



UTK Library Record

Annual Report of the University of Tennessee, Knoxville Libraries

1991-1992

A Message from the Dean of Libraries



Despite a commitment to change, flexibility, and risk-taking, we will be true to our mission—the provision of quality collections and services to support the teaching and research of the University of Tennessee community.

Paula T. Kaufman
Dean of Libraries

Our Annual Report this year is written in terms of the Libraries' goals and accomplishments. In its *Mission & Strategic Plan 1991-1992*, the Libraries set forth a plan for action that was innovative, creative, and bold. Little did I realize that the year would be fraught with the challenge

of downsizing while still building on our dreams. 1991-1992 was indeed a year of significant hardship. The Libraries sustained a substantial budget cut, layoffs of seven people, reductions in service hours, and the cancellation of \$225,000 worth of serials titles. The effects of this were partially offset by the restoration of \$90,000 due to the hard work of the Student Government Association and the Graduate Student Association, and a transfer of \$425,000 from Men's Athletics by the University Administration.

The accomplishments detailed in this Annual Report reflect the fine efforts of a staff dedicated to providing high quality services even in an environment of declining resources. It is the Libraries' staff that has made its motto "excellence in service." Because we look forward to the challenges of tomorrow, I begin this Annual Report by sharing with you our vision for the future.

The 21st century holds significant opportunities for the UTK Libraries. Our vision challenges us with a standard for action and presents a target to reach and share with our users. Despite a commitment to change, flexibility, and risk-taking, we will be true to our mission—the provision of quality collections and services to support the teaching and research of the University of Tennessee community.

The Library is first and foremost people—a collection of experts who provide intellectual and physical access to information. Library staff are information educators who prepare students, faculty and all users to be knowledgeable and creative information consumers. We seek to enable our users—to make them as self-sufficient as possible. To do so we will provide intelligent delivery design that is user friendly and provides a link to human experts.

The Library is an information commons—a place and a gateway. Providing physical collections as well as access to information resources not in our collection remains a critical role for the Library. Our commitment is to a community of shared resources where equitable access for all is assured regardless of the information format or location. To that end we will seek to deliver information to the user at the point and moment of need.

We intend to be information leaders on campus where and when there are issues regarding information delivery and equity of access. We seek partnerships with academic and administrative departments to ensure their success in teaching graduates and undergraduates, and furthering faculty and graduate research.

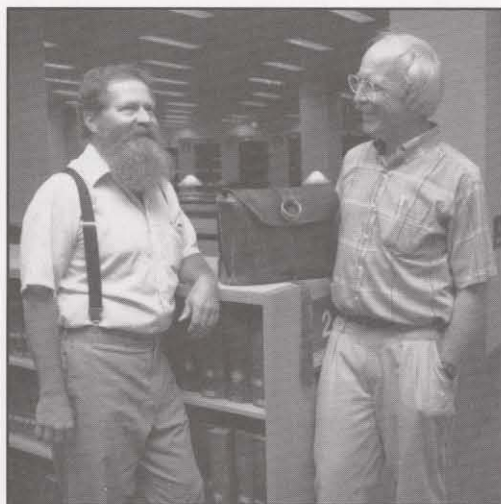
We expect to continue to collaborate with other information providers in Knoxville, in the State of Tennessee, and in the region in order to assure our users access to distant resources. We will share our online catalog, our *Serials Holdings List* and other guides and indexes to information to meet our public service commitment to the State and region. And as one of the nation's 120 research libraries we will continue to play a prominent role in the creation and operation of a national research library system.

Service Goals and Accomplishments

The Libraries provide many services. We select, purchase, catalog, and maintain information in all formats. We make information bibliographically and physically available. We also assist patrons in locating and using information resources whether obtained locally, nationally, or internationally. We accomplished many of our service goals in 1991-1992 despite the financial constraints at UTK.

Improve delivery of service

- Service hour cuts reduced operations in all units. Hours were partially restored in



Sugg Carter, Library Express coordinator, confers with Professor John Bohstedt, a frequent user of the service.

August after Student Government Association and Graduate Student Association requests, and a transfer of \$425,000 from Men's Athletics by the University Administration.

