

Challenge the Status Quo

When the IR comes to Access Services
by Brad Matthies

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About Your Presenter



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Periodic Reassessment Of Library Services Is A Good Practice

“Those who have a vested interest in the status quo will probably continue to be able to stifle any meaningful change...”

- Al Gore

“Status quo, you know, is Latin for 'the mess we're in'.”

- Ronald Reagan

“The status quo sucks.”

- George Carlin

Agenda

- ▶ About BU Libraries
- ▶ Why libraries are changing
- ▶ Assessment of some services
- ▶ The evolution of a new service
- ▶ Concluding thoughts



A Little About BU And The BU Libraries

▶ **Butler University**

- ▶ Private liberal arts college with 4,437 students
- ▶ Six colleges
- ▶ 55 undergraduate, one professional and 18 master's degrees

▶ **Butler University Libraries**

- ▶ 12 FT Faculty Librarians
 - ▶ All have subject liaison duties and are expected to publish, present, and be active professionally
- ▶ 13 FT Staff
- ▶ 10 -15 student circulation workers



BU Digital Commons

- ▶ Over 4,000 objects since November 2008
- ▶ Collected undergraduate and graduate ETDs
- ▶ Archived two journals
- ▶ Actively publishing two journals
- ▶ Populated 40 series
- ▶ Built a gallery of 90 Selected Works pages on behalf of faculty
- ▶ **Never have had more than ½ of an FTE at any given time**
- ▶ **Workload distributed across several FTE, student employees, interns, and volunteers**

Libraries Are Changing

Technology



Budget Cuts



Libraries Are Changing

- ▶ In 2010 David Lewis predicted changes in academic library staffing. Included in his predictions were:
 - ▶ A decline in nonprofessional and student staffing
 - ▶ A decrease in professional staff with MLS degrees and an increase in professional staff with advanced degrees in other specialties
 - ▶ **An increase in merged service points**

Lewis, D. (2010). Academic Library Staffing A Decade From Now. *The Expert Library* (pp. 1-29). Chicago, IL: The American Library Association.

Changing Libraries

- ▶ Technological changes and the economic climate have forced many libraries to revision service points and staffing
 - ▶ Many libraries have assimilated their branch libraries into the main the library
 - ▶ Butler University retired its reference desk and a replaced it with the Information Commons – a collaboration between the library and Butler’s Center for Academic Technology
 - ▶ Primarily due to budget restrictions, [Indiana State University](#) reduced professional ILL staff from 5 to 2 and doubled student support hours
 - ▶ Recent staff reorganizations at Harvard and the University of San Diego

