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## **The University of Tennessee/ Knoxville Library Annual Report of the Director 1974-75**

University of Tennessee Libraries

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May 15, 1975

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THE UNIVERSITY OF TENNESSEE/KNOXVILLE LIBRARY  
ANNUAL REPORT OF THE DIRECTOR, 1974/75

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**INTRODUCTION**

This is the first ANNUAL REPORT OF THE DIRECTOR to be incorporated into the LIBRARY DEVELOPMENT REPORT. It is hoped that the broader distribution of the combined publication will make our friends and benefactors even more aware of the significant impact they have on the development of UTK Library resources and services.

**COLLECTIONS**

The collections again grew by approximately 50,000 volumes to more than 1,225,000 volumes. The rate of growth has remained relatively stable since 1970 despite the fact that the acquisition expenditures have almost doubled to \$1,100,000 per year. Inflation rates as high as 30% in 1973/74 account for the inability of the UTK Library to increase its rate of growth despite the generosity of the University and our benefactors.

The rate of growth is of special concern at this institution because the collections are substantially smaller than those of comparable institutions in the region. As of June 30, 1974 the institutions in the South reported the following holdings:

1. Texas	3,518,690	11. Southern Methodist	1,331,924
2. Duke	2,530,124	12. Joint Univ. Libraries	1,259,447
3. North Carolina	2,043,670	13. Oklahoma	1,243,460
4. Virginia	1,951,040	14. Tulane	1,192,149
5. Florida	1,705,480	15. TENNESSEE	1,173,886
6. Maryland	1,647,931	16. Oklahoma State	1,121,660
7. Louisiana State	1,482,486	17. Emory	1,099,000
8. South Carolina	1,472,000	18. Florida State	1,083,736
9. Georgia	1,435,547	19. Miami	1,080,000
10. Kentucky	1,344,358	20. Mississippi	1,065,000

The Tennessee Higher Education Commission recognized the deficiency in its "Higher Education for Tennessee's Future" and stated that the UTK Library fell more than 600,000 volumes short of the number needed by an institution serving the number and variety of programs the UTK Library seeks to serve.

## COLLECTION DEVELOPMENT

A Collection Development Department was created on July 1, 1974 to provide coordination of the increasingly more complex activity of selecting materials from the vast quantities available. Selection continues to be the primary responsibility of teaching, research and service faculty. Activity has often been uneven. Regular contacts by the Head Collection Development Librarian and the assignment of selection areas to library faculty as necessary have already resulted in a more balanced pattern of acquisition. The Head Collection Development Librarian has begun the drafting of a number of selection policy statements for review and endorsement of those interested.

## THE LIBRARY BUDGET

The total UTK Library budget is also a matter of concern. Representative budgets in the region in 1974-75 were:

North Carolina	\$4,125,000
Virginia	3,947,000
Georgia	3,764,000
Florida	3,650,000
Duke	3,543,000
South Carolina	3,408,000
Virginia Polytechnic Inst.	2,904,000
TENNESSEE	2,849,000

None of these institutions serve as many students or as great a range of programs as the UTK Library. The THEC formula for funding libraries is based on the ACRL STANDARDS FOR COLLEGE LIBRARIES, a Standard that fails to consider the impact of doctoral level programs on a library. UTK Library patrons would, nevertheless, be substantially better served if the library were funded at the level of the formula, presently approximately \$3.7 million for an institution with UTK's enrollment.

## BINDING AND PRESERVATION

The physical condition of the collections has improved substantially due to the development of detailed binding specifications and competitive bidding that has cut the average binding price nearly in half since 1971. The large binding backlog in the Agriculture-Veterinary Medicine Library was eliminated and the Music Library collection was substantially rebound. There still remain more than 100,000 volumes in need of repair or rebinding, however. As much as a decade will be required to put the binding program on a normal basis.

**TECHNICAL SERVICES REORGANIZATION**

The Technical Services Division consisted of two large departments until July 1, 1974. At that time Acquisition and Processing were each divided into two departments so that the current structure includes Monographs Order, Serials Order, Cataloging and Preparations. The smaller departments allow for better management, especially more effective consultation of staff in decision making. The backlogs with which Monographs Order and Preparations began the fiscal year were eliminated by the end of it. Serials Order is making rapid progress in the elimination of its ordering and invoice backlogs. Check-in of new materials has remained current. Cataloging completed the many reclassification projects that have occupied it the past three years.