- The implementation of Library Express, the Libraries' new document delivery service for faculty, improved remote users' access to collections.
- Linking of the Hodges Library Audio-visual Services to the campus fiber optic network made possible the transmission of video programs across the campus to classrooms and laboratories.
- The regular use of fax and full-text electronic retrieval for rush interlibrary loans resulted in 24-hour turnaround time for rushed items.
- Telephone renewal was initiated and resulted in a 22% increase in items renewed.
- Reserve services were increasingly tailored to faculty needs, resulting in a 17% increase in use of reserve collections. The Kinko's court decision, which resulted in a significant decrease in the use of commercial copy shops, caused many faculty to turn to the Libraries for assistance.



Interlibrary Services has increased its "rush" business with fax and full-text retrieval. Above: Biddanda Ponnappa, Tracy Luna, and Tina Bentrup of ILS.

Implement a more effective and cost efficient instruction program

- Development of "Access to Music Periodicals," a computer-assisted instruction (CAI) module for use in music bibliography classes, greatly enhanced Music Library patrons' ease and self-sufficiency in using music journals. Hodges librarians tested a set of CAI modules for use with basic skills instruction that should increase the likelihood that this staff intensive program will become self-paced.
- Reference librarians taught 388 classes, reaching 9,845 students. Significantly the total number of upper division and graduate classes taught increased by over 30%. Intensive seminars were offered for graduate students in their respective subject areas.
- Creation of an in-depth, flip-chart style guide to the catalog, as well as the continuous revision and publication of over one hundred Guides to Research, provided students with excellent tools for their library instruction experience.

Improve bibliographic access to information

- The Cartographic Information Center (CIC) received equipment that allows CIC staff to provide patrons with access to many remote citation databases including such

major cartographic databases as the *Global Land Information System* and the *Earth Science Data Directory*.

- The Music Library began subscriptions to several CD-ROM (compact disc-read only memory) indexes and databases enhancing access to music literature.
- A significant improvement in access to citation databases was accomplished with the installation of eight new CD-ROM workstations in Hodges Reference and equipment that allows for network distribution of CD-ROM databases, so that more than one person can search a database on a single CD-ROM platter simultaneously.
- Significant purchases of new CD-ROM indices were made for Hodges Reference including: *Sociofile*, *PAIS*, *Disclosure*, *General Science Index*, *Foreign Broadcast Information Service*, and *Poem Finder*. Over 32 different CD-ROM titles were acquired for Documents and Microforms, representing a variety of agencies, types of databases, and technologies.
- In addition to reliance on cost-effective, locally owned CD-ROMs for access to citations, the Libraries continued to provide superior online searching of remote databases. Over 321 clients were served with searches in 503 databases at an average cost per database search of \$30.
- The catalog is being made more consistent and reliable through authority control—a process that provides cross-references and consistency in names and subjects. Data have been specified and received for adding records from the Center for Research Libraries and the Government Printing Office to the catalog.
- The percentage of cataloged library holdings represented in the OLIS database increased to 98.5%, and for the first time manuscript collections are being added to the database on an ongoing basis.

Make it easier to find and use the Libraries' periodical collections

- Circulation of current periodicals in Hodges, a practice that had dispersed a valuable and fragile collection, ceased on June 1st, 1992, resulting in improved access for all to our collection of over 14,000 periodicals and serials.

Increase the effectiveness of interactions with academic departments and the community

- Four issues of *Library Musings*, the Music Library newsletter, were issued. Three issues of *The UTK Librarian*, a newsletter to all faculty, were published. *The Library Development Review* went to all donors. The Library Friends hosted three lectures, and three issues of *Library Friends* went to all members of that group of supporters.
- Budget constraints, coupled with the continuing rise in prices, compelled the Libraries to reduce its commitments to materials bought on subscription. A periodical and serials cancellation review was undertaken jointly by library selectors and departmental representatives. Only through close cooperation was the target of \$225,000 in savings achieved without serious damage to our present research effectiveness.