Assessing Access Services At Butler

- ▶ **Interlibrary loan**

- ▶ 1 FTE@ 37.5 hours per week
- ▶ 3 student workers@18 hours per week

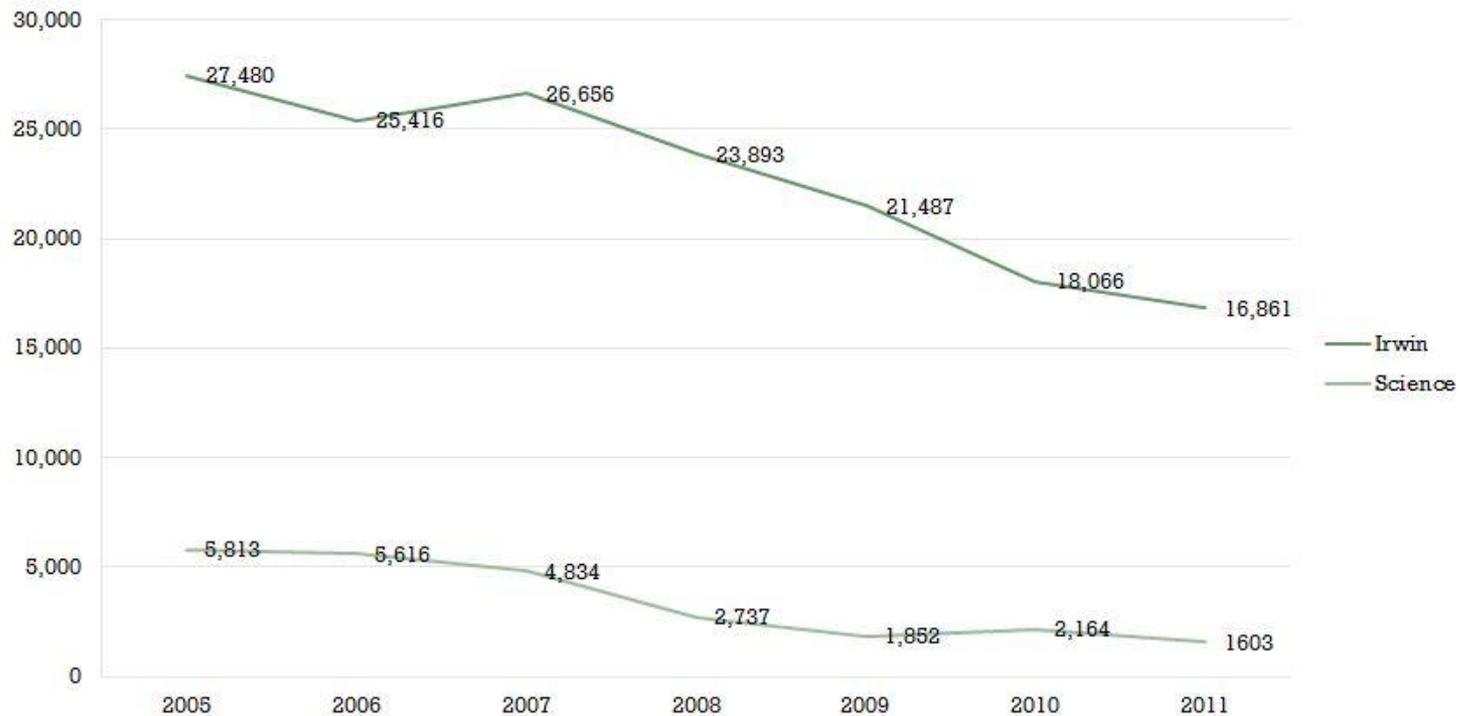
- ▶ **Circulation**

- ▶ 3 FTE@ 112.5 hours per week
- ▶ 15 student workers@115 hours per week

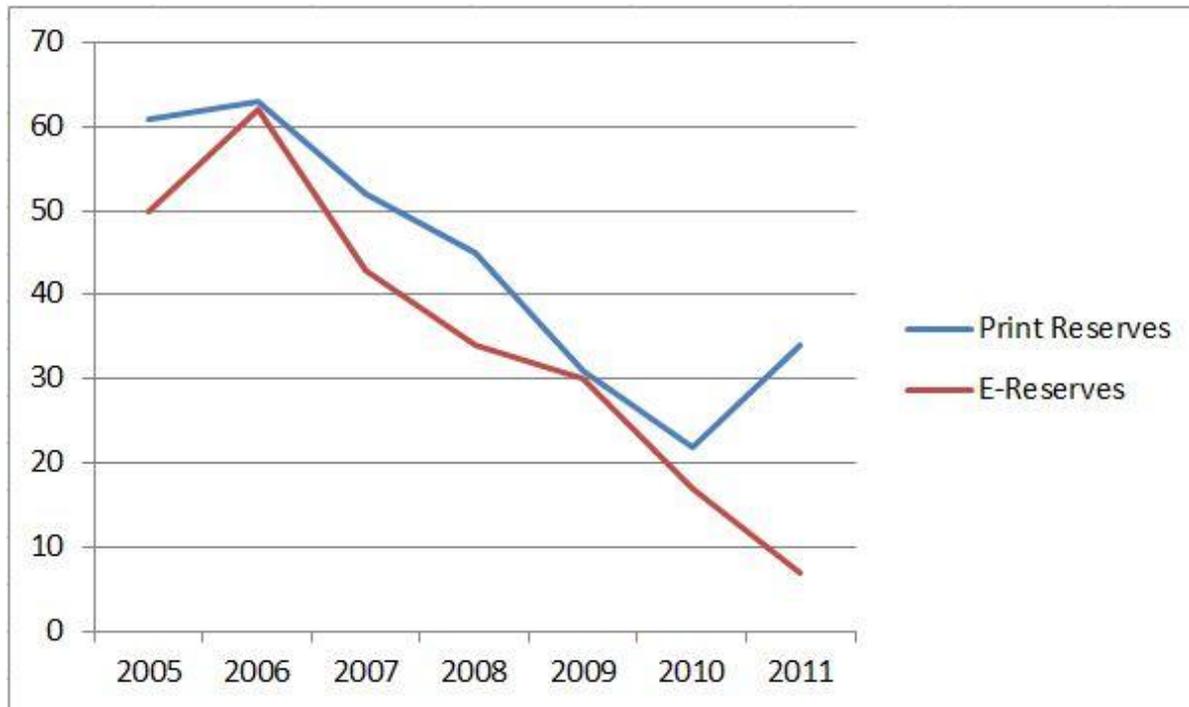
This staffing model has been in place since 2001

