Collection Management Services Annual Report
July 1st, 2011 – June 30th, 2012

I   Unit Narrative

The Collection Management Services (formerly Information Processing & Management) unit of the Technical Services Division is responsible for a wide variety of technical services within the University Library, including electronic course reserves (e-reserves), physical (print and media) reserve processing for the majority of reserves on campus (those housed at the Undergraduate Library and Central Circulation), course and research related media acquisitions, and digital media and media cataloging for the Library at large. In addition to these responsibilities, the unit expends significant time and resources supporting New Service Model Initiatives and other large-scale collection management projects, working with Central Access Services, departmental libraries, and other stakeholders as appropriate. As the responsibilities of the unit have been growing and changing over time, it was apparent that the former Information Processing & Management unit was in need of a name change which better reflected the unit's current role and responsibilities. The previous name, Information Processing & Management (IPM), was a carry-over from when the unit was in the Undergraduate Library. The new name, Collection Management Services, encompasses a broad and changing range of functions and responsibilities which includes all of the former IPM functions, as well as allowing us to be flexible in moving forward into the future. Beginning July 1st, 2012 the Oak Street Library Facility is also part of Collection Management Services, and much planning was done in advance of that merge in order to allow patrons as well as Library faculty and staff to better understand the scope of the unit's services. Almost all of the activities of the Collection Management Services (CMS) unit directly relate to the first goal of the University Library Strategic Initiatives FY12-14, namely to promote access to, and discovery of, library content and collections.

Electronic reserve processing was particularly challenging this year due to the rapidly changing landscape of copyright clearance in higher education. Of particular note was the decision reached in the Georgia State University e-reserve legal case[1]. As Brandon C. Butler notes in his ARL Brief regarding the issue[2], the decision was largely in favor of the GSU Library, but there is still much ambiguity in the interpretation of fair use and how this decision affects current and future library practices. Partly in response to this decision, and also increases in publisher/rightsholder fees for use, CMS completely rewrote our internal copyright practices with a much greater emphasis on educating faculty and instructors on campus about the work the Library does on their behalf to facilitate access to copyrighted materials. Throughout the course of the year, CMS created 31,757 links to online material, both content born digital and scanning content as necessary. E-reserve materials were accessed online 895,103 times,

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[1] Judge Orinda Evans, opinion <http://www.tc.umn.edu/~nasims/GSU-opinion.pdf>
[2] Brandon C. Butler, GSU Fair Use Decision Recap and Implications
<http://www.arl.org/bm~doc/gsu_issuebrief_15may12.pdf>

which clearly indicates the high impact this content has in support of the campus curriculum. An additional obstacle in terms of providing timely access to this highly used content is that we are still struggling with an outdated electronic reserve management system, which is home-grown and for which the ideal capacity was exceeded several years ago. Implementation of a new commercial e-reserve system is ongoing, though a few milestones such as the actual licensing of the new product, Ares by Atlas Systems, occurred this year. A considerable amount of time was and continues to be required to move forward with this implementation, though we anticipate a rollout of the new system in January 2013, and a major goal of the migration to the new system is improved control and greater efficiency in performing the necessary copyright clearance functions in support of this in-demand service.

Though the focus of reserve processing is often on the electronic reserves, particularly as that content is then available 24/7 for on-demand student access, we also processed 4,018 physical items, print and media, which were placed on reserve in either the Undergraduate Library or central stacks. It is an ongoing goal to streamline physical reserves throughout the University Library system as much as possible, and towards that goal we were able this year to standardize web forms and online ticketing queues for both the Funk ACES Library and the Grainger Engineering Library, which provides a much more seamless process for faculty and instructors to place material on reserve, and facilitates more efficient processing for timely access by students.[3]