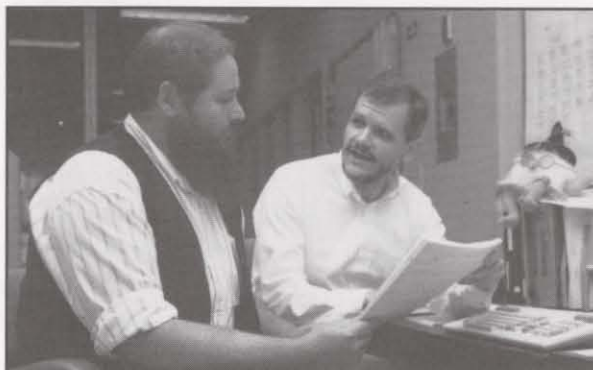
Ensure library representation in University decision-making about new programs and program changes

- Inclusion of the Dean of Libraries in the concluding meetings of all Program Reviews improved the Libraries' chances of being responsive to changing University priorities and programs.



The Libraries began renewing short-term loans by phone last spring. Ron Lee, Donna Doyle, and Earl Bush of Circulation Services are pictured here at the phone renewal station.

Dave McClure and Steve Thomas were two of the Systems staff involved in the addition of authority records to the OLIS database, a significant enhancement to our online catalog.



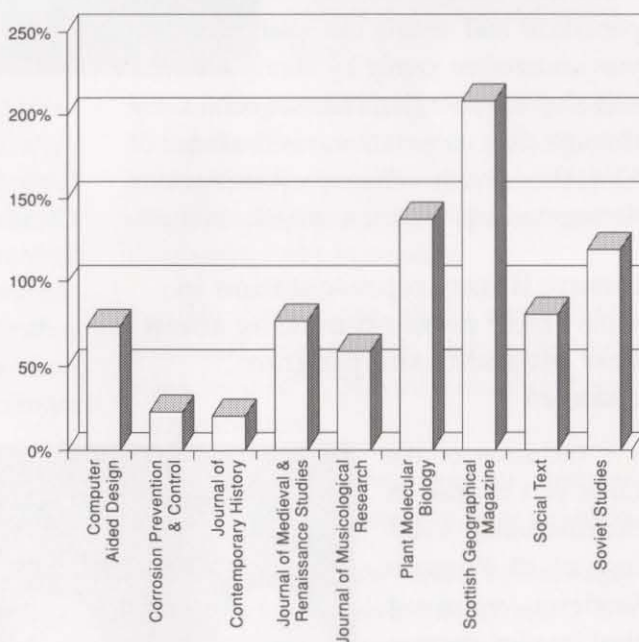
Collection Development and Management

A fundamental component of the Libraries' mission is the selection, acquisition, maintenance, and preservation of materials

in its collections. In the 1990s the proliferation of information in a variety of formats, the increased use of digital

technology, serious price inflation of periodicals coupled with currency fluctuations, and the increasing value of information to the Libraries' patrons make decisions about what to acquire and keep complex, yet essential.

During the past five years, buying power has plummeted. In 1987-1988 the average monograph price was \$38. In 1991-1992 the average price for monographs was \$45. We experienced actual serial inflation of 15% for 1991-1992. Recent Association of Research Libraries (ARL) statistics show that over the past five years, acquisitions in its 107 university library members have declined 15% for monographs and 2% for serials, while interlibrary loans have increased by 47%. Despite these grim figures we accomplished many of our collection development and management goals in 1991-1992.



Inflation of serials prices has had a disastrous effect on academic library collections. This graph demonstrates the inflation rates of selected UT Libraries periodical subscriptions, 1990 to 1992.



Librarians Lana Dixon and Gayle Baker evaluate "approval books" for possible addition to the collection.

Allocate funds to ensure access to information in all media

- The Libraries purchased 24,545 more volumes, 10,812 serial titles, 398 audiovisual items, 1,458 microform titles, and 52 datafiles.
- Our commitment to the development of unique manuscript collections was evidenced by Special Collections' continued processing of the papers of Senator Howard Baker, and Archives' organization and preservation of thousands of documents and artifacts related to the life of the University of Tennessee, Knoxville.

Strengthen cooperative agreements for resource sharing

- Four new reciprocal borrowing agreements were signed, assuring UT borrowers of free access to the resources of: University of Southern Mississippi, University of Miami, Eastern Kentucky University, and the Texas A&M Medical Sciences Library. This brings the number of these agreements to 50.