Circulation Statistics

Item Circulations 2005-11



Reserve Statistics



16% of faculty used e-reserves in 2005
whereas only 2% used e-reserves in 2011

Fork In The Road



Two Choices

1. Reduce staffing

Or...

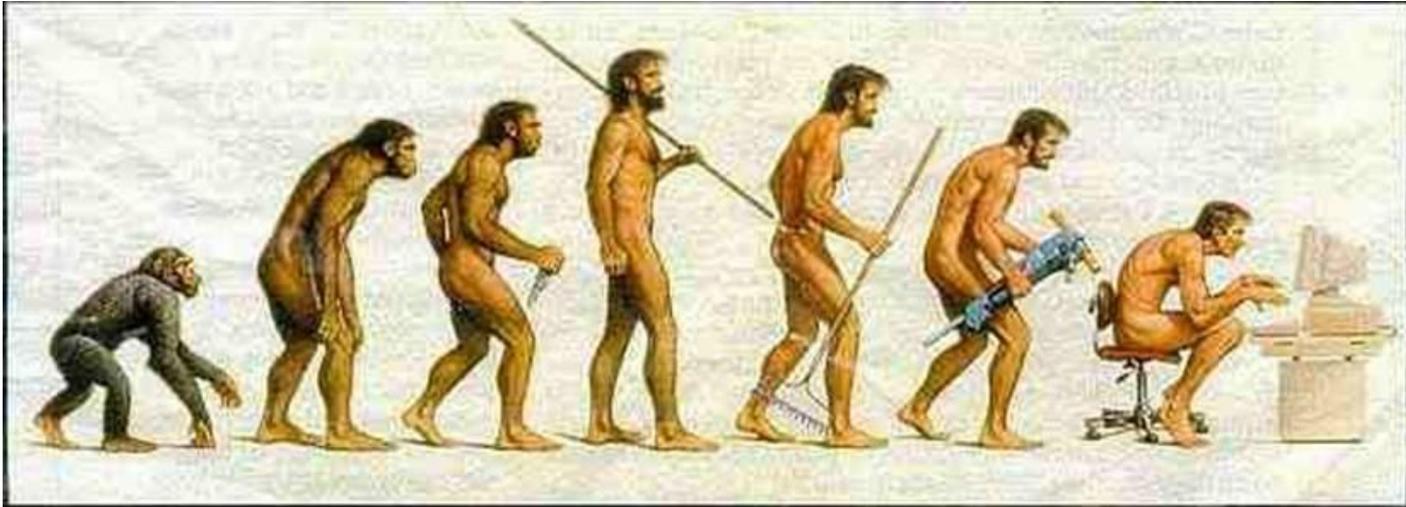
2. Repurpose staff and student workers to support a new initiative: The BU Digital Commons