Another major way in which CMS supports the campus curriculum, in addition to Library strategic priorities, is to acquire and provide access to media, both physical items and streaming content. Most of the media acquired through Mary Laskowski, Head of CMS, is in direct support of faculty classroom needs, or else part of a digital media initiative to improve access to media material both for on campus students as well as distance education. This past year CMS purchased 241 DVDs, and 42 streaming media titles. We are emphasizing the streaming media collection as much as possible, both to promote effective licensing models with distributors while there is still the opportunity to do so, and to provide the kind of instant access to content that students have come to expect. Not including the large scale consortial purchases such as the Alexander Street Press collection, the streaming media collection now includes 1,182 titles, which were accessed 6,718 times this year. Whenever possible, usually only constrained by the availability of an acceptable license, we are pursuing streaming over physical media. Longer term this will not only impact the accessibility of content but also reduce the physical footprint and playback equipment necessary to adequately support media on campus. As the Library pursues a new Media Commons in the Undergraduate Library, the availability of this content will become even more important. A key component of providing access to both our physical and digital media collections is our collaborative work with Disability Resources & Educational Services (DRES). In addition to working closely with DRES staff to gain them access to media materials as needed for conversion and captioning, CMS works closely with DRES on the formulation of appropriate copyright statements and licenses which often allow the University Library to add accessible versions of content to our collections.

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[3] <http://www.library.illinois.edu/ipm/placingonreserve.html>

In addition to collection development of the media collection, CMS provides media cataloging services for the Library at large. The bulk of media materials are either housed at the Undergraduate Library media collection or are streaming content housed on an ATLAS server for access by the campus community. An added wrinkle in our media cataloging operation this year was the transition in the Undergraduate Library from Dewey to Library of Congress classification. CMS provided a great deal of support for the conversion of media call numbers to LC, hand-editing many records as necessary and performing quality control checks on the converted numbers. Not only was the conversion itself time-consuming, a great deal of staff training and workflow modification was required to accommodate the new classification scheme, complicated in part by the fact that the switch was not universal for all media in the Library, only for the media materials housed at that one location.

CMS provides support for the Library gift program, which includes the annual booksale, adding donations to the collection and catalog as appropriate, and sending material not appropriate for the Library collections to a third party vendor. During this past fiscal year this involved searching 23,787 items, adding records and holdings for 8,646. The gift program not only results in the acquisition of materials for the collection, but also serves a community outreach function through the annual booksale, an event which many campus and community members look forward to each year. Many of the materials not added to the collections end up in the annual booksale, which this year netted the Library $8,257.70 for collection funds, but more importantly brought many people into the Library for a fun event. These figures do not include some larger single donations, such as one collection donated this year where we added holdings for 2,800 items.

The bulk of the permanent staff time is expended in supporting the functions and services described above, but, as mentioned earlier, a growing part of the unit responsibilities is to provide services relating to large-scale collection management, whether they be transfers, retrospective cataloging projects, physical shifts of collections, or some combination of all three. The vast majority of these projects were made possible by funding through the Library/IT fee, most of which was only available through June 30th, 2012. Almost all such projects have multiple benefits in terms of access for patrons and inventory control, and in some instances quite unique hidden collections have been discovered and made available. For example, this year a collection of 7,500 items acquired in the early 1950's were taken out of storage and are now discoverable for the first time and fully cataloged as part of the Library collections. This included an interesting collection of Nazi propaganda material that is not widely available at other libraries and institutions.

The University Library continues to be a partner in the Committee on Institutional Cooperation (CIC) Google Book Search Project. [4] Mary Laskowski, as the Daily Operations Manager for the project, and Jenny Maddox Abbott, as the Assistant Daily Operations Manager, continue to devote a great deal of time and energy in developing processes and hiring/training staff dedicated to the project and working to ensure that all deadlines/quotas are met. Other CMS staff provide expert consultation for the Google team (comprised of academic hourly employees) in cataloging issues, processing materials, etc. The current portion of this large-scale project is those materials that are slated for transfer to the

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[4] < http://www.cic.net/Home/Projects/Library/BookSearch/Introduction.aspx>

Oak Street Library Facility. By concentrating on this sub-set of material first, various departmental libraries involved in New Service Model transitions were able to gain necessary shelf-space in time to implement library consolidations. The Google Book Search Project benefits the Library in a number of ways. Not only does the Library receive a digital copy of each digitized item, which is then deposited in the Hathi Trust[5] for access by patrons (full or snippet depending on copyright status), but the process of being involved in the project has allowed us to do a far more comprehensive inventory than could have happened otherwise, and the catalog has been greatly enhanced with new and corrected bibliographic data that better represents our actual holdings.