**ASSOCIATE DIRECTOR FOR TECHNICAL SERVICES**

The Associate Directorship was vacant for more than three years due to the need to divert the funds for the establishment of the much needed departments of Staff Development, Systems, and Business Manager. It was filled at a critical time for much of the year has been spent planning for the installation of SOLINET/OCLC terminals in mid-May, 1975. The enthusiasm of the new

Associate Director for the utilization of remote terminals to a central machine-stored bibliographic data base infected the entire staff of the division. The installation was a celebrated event. Greater currency of processing materials and more slowly rising costs are anticipated in the next few years.

The new Associate Director has also served as Acting Head of Serials Order on a half-time basis while the search for a department head has been conducted. Despite that fact, the reorganization proceeded smoothly, the Agriculture-Veterinary Medicine Library collection was inventoried, a program of removing defunct locations from the card catalog was launched, and the second edition of the SERIALS HOLDINGS LIST was issued.

### AUTOMATION

The position of Automationist was retitled Systems Analyst in 1971 to more correctly reflect the UTK Library's philosophy that automation is just one alternative solution. Since 1971 automation has been employed to improve the circulation system of the Undergraduate Library and to produce the SERIALS HOLDINGS LIST.

Remote access to machine-stored data bases was begun in May 1975 as the result of generous contributions by the Colleges of Engineering and Liberal Arts that permitted the purchase of the terminal. A charge of \$10 is made for 15 minutes of on-line searching and the printing of up to 50 citations.

The preliminary planning was undertaken for the automation of Monographs Order purchase order writing and fiscal control. Work on the Main Library automated circulation system was completed, including the preparation and stuffing of over 750,000 machine-readable circulation cards. Delays in the delivery of the data collection devices will mean implementation during the summer quarter.

### COLLECTION SECURITY

The inventory of the Agriculture-Veterinary Medicine Library and the stuffing of machine-readable circulation cards into the volumes of the Main and Undergraduate Libraries has identified thousands of missing volumes. The current rate of loss cannot be established with the available data, but there is cause for concern. The success of the electronic security system in the Law Library appears to justify an installation in the Undergraduate Library as soon as funds can be obtained.

## PHYSICAL FACILITIES

The Long-Range Library Needs Committee met at the request of the Vice Chancellor for Planning and completed a supplement to its earlier report. It rejected the idea of constructing an addition or annex to the Main Library or an expansion of the Undergraduate Library into a new Main Library. It repeated its earlier recommendation that a new building be constructed on a central site. It endorsed the alternative of a two-phase building if funds could not be obtained to build the entire 360,000 square foot structure. It also endorsed a plan to commit \$176,000 to extend the capacity of the Main Library from 1980 to 1983.

No way could be found to extend the capacities of the Biology and Engineering Libraries. Even the storage area for the two libraries was filled. The two libraries were combined with the more adequately accommodated Science Library to create the Science-Engineering Library. The consolidation had been planned for more than a decade, but the intention had been to wait for the completion of the proposed Multi-disciplinary Building. The earlier consolidation has had the unfortunate effect of splitting the collection (by frequency of use) between two floors separated by five flights of stairs and a slow freight elevator.

The Music Library was rearranged again to accommodate collection growth with a minimal loss of seating capacity. It will be necessary to remove a significant number of seats within a year.

The highlight of the year was the completion of work on the expansion of the Main Library air-conditioning system. While the temporary relocation of Main Reserve handicapped the staff in giving service, the better climate control experienced the past several months has been worth it.

## PUBLIC SERVICES CHANGES

The consolidation of the Science-Engineering Library was followed by the creation of a new department in the Main Library, Non-Print. The department is in the newly remodeled and air-conditioned basement and has all the microforms formerly shelved in the Main Library's Reserve Department.

The removal of microforms from the latter department has made it possible to bring more than 4,000 current periodical titles together in Main Reserve. Access is faster, reading conditions are better, and much-needed space for bound volumes has been released in the Circulation Stacks.