Tips For Managing Change

- ▶ Be prepared to articulate to staff why the change is valuable to the university, the library, and to them.
- ▶ Familiarize yourself with the change before expecting staff to take it on
- ▶ Communicate to staff as soon as possible
- ▶ Be honest
- ▶ Give staff multiple opportunities to ask questions and direct the change
- ▶ Assess, assess, assess! The Deming Cycle:
 - ▶ Plan
 - ▶ Do
 - ▶ Study (Check)
 - ▶ Act



Evolution Of A New Service



Digital Commons Content & Staffing: July 2008 – December 2008

▶ Content

- ▶ *Butler University Botanical Studies* (discontinued journal series)
- ▶ Faculty contributions

▶ Initial staffing

- ▶ Project manager (approximately 16 hours per week)
- ▶ Access Services had the equipment, scanning expertise, student help, and ability to adjust staff workloads



Assessment: July 2008 – Dec. 2008

- ▶ **Hands-on project management (i.e. initially the project manager did it all!)**
 - ▶ Allowed the project manager to learn the process and set reasonable goals for his team
 - ▶ Not sustainable long-term
- ▶ **Content**
 - ▶ Selected Works and faculty contributions not growing at the rate we had hoped
 - ▶ Decided to build Selected Works pages on behalf of faculty

Content: January 2009 – July 2009

- ▶ *Butler University Botanical Studies* (discontinued journal)
- ▶ *Word Ways* (active journal)
- ▶ Faculty Contributions (a snapshot of the intellectual publishing history of BU)
- ▶ Building Selected Works pages on behalf of faculty

Staffing: January 2009 – July 2009

- ▶ One librarian as the project manager (approx. 8 hrs/week)
 - ▶ Less direct involvement with production
 - ▶ More involvement with project management, troubleshooting, and marketing
- ▶ One circulation staff (5-15 hrs/week – Journal Publishing)
- ▶ Two student workers (approx. 7 hrs/week each – scanning)
- ▶ One MLS intern (approx. 15 hrs/week – Selected Works)

Assessment: January 2009 – July 2009

▶ Staffing

- ▶ Intern helped develop workflows for Selected Works
- ▶ After internship completed revised/streamlined workflows before assigning to library staff
- ▶ Content selection should be balanced against available staffing
 - ▶ Continuous publishing (e.g. journal series, thesis, etc.)
 - ▶ One-shot contributions (e.g. individual faculty contributions, ceased publications, etc. – content with a definite end date)

Assessment Cycle (AKA “the Matthies Cycle”)