Create collection development policies to guide wise selection and deselection

- A pilot team of library selectors worked with Collection Management to write collection development statements that will serve to define the scope and depth of collecting in all subject areas. Nine statements were completed. Subjects included: music,

maps, accounting and business law, civil engineering, interdisciplinary studies, juvenile literature, microbiology, philosophy, political science, and statistics.

Begin a continuous review of serials

- Collection Management worked with library selectors, academic faculty, serials and current periodicals staff in a cooperative effort to cancel over 1,000 periodical subscriptions, resulting in a savings of some \$225,000.
- Selectors began to compile lists of journal titles in selected subject areas that can be considered "core"—that is titles that the Libraries should retain no matter how bleak the economic climate.



Collection Management staff—Milton Figg, Dale Gray, and Delight Jobe—have worked hard to assure that the Libraries purchase the most essential serials.

Provide collection endowments for research materials

- During 1991-1992, income from endowed gift funds made available more than \$500,000 for the purchase of library materials. New endowed funds were established in honor of Dr. and Mrs. Lee Absher and Dr. and Mrs. A.H. Lancaster.
- The Cartographic Information Center received a substantial gift of maps and atlases appraised at over \$109,000 from Kenwill, Inc. of Maryville, Tennessee.

- The Agriculture-Veterinary Medicine Library became the State depository for United States Department of Agriculture documents.

- Special Collections acquired the papers of Robert Neyland and Tom Siler, adding to their growing collection of manuscripts about sports.

Properly maintain and preserve the collections

- Special Collections set up a Conservation Laboratory, and under the direction of a Preservation Administrator began the process of encapsulation of rare maps and prints, and the identification of brittle materials for microfilming.
- Grant monies were received to undertake important preservation projects. Under the aegis of the Southeastern Library Network (SOLINET), the UT Libraries received a grant from the NEH to microfilm and preserve brittle materials in Tennessee literature and Tennessee history. The UT Libraries are participating in a project funded by the Commission on Preservation and Access that will digitize the images and text contained in the Galston-Busoni collection of music materials.

- Library selectors adopted a regularized process for reviewing and making replacement decisions about damaged materials.

Cataloger Stuart Garrett and Pauline Bayne, Head of the Music Library, display scores from the Libraries' unique collection of the works of composer-conductor David Van Vactor. The collection included original recordings on almost 800 reel-to-reel tapes that were copied to cassette for research use.



Another gift to benefit the Libraries: Laura Simic, Library Development Officer, accepts a check from Kim McLaughlin, Tri-Delt Philanthropy Chairman, as part of Panhellenic's Adopt-A-Periodical fundraiser.



Staff

Undoubtedly the single most important factor for success is the library staff and faculty. Only by recruiting and retaining a superior staff can the University Libraries succeed in fulfilling its mission. By August 1, 1991, the personnel budget had been decreased by more than a half million dollars, and the work force by 13%. Seven library employees had lost their jobs. The remaining staff were told not to expect any salary increases, and indeed there were none. Where one might have expected gloom and low morale, library staff responded by pitching in and getting the job done. They deserve our accolades.



The Stacks Maintenance crew, led by Thang Nguyen, pitched in to shelve 1,039,000 books last year, despite staff shortages and shelving backlogs at the end of each semester. Above: Patrick Schroeder, Thang Nguyen, Eric Arnold, Michael Dodson.

- When personnel funds were restored to the Libraries' budget at mid-year, Human Resources assisted with the hiring of 142 student library assistants, 56 college work-study students, and 21 non-exempt staff. Five faculty/exempt positions were advertised, and two were filled.

Provide enrichment to current jobs and restructure jobs

- Twelve non-exempt positions were audited, and all were upgraded. Six faculty received tenure. Three faculty were promoted.



Libby Campbell Young, Jeff Clark, and Jim Kidder of Circulation Services were among those staff who cross-trained so that they could help out in other departments.



Martha Rudolph helps LouAnn Blocker and Cathy Ball get started on the self-paced Computer-Based Training modules for staff.