The most dramatic response to a new service was to the paperback book collection established in the Undergraduate Library. Over 200 titles were charged out in the first three days. The program appears to be a success.

Access to external resources improved significantly as the result of the additions of a position to Interlibrary Services. This despite an 18.6% increase in activity. Over 71% of the faculty and 80% of the graduate students queried in a recent survey felt the service was fast enough to meet their needs.

#### LIBRARY USE

Library use rose moderately throughout the library system except in Undergraduate Non-Print, Main Non-Print, and Main Reserve. All of these units experienced dramatic increases of up to 30%. They, nevertheless, continued to provide good service even though it was not possible to increase staffing.

#### REFERENCE SPECIALIZATION

The policy on reference specialization was codified and distributed and a number of candidates identified for future vacancies. In the future members of the Main Library Reference Department and all branches except the Undergraduate Library will be designated as specialists in academic areas in which they hold a subject master's or in which they're working toward a subject master's. The specialists will undertake in-depth reference assignments, bibliography preparation, bibliographic lectures, materials selection and other activities requiring specialized expertise.

#### NON-DISCLOSURE

The policy of not disclosing the names of patrons holding library materials to those wishing to obtain quicker access than the UTK Library's recall procedure provides was modified as the result of many comments from patrons. The revised policy provides for disclosure of all names except for those of persons who have filed requests to have their names withheld. Less than 50 of more than 30,000 patrons requested confidentiality at the beginning of Spring quarter, 1975. These requests will be honored, except in cases where such patrons refuse to respond to UTK Library recall notices.

#### STAFF DEVELOPMENT

The focus of the staff development program in 1974-75 has been management development for department heads and supervisory training for those who have the responsibility to directly oversee and evaluate the work of others. This was accomplished through several in-library courses taught by management and communications specialists.

Other on-going programs included monthly staff seminars, monthly departmental visits, bi-weekly orientation sessions of support staff, and quarterly seminars on the use of the UTK Library.

### REDUCTION IN SERVICES IN 1975-76

Several meetings have been held with staff members, the Library Advisory Committee, Graduate Student Council, and Academic Council to discuss ways in which the UTK Library can absorb over \$300,000 of inflation within its present operating budget. The service curtailments that are still under discussion after many possibilities have been ruled out are:

- (1) Centralize fine collections at the Treasurer's Office  
Decentralized collection of fines at all UTK Library units is a convenience to patrons, but the cost of such a service is significant. If fine collections were centralized at the Treasurer's Office, a total of 95.5 work days could be saved in four different units of the library.
- (2) Charge for publications  
Levying a charge will dramatically curtail distribution, but will allow a recovery for other programs. This should be a temporary measure, as publications are a major way of calling library resources to the attention of patrons.
- (3) Reduce frequency of regular publications  
Bibliographies are scheduled at the rate of at least six per year and several other publications appear annually to assure currency of information about the UTK Library's resources and services. Less frequent issuance will reduce, but not eliminate their value.
- (4) Require other libraries to verify interlibrary loan requests  
As the principal research library in the state the UTK Library has accepted unverified interlibrary loan requests from in-state libraries which do not possess the comprehensive bibliographic tools required. Requiring verified requests will relieve UTK Library staff of this worthwhile but time-consuming task.
- (5) Send overdue and fine notices to students only at end of each quarter  
The UTK Library traditionally has mailed overdue notices within one week after the due date in order to avoid excessive accumulation of fines. Placing the full responsibility on students to

observe the due date stamped in the book and sending a quarterly "statement" of overdue books and fines will make possible the reduction of staff time spent and the postage and supply cost involved in sending weekly notices.