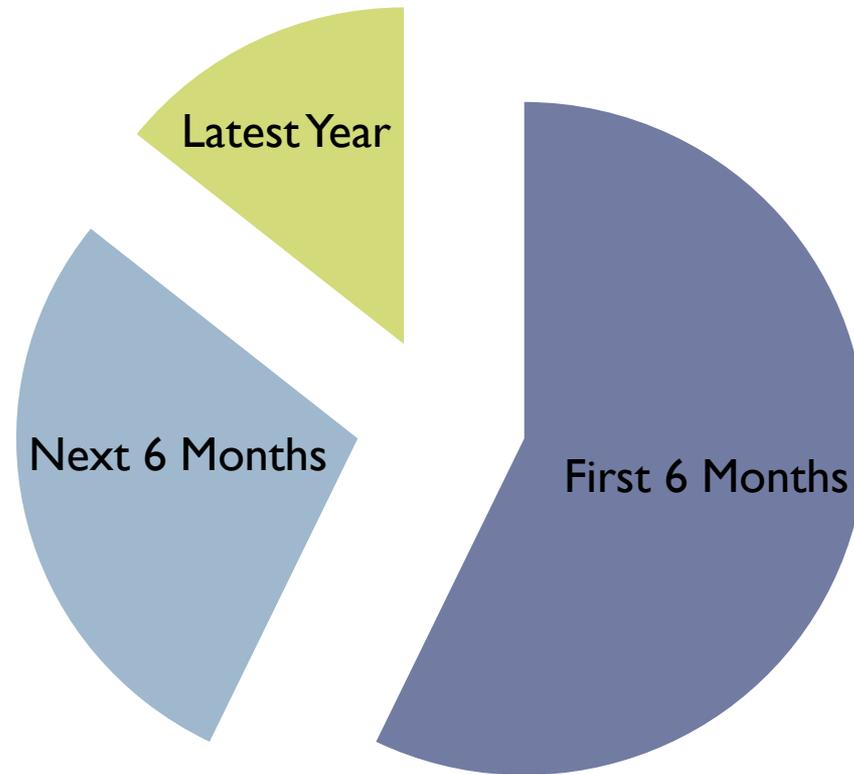
Helped us develop our workflows and a “distributed workload”

Staffing: Present

- ▶ One librarian as the project manager (approx. 8 hours each month)
 - ▶ Project management, troubleshooting, and training
 - ▶ Some Selected Works involvement (e.g. building pages, permissions, uploads, maintenance of current pages, etc.)
 - ▶ Engaging faculty (e.g. E-newsletter, annual report, presentations & one-on-one meetings)
- ▶ **Permanent Digital Commons Team**
 - ▶ One circulation staff (6 - 10 hrs/week – Journal Publishing/Selected Works)
 - ▶ One circulation staff (6 - 10 hrs/week – Selected Works)
 - ▶ One circulation staff (4 - 8 hrs/week – Thesis work)
- ▶ **Student Digital Commons Team**
 - ▶ Two students (13 hrs/week – scanning, .PDF preparation, & limited uploading)

Note: These are estimates and there are weeks when we are not in production.

Project Manager's Weekly Involvement



Achieving Scalability

- ▶ **Scalability**

- ▶ “The ability for workloads to be enlarged if needed.”

- ▶ **Workflows built around “distributed workloads”**

- ▶ Staff and students all trained on common tasks

- ▶ Adobe Acrobat Pro 9 (i.e. scanning and document editing)

- ▶ bepress interface and general workflow within the platform

- ▶ Project manager assigns editors as needed

Achieving Scalability (continued)

- ▶ bepress web interface is designed for a distributed workload

Administrators

Add or Remove Editors

Uncheck to remove editors (you cannot remove yourself).