Part of the rationale for folding the Oak Street Library Facility into Collection Management Services in the coming year is that CMS manages the staging and stabilization of Oak Street transfers for Main Library units, and has also been the major conduit for material flowing into the Oak Street facility. During fiscal year 2011-2012, CMS transferred a total of 340,667 items to Oak Street, which was 73% of the total number accessioned into Oak Street this year (total of 469,659). Over 300,000 of the items sent came out of central stacks, which has had a major impact on patrons' ability to effectively use that previously severely overcrowded space. In many instances, support of New Service Model Initiatives results in a three-way shell game, where material is transferred from the departmental library to Oak Street, from stacks to Oak Street in the appropriate call number ranges, and from the departmental library into the space created in the stacks. It is not unusual for CMS to be involved in all three operations, and often in the physical shifting of the collections into new spaces as well.

A major priority this year was improving access to the Asian collections through essentially eliminating the backlog of materials waiting to be cataloged and transferring over 100,000 items from the Asian stacks to Oak Street to make it possible for CMS and Central Access Services to integrate what had been multiple LC call number runs organized by region and in some cases format into one contiguous LC run to form the basis of a growing collection of LC materials in the stacks. Unlike previous attempts to catalog backlogs of Asian materials, we did not attempt to hire individuals with both cataloging and language expertise. Rather we split the workflow into essential components and hired academic hourly employees with the necessary language expertise and trained them on searching Voyager and OCLC to determine existing holdings and availability of matching records. Once the native language speakers identified the correct records, the materials were then passed on to other hourly employees with the requisite cataloging skills but not language expertise to finish processing. Also, employees without the necessary language skills were able to successfully do a first pass of the collections, searching and importing records based on ISBN and other match points. By coming at the backlog from a number of different angles we were able to process 16,787 items for Oak Street, sending an additional 3,860 items through the CAM staff with appropriate language and classification skills to add them to the Asian stacks collection, and eliminating another 4,170 items that were duplicates. Part of what made the transfers from Asian stacks to Oak Street problematic and time-consuming, was not only the lack of in-house language expertise, but also the distributed responsibility for different areas of the collection, which led to multiple small projects in different languages to meet the larger-scale goals.

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[5] < http://www.hathitrust.org/>

Perhaps a more representative example of New Service Model support was the closing of the Business and Economics Library and all the associated transfers and retrospective cataloging involved in that process. As part of that project, CMS worked with a total of 56,335 items. As noted earlier, this often means working from a number of locations simultaneously in order to create shelf space in the right areas. We began by transferring 47,000 items from stacks to the Oak Street Library Facility in order to create space to move 7,600 items from the Business and Economics Library into stacks. We also transferred 1,650 items from the Business and Economics Library that were identified as being low use directly to Oak Street, as well as smaller numbers of materials to other departmental libraries such as Reference, Research and Scholarly Services, Funk ACES Library and the new Social Science, Health and Education Library.

Though the large projects often use a great deal of the available time and resources, CMS also makes it a priority to assist smaller libraries and staff not accustomed to the transfer process whenever time permits, so there is rather long laundry list of smaller projects which were either completed or represent ongoing needs. Included in that list this year was sending 24,000 items from the deck 8 "out of sequence" area which had been selected in the past for transfer to Oak Street, sending 14,000 items from the Education and Social Sciences Library to Oak Street in preparation for the larger New Service Model merger planned for fall 2012, providing ongoing assistance to Art & Architecture by transferring 3,300 items from stacks to Oak Street, and working with the Veterinary Medicine Library to transfer 1,650 items. Many additional projects fell into the several hundred to a few thousand volume range.

As mentioned briefly earlier in this narrative, one of the major challenges for CMS is the lack of permanent staffing and resources available to cover the wide range of projects which are Library priorities in any given year. A major benefit this year was the ability to hire Jenny Maddox Abbott, the Technical Services Project Coordinator, who is both a new Academic Professional and only the second professional in the Collection Management Services unit. The CMS unit for this fiscal year was comprised of 14 (13.5 FTE) permanent civil service staff, and an ever changing number of academic hourly and student employees (roughly 10-20 hourly employees at any given time). CMS as a unit does not have a graduate assistant, though Mary Laskowski as the Technical Services Division Coordinator is allocated one ¼ time graduate assistant from state funds to help offset the administrative work of the division. This fiscal year the top priorities for the divisional GA were to create a division website, oversee the processing of materials recovered from carrels in the stacks as part of the Asian backlog project, work with cleaning up problems left over from the first phase of the Google Book Search Project, and work with materials slated to be withdrawn from the collections.