- (6) Send overdue notices to faculty only once per year  
On the recommendation of the Library Advisory Committee, endorsed by the Faculty Senate, the library established the quarter loan period for faculty which requires the sending of large numbers of quarterly notices. By returning to annual notification, the library could reduce notices to one fourth the present number.
- (7) Discontinue telephone renewals  
During the past four years telephone renewals have been a very popular and convenient but time-consuming service. Discontinuation of telephone renewals would result in economy by allowing staff to give full attention to public service desks without the interruption and distraction of numerous telephone renewals.
- (8) Eliminate acquisition lists or issue them as a by-product of the automated ordering system  
The proposed automated ordering system could be implemented to include acquisition lists as a by-product by keying in the classification number after cataloging.
- (9) Replace some full-time personnel with student assistants  
Shelving, circulation desk staffing and bibliographic searching could be undertaken by student assistants, although training time would be greater as turnover is higher than for full-time personnel. Scheduling problems and sharing of equipment would also be more difficult.
- (10) Curtail Undergraduate Library extended hours  
The all-night service offered on the first floor of the Undergraduate Library has been very popular. Average attendance for some hours has been near a hundred. For many whose jobs or lifestyles make late night or early morning studying preferable, this would be an unpopular decision. The number of people affected by a comparable staff cut during daytime and early evening hours would be much greater, however.
- (11) Curtail Main Library Duplication hours on nights and weekends  
Main Library Duplication public service hours could be reduced to 8:00 a. m. - 6:00 p. m. Monday through Friday (its current

public hours are 8:00 a.m. - 11:30 p.m. Monday-Friday, 9:00 a.m. - 6:00 p.m. Saturday and 1:00 p.m. - 11:30 p.m. Sunday).

(12) Convert some copies of the Serials Holdings List to microfiche format

The cost for printing and binding the second edition of the SERIALS HOLDINGS LIST was slightly in excess of \$1,000 for all copies. Only the 57 UTK Library copies could be produced in hard copy and the remaining 154 copies for other libraries and university offices could be produced in microfiche. Not all libraries and academic departments would be able to utilize the microfiche edition, however.

(13) Eliminate book boxes

Ten book-return boxes are scattered around the campus. Their elimination would force patrons to return materials to the six libraries on campus, not only an inconvenience, but also a factor that might increase the number of faculty overdues.

(14) Reduce pick-ups and deliveries to once per day

The library shipping and receiving section currently makes two regularly scheduled pick-up and delivery runs per day (Monday-Friday). This service could be reduced to once per day, delaying deliveries of material to branches, thus requiring patrons to wait longer for materials.

The following tentative decisions have been made with regard to the acquisition budget:

(1) Hold departmental allocations at their present levels

Leaving departmental allocations at their present level would curtail buying power of retrospective monographs, foreign monographs, and new serial subscriptions by up to 30%.

(2) Reduce general unallocated by \$60,000; reduce the hard-copy newspaper collection and begin charging reserve materials to departmental allocations

The ability of the UTK Library to fill in gaps in serial backfiles will be dramatically curtailed. The fine current newspaper collection developed over the past few years would be curtailed until the financial situation improved. The charging of reserve material to departmental allocations will compel faculty to choose between less titles in the collection or greater delays in the completion of reserve reading assignments.

- (3) Increase the periodicals renewal budget by \$50,000 to reduce the number of titles to be cancelled  
With an inflation rate of 30%, cancellation of some periodical subscriptions seems a foregone conclusion. This \$50,000 increase would reduce the number of cancellations.
- (4) Increase the approval and standing order budget by \$15,000  
This would reduce the impact of inflation on the acquisition of currently published monographs.

**REPRINTED FROM THE 1973-74 REPORT**

The UTK Development Program has been discussed for two years, but no decision appears yet to have been made on program priorities. We have recommended a million-dollar campaign for library materials or for a naming grant for a new building. A campaign of this type has broad appeal to graduates of all of the institution's colleges, and donations from \$10 up can be recognized with an appropriate bookplate. We would prefer to be the beneficiary of such a campaign once in a decade or two than be a small part of each year's comprehensive campaign. The focused campaign gives greater visibility to an activity and makes it possible to meet the major needs that exceed a single year's proceeds from a general campus-wide campaign.

**A PERSONAL NOTE**

Tennessee is difficult to leave. I'm excited about assuming the position of University Librarian at Princeton on July 1, 1975, but I'll miss the warmth and generosity of Tennesseans within and without UTK. The past four-and-one-half years have been the most satisfying of my life.

Richard W. Boss, Director  
University of Tennessee/Knoxville Library  
May 15, 1975