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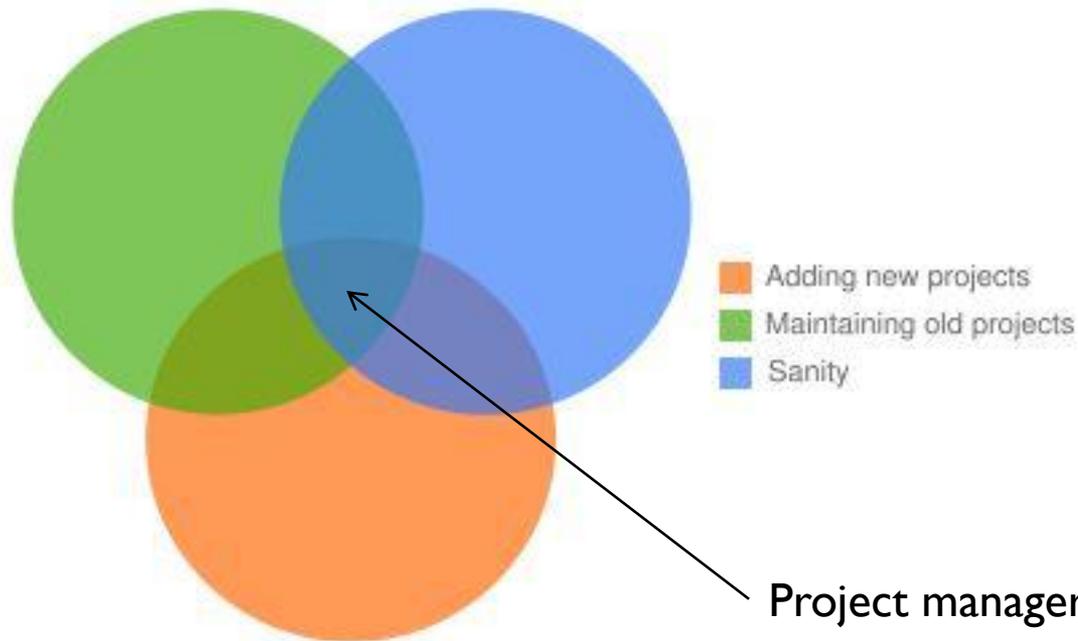
Marcy Wilhelm <mwilhelm@butler.edu>

To add someone, add the information below:

Achieving Scalability & Sustainability

- ▶ **Balancing Project Types – Terminal vs. Ongoing**
 - ▶ Terminal (i.e. those with foreseeable end allowing you to reallocate staff as needed)
 - ▶ Ceased university-owned publications
 - ▶ Small collections of papers or reports unique to your campus
 - ▶ University yearbooks
 - ▶ Ongoing (i.e. those that will need continual staff attention)
 - ▶ Active journals published by your university
 - ▶ Faculty contributions (generally scholarly papers)
 - ▶ Thesis projects (e.g. undergraduate honors, graduate, etc.)
 - ▶ Selected Works (only if you build pages on behalf of faculty)

The Zen of Scalability



Did I Mention Assessment?

- ▶ Plan
- ▶ Do
- ▶ Study
- ▶ Act
 - ▶ Digital Commons is OAI compliant
 - ▶ Do we need to catalog e-links if PRIMO will pick them up?



Fear The Student Employee?



Things To Consider Before Involving Student Workers

▶ Assess Each Project

▶ ContentDM Image Collection

- ▶ Needs accurate and comprehensive metadata
- ▶ Needs higher-quality image scans and preservation
- ▶ Needs greater attention from specialist librarian
- ▶ Involve student employees with caution

▶ Digital Commons

- ▶ Metadata standards needn't be as robust
- ▶ Scanning requirements moderate: 2-300 dpi sufficient for online reading or printing of journal article reprints
- ▶ Digital Commons interface easier for students to learn
- ▶ Certain content suitable for student worker involvement

▶ Don't Sweat The Small Stuff! Mistakes Will Occur

- ▶ Mosemen experienced mistakes when integrating student employees into ILL
- ▶ Typical mistakes we have seen: missed pages, crooked page scans, typos in metadata, duplicate uploads

Concluding Thoughts

1. Merged service points, collaboration between departments, and changes in staffing or staff roles will become prevalent in the 21st Century.
2. Embracing change was a positive experience for Access Services@Butler.
3. Details are good but don't get too hung up on them. Project plans can *always* be adjusted, mistakes are correctable, etc.
4. Student employees *can* do more than you think and they also benefit from involvement with high-profile projects.

Suggested Readings

- ▶ Deming, W. Edwards. *Out of the Crisis*. Cambridge, MA: MIT, 2000.
- ▶ Lewis, D. (2010). Academic Library Staffing A Decade From Now. *The Expert Library* (pp. 1-29). Chicago, IL: The American Library Association.
- ▶ Walton, Mary. *The Deming Management Method*. Perigee Books, 1988.

Questions?



For questions about this presentation, please e-mail me at:
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