

Library Self-study

Staffing Committee

Kathy Davis, Library Director, Library Faculty
Patti Becker, Reference Coordinator, Library Faculty
Heather Tetzlaff, Business Manager, Classified Staff
Christine Neidlein, Interlibrary Loan Office Manager
Classified Staff
Ruth Wachter-Nelson, Archivist, Library Faculty

Reporting area

Coordinator

Other staff involved in staffing self-study

1) Description of supporting service or function

The University Library has a diverse staff composed of library faculty, classified and academic staff, limited term employees (LTE), and students. See attachment 1 for staffing patterns and history.

- Total non-student staffing – 31.05 FTE's and 34 positions
- Count for non-student staff
 - 13 library faculty – 12.5 FTE's
 - 2 non-teaching academic staff – 2.0 FTE's
 - 17 classified staff – 15.8 FTE's
 - 3 LTE's – 1.25 FTE's (Definition of an LTE:
<http://www.uwsa.edu/fadmin/gapp/gapp26.htm>)
- 1 academic staff FTE provided by Information Technology for library technological support.
- Student employee count numbers:
 - approximately 89 students during the academic year / approx. 670 hours per week
 - approximately 20 to 30 students during the summer / approx. 260 hours per week
- Library Director reports to Provost.
- Library organizational chart see appendix.
- For faculty vitas and educational background list for classified and academic staff see appendix.

2) Who is served

Library staff serve UWSP faculty, staff, undergraduate and graduate students, and the local community and beyond.

3) Staffing

- The library administrative office manages budgets, personnel and search committee files, assessment routines, and general orientation sessions.
- Each individual library department is coordinated by a member of the library faculty who supervises staff.
- Library classified staff are represented by a variety of collective bargaining unions, depending upon classification. (See Wisconsin State Employees Union <http://www.wseu-24.org/>, Wisconsin Education Association Council <http://www.weac.org/> and the Wisconsin Professional Employees Council <http://wi.aft.org/wpec/>)
- Library faculty and academic staff do not have the right to collective bargaining. However, they have the option of belonging to the Association of University of Wisconsin Professionals. (<http://www.tauwp.org/>)
- Presently the library lacks a dynamic and flexible staffing plan that addresses changes in library technology, services, and fluctuations in workflow.
- Insufficient staffing and non-replacement of retirees results in overload and an inability to undertake necessary projects.

Staff training and orientation

- Departments conduct their own training programs.
- New faculty and academic staff participate in a campus-wide orientation program as well as departmental training.
- A mentoring program is provided to new library faculty during their probationary period.
- The Classified Staff Advisory Council offers a mentoring program to all new classified staff.
- There is a need for increased training in new technology and software.

Staff development support

- Professional development is encouraged for all staff.
- Support is provided within the library travel budget to all staff.
(<http://library.uwsp.edu/admin/travel%20guidelines.htm>)
 - Priority is given to untenured faculty
- Additional travel support is offered by the Provost's Office for out-of-state presentations on a matching basis.
- Additional funding for professional development and for research is available to all staff through the University Personnel Development Committee.
(<http://www.uwsp.edu/grantsup/UPDC.htm>)
- Faculty are eligible for sabbaticals. (<http://www.uwsp.edu/grantsup/sabbfcts.htm>)
- Tuition reimbursement is available to all levels of staff.
- Flexible scheduling is available to some staff.

Student staffing and training

- Our students are crucial to the operation of the library and in projecting a positive image of the library.
- Basic orientation is conducted by the Business Manager when students are hired.
- Departments conduct their own training programs.
- The combination of a higher minimum wage and lower work study allotments result in fewer student hours.
- High turnover rates result in on-going training.

4) Facilities

- Staff facilities vary by department but many staff areas have been updated with ergonomic furniture, sound absorbing dividers, and current technology.
- There are several building issues that impact staff:
 - Poor air quality and control (temperature/humidity)
 - Need for more ergonomic work stations and service desks
 - Americans with Disabilities Act issues
 - Worn and unsafe floor coverings
 - Dated furniture
 - Unsafe compact shelving
 - Inadequate restroom facilities
 - Union mandated lounge facilities are inadequate
 - Inadequate intercom coverage is a safety issue
 - Lack of a systematic space allocation plan
 - Poor placement of some staff areas in the building (some supervisors are not in the area that they are supervising)
 - Need for timely maintenance responses to building issues by campus Facilities Department
 - More energy efficiency needed

5) Technology

- A campus wide information technology policy allots faculty a new computer every three years. Older computers are then shifted to other areas of the library.
 - This allocation system is used to periodically update all non-faculty staff with a computer work station.
 - This procedure is labor intensive, disruptive, and does not meet the technology needs of service areas. Some workstations require specialized computers to support proprietary software packages.
- A system of more frequent updating of some staff equipment is needed for scanners, printers, fax machines, photocopiers (including some with scan and email capability)

6) Supporting statistics:

- See attachment 1.

7) Results of recent assessment activities

- Accreditation Visit – results have not been received at this time.
- LibQual national survey, 2004. In the questions called "Affect of Service" (employee competence and helpfulness), the Library more than met the minimum expectations of survey respondents. There was a relatively small gap in respondents' desired level of service and their perceived level (See LibQual appendix)
- Classified Staff Directions Committee (see attachment 2 for summary)
- Faculty Staffing Directions Committee (see attachment 3 for summary)

8) Special projects underway or major changes being implemented:

- Anticipate staffing replacements and position reviews as a result of retirements.
 - Retirement of the Government Documents Librarian in May 2008.
 - Library faculty reviewed and reconfigured the position and recommended that the position be replaced based on a new job description (spring 2007). See attachment 4 for position description.
 - Provost's decision to fill (or not to fill) the position is currently on hold until completion of the self-study.
 - If permission to fill is granted, the library faculty will review the position description at that time.
 - There is concern that not filling this position endangers our federal government depository status.
 - As positions open, the library faculty will continue to evaluate and reconfigure those positions based on current, identified needs.
 - A proposal for an Instruction and Multimedia Librarian is currently being developed. See discussion in Media Lab Department Report.
 - Anticipate the retirements of three classified support staff by the end of 2007-2008.
 - These positions must be reviewed.
 - Consideration will be given to moving positions between categories (from classified to faculty) if justified by current needs.
 - Replacement must be authorized through the campus administration.

