (e.g., Jersey Cat and WorkFlows). Since IRIS (WorkFlows) is our main system as a matter of policy, temporary IRIS records have to be constructed for many transactions. Only PALCI constructs the WorkFlows records for us, and Camden reports that PALCI is sometimes slow and times out while interfacing with Workflows.

Jersey Cat is not particularly easy to use, although the prospect of losing this resource because of budget cuts is catastrophic. Better ILL searching and routing software for all of New Jersey (a la PALCI in Pennsylvania) would really help--a consideration to remember for the future OLE system.

Doing article delivery for able-bodied people on our campus is unnecessary. Fortunately, only a handful of students abuse our article delivery service. Far more significant is the wasted time from article requests for which we already have electronic articles. Some moves have already been made to reduce that waste, including: 1) publicity for electronic journals in cooperation with Harry Glazer; 2) changes in the Serials Solution button displays in Searchlight and in Ebscohost. On March 11, the Database Interface Group (DIG) announced some new improvements to Serials Solutions to make connections with full-text articles even faster and easier for users to comprehend.

We need to explore the relationship between document delivery and e-books for the future. Also, at present we do not provide interlibrary loan copies from e-journals, but what happens when most of the holdings in most academic libraries are electronic?

One of our staff people raised this issue again: Relocate all bound journals and microfilm to a central location (such as New Brunswick) to
streamline article requests for both RDS and ILL. This needs to be balanced with the requirements of individual libraries to serve their constituencies, and previous systemwide discussions have left the items where they were.

Newark's Article Requests: An Example of the Process

All patron-generated article requests are first handled through Glenn Sandberg's office in New Brunswick. Carolyn Foote handles incoming article requests from other Rutgers libraries for the Dana collections (about 15-20 journal articles per day on the average, although a brief absence due to illness once resulted in a backlog of 56 article requests in one day!) and transmits those via ILLiad. Dorothy Grauer handles incoming article requests from outside Rutgers (about 7-8 journal articles per week on the average) and transmits those in a variety of ways depending upon the requester: ILLiad, ARIEL, fax, US mail, UPS or FEDEX (requestor pays for fast delivery). About 5 of these articles are generally transmitted electronically; Dorothy makes every effort to send items by email or fax to save time in transmittal.

An article via ILLiad

In order to send out a scanned article electronically from Dana via ILLiad, we need to:

1. Locate the journal on the shelf (usually, but not always, student worker)
2. Photocopy the article, sometimes accommodating tight binding (usually, but not always, student worker)*
3. Scan the photocopied article in TIF format (sometimes student worker)
4. Send the TIF electronically over to the ILLiad machine (transmit)
5. Enter the ILLiad transaction number
6. ILLiad automatically posts the article and sends an e-mail to the user.

*Theoretically, the photocopy step is not necessary, but our equipment will not make a scan of sufficient quality without it.

Suggested improvements

- A copier upgrade or addition of a suitable scanner (equipment that respects tightly-bound books) at Dana would permit easier and better-quality scanning; at the moment all articles must be
photocopied before they are scanned, wasting time and paper. This might help with the delays on outgoing journal articles, the efficient use of student helpers, and the physical strain on tightly-bound journals.

- Having sufficient numbers of student or other part-time workers to perform the less challenging steps of each process is key to saving the time of more highly-trained and highly-paid personnel in many areas of materials delivery, not just scanning articles at Dana.

Cost analysis of suggested improvements

Savings:

Assume 10 pages per article. (We think this is conservative for academic articles; chances are, they are longer.)
- Every 50 articles save one ream of paper.
- Every 5,000 articles save one toner cartridge.

Assume 15 minutes to photocopy and scan an article and transmit.
Assume 10 minutes to scan an article on good equipment and transmit.

- Every 12 articles save one hour of effort at any price, OR
- With sufficient student workers to perform the scanning, every 12 articles save the salary difference between full-time staff and a student for one hour. This will allow full-time staff to perform other duties in a timely manner. (HR will have figures.)

Added costs:

- Additional cost of photocopier upgrade or scanner purchase -- unknown at this time
- Additional costs of more student worker and/or part-time worker hours

Anticipated result:

- Salary savings plus materials savings will over time cover increased student salaries and photocopier upgrade/scanner costs.
- Process will become more efficient and more "green"; turnaround time will improve.
- The office will be able to handle fluctuations in demand more easily and accommodate even more future requests with current permanent personnel.
Consideration 9: What are the benefits of our delivery services?

Benefits far outweigh the costs. Our materials delivery service is one of the primary tools that RUL has for providing books and articles that our students, faculty, and staff expect/require in a time of declining budgets. The Materials Delivery Service provides:

- Increased access to books and journal articles.
- A tool that librarians can use to make informed collection development choices based on a knowledge of what other materials exist to which our students have easy access.

It is important to our users that our services are all cost-free to them. Users love receiving items they want; they dislike delays.