Planning continues for the eventual relocation of the CMS staff to Room 44 in the basement of the Main Library. That relocation is part of the overall plan to move all of the technical services units into closer proximity in the basement, both to facilitate closer collaboration between those units and to free up prime patron spaces such as Room 220 for new or improved patron services. The Oak Street Library Facility, part of the Collection Management Services unit beginning July 1st, 2012, is also in need of some facility upgrades. The most essential upgrade if possible will be retrofitting the first and second vault to have a wire guidance system as the third vault does, and retrofitting the original lift to be able to utilize that system. Plans are currently underway to provide a university cell phone in the vault for

improved safety of staff while operating the lift. Though the Windows 7/Lync upgrade is successfully complete in the Main Library part of CMS, the migration can't happen at the Oak Street Library Facility until a number of issues relating to the age of the inventory software and necessary upgrades are complete.

The unit annual goals from last year were as follows:

- Migrate the e-reserve system to a new, commercial product
   Though not complete, the new product has been licensed and implementation is underway, held up at this point by the confidentiality of student records
- Reduce the size of the gift backlog, creating a sustainable model of support for that program
   The gift backlog has been reduced, and we are currently in a period of transitioning the program to new staff support
- Clear Room 1 of as many backlogs as possible to pave the way for remodeling that space
   This project became lower priority to the Asian/LC stacks shift and BEL closing, particularly when it became apparent that the remodel could not happen this year
- Significantly reduce if not eliminate the Asian cataloging backlog
   This project is largely complete, with only a few pockets of the more obscure language materials remaining
- Begin work on the CIC Shared Print Repository, including de-duplication of stacks and Oak Street holdings
   This has not yet begun, and at this point is waiting on the hire of a new AP at the Oak Street Library Facility and bringing in a consultant to help formulate a plan

CMS goals for upcoming years are often difficult to determine as so much of the work performed by the unit is driven by Library priorities related to shifting construction deadlines and the outcome(s) of New Service Model Initiative Implementation teams. There are a few goals for the coming year which should however remain a priority regardless of other needs.

- Incorporate the Oak Street Library Facility into CMS, with an eye towards improving the effectiveness and efficiency of that facility. Part of the success of this goal will depend on hiring a new AP, updating the GFA inventory software, and cross-training other CMS staff to be able to provide a larger pool of people able to access the large collection housed at Oak
- Complete implementation of the SSHEL merger, moving materials to Oak, into the new SSHEL, and into and out of stacks as necessary
- Continue and hopefully successfully complete the migration of e-reserves to the new Ares platform
- Continue planning and implementation of the staff move, including clearing collections in Room 1 and other spaces as necessary for remodeling

II   Statistical Profile

1. **Facilities**

CMS has no public service spaces.

2. **Personnel**

Mary Laskowski (Faculty) (100%)
Jenny Maddox Abbott (AP) (100%)

Jose Bermudez (Library Specialist) (100%)
Rebecca Clayburn-Wright (Senior Library Specialist) (100%)
Melanie Combs (Senior Library Specialist) (100%)
B.A. Davis-Howe (Senior Library Specialist) (100%)
Martha Degutis (Senior Library Specialist) (100%)
LaVonda Dorsey (Library Clerk) (100%)
Nick Hagen (Library Specialist) (100%)
Renee Hough (Senior Library Specialist) (100%)
Debbie Jones (Library Specialist) (100%)
Hyon Joo Kim (Senior Library Specialist) (100%)
Scott Mann (Senior Library Specialist) (100%)
Ginger Schutz (Library Specialist) (100%)
Ben Stone (Library Specialist) (100%)
Gil Witte (Library Operations Associate) (100%)

The wage budgets for CMS and Content Access Management have been combined to provide greater flexibility in operations, as most of the hourly employees share similar skill sets and can then more easily shift from one project to the next. The combined state wages for CMS and CAM was $192,004.00. In addition, much of the project work was funded through the Library/IT fee, and the combined fee money available to CMS and CAM this year was $296,884.00. These funds were used to hire both student employees and academic hourly employees, depending on the project tasks required. The combined weekly average of hourly employees for both units was 35 FTE, spread across both units and multiple projects as needed.