Provide a wide variety of development and training opportunities

- The Libraries' Staff Development Advisory Committee planned six well attended programs including a three-day visit to Duke University and the University of North Carolina at Chapel Hill. The Human Resources team coordinated 12 training programs, many in the well received "Learn More About Your Libraries" series. In total, there were 21 training programs with 576 participants. The Libraries also had its first year of experience with Computer-Based Training (CBT) with 12 staff and 96 students studying the CBT modules. In addition the Libraries established a full-time exempt position for a Training Coordinator.
- Several departments, including Circulation Services and Acquisitions and Processing, encouraged cross-training and job sharing opportunities, thus enriching job options for several staff.
- More internally-supported research incentives awards than ever (8) were made to Library faculty. The Cooperative Initiatives Committee with GSLIS has provided an opportunity for faculty to talk about research agendas.

The changing mix of services and collection resources and the realignment of responsibilities require that the Libraries be able

Facilities and Equipment

to utilize its spaces flexibly. Likewise increased reliance on information technology requires both the purchase and replacement of equipment for public and staff use.

Improve physical access to information

- The Preservation Collection was moved from the basement to the third floor of Hoskins where it is more accessible.
- A handicapped carrel with an OLIS terminal was provided for the Hodges Reference Department.
- Because of crowding in the Music Library stacks, 180 volumes were transferred to Hoskins.

Fund adequate levels for equipment purchase

- Fifteen new photocopiers were installed throughout the Libraries.
- Many aging catalog terminals and some microcomputers were replaced. Additionally, the Libraries' long-standing goal of placing a microcomputer on each librarian's desk was achieved.
- New equipment to make government CD-ROMs available was installed in Documents and Microforms.
- A multimedia workstation and a growing collection of interactive multimedia resources have been purchased, configured and are scheduled for installation in Audio-visual Services.
- An upgraded minicomputer was installed and is now providing enhanced electronic mail and Internet services, allowing e-mail accounts for all full-time library staff.

Management

Review and evaluate the Libraries' organizational structure

- The Libraries undertook a major review of its organization with the intent to restructure to eliminate unnecessary bureaucracy and place power and responsibility at the lowest level possible. Important changes included: establishment of a new Library Management Group, development of a matrix team concept to replace the existing hierarchical departments, reduction in the layers of supervisors, and streamlining of work assignments within units.

Reallocate existing funds

- Deep budget cuts in late 1990-1991 forced a significant reallocation of budget funds. In 1990-1991 the general budget allocation was: salaries and wages 54.5%; library materials 40.7%; operating 4.8%. In 1991-1992 the allocation was: salaries and wages 51.2%; library materials 38.8%; operating 10%.

Pursue increased funding—from the University, through grants, and through gifts

- The Libraries received \$90,000 from the University in August to partially restore hours. \$425,000 was transferred from Men's Athletics.
- More than \$310,000 has been received from private gifts since the end of the Tennessee Imperative Campaign, and that money has been used to establish collections endowments.
- Preservation grants were received from NEH through SOLINET, and from the Commission on Preservation and Access.



Scott Behan and Dale Isbill keep the new coin-op photocopiers in working order for our patrons.

Erin Holloway manages the upgraded VAX 4000 that provides e-mail accounts for most library staff.



UT Libraries Statistics, 1991-1992*

Collections, June 1992

Volumes (print)	1,759,167
Microforms	1,956,384
Government Documents	619,759
Serials (purchased & deposit)	14,037
Audiovisual Materials	168,819
Electronic Databases	90
Manuscripts (in linear feet, processed)	4,657
Maps	255,000

Staff

Professional Staff	57 (FTE)
Nonprofessional Staff	137 (FTE)
Student Assistants	51 (FTE)

Expenditures

Total Library Materials	\$3,140,632
Total Salaries & Wages	\$4,057,362
Operations	\$794,314

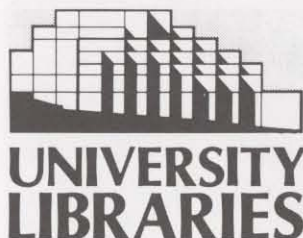
Services

Interlibrary Loans:	
Total Items Loaned	18,643
Total Items Borrowed	12,816
Number of Library Presentations to Groups	502
Total Circulation (initial & renewal)	762,930
In-house Uses of Materials	843,806
Reference Transactions	96,843
Turnstile Count	1,570,390

* Does not include UT Law Library

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The University of Tennessee/Knoxville
1015 Volunteer Blvd.
Knoxville, TN 37996-1000
EO1-6010-003-93

MCGUIRE, SUE LYNN
PROF LIB ASST
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