9) Goals or desired directions of the area

- Develop a dynamic and flexible staffing plan that addresses changes in library technology, services, and fluctuations in workflow.
- Review and evaluate open positions without reducing the level of FTEs.

- Coordinate student training (perhaps including an online module) for all student employees to enhance service orientation and knowledge of building-wide services and issues.
- Provide opportunities for timely training on new software.
- Increase travel budget to meet increases in inflation, non-tenured faculty needs, research and professional needs, and staff training.
- Facility and technology concerns and recommendations have been communicated to those committees and will be addressed in their reports.

10) Other information

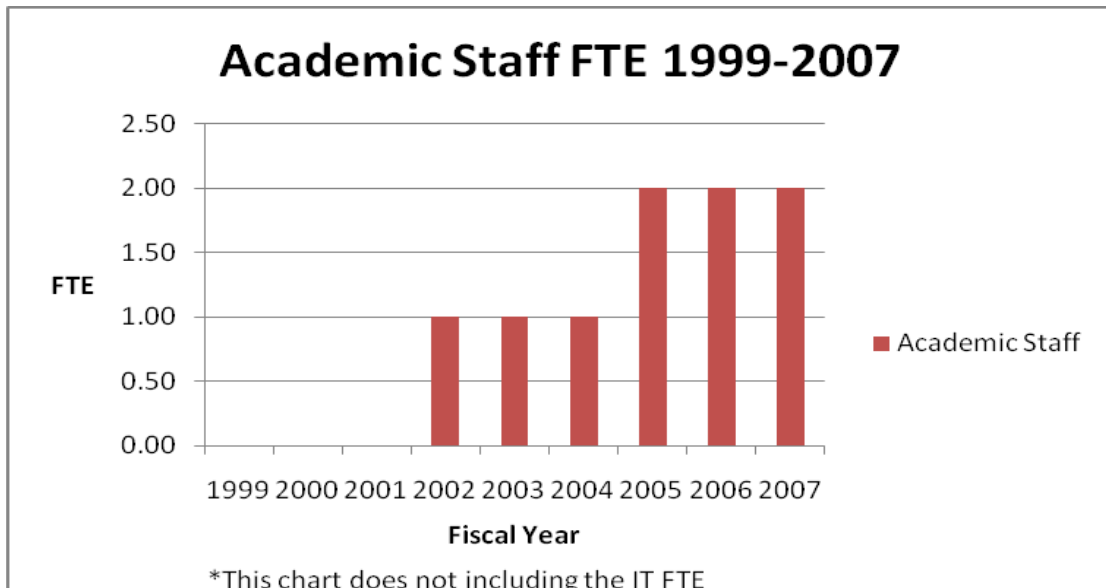
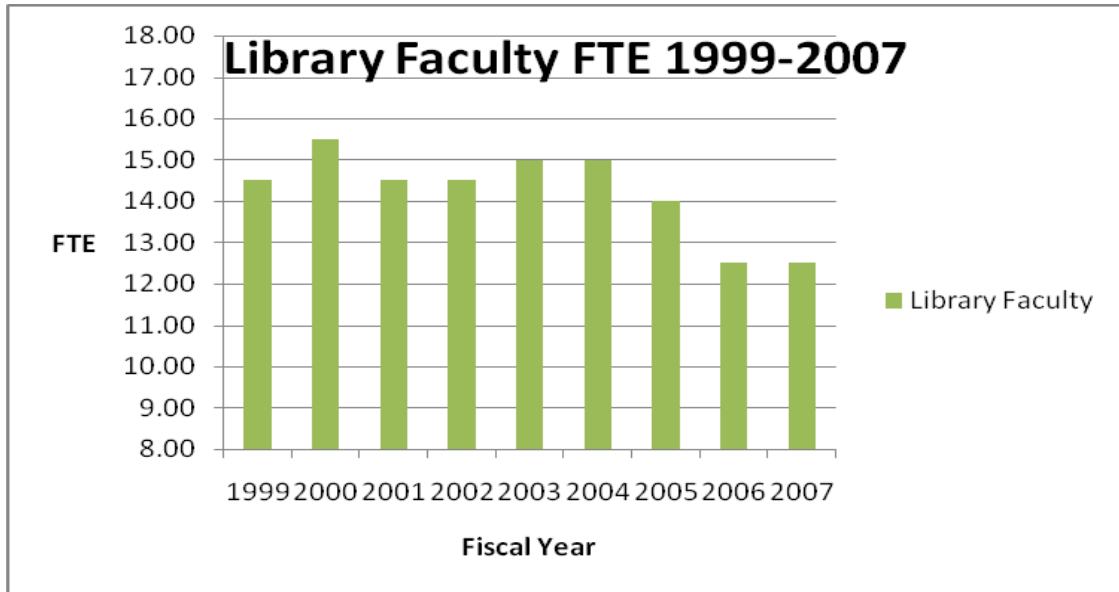
Library committees

- Library faculty and staff are active on campus as well as library committees. See library committee appointment attachment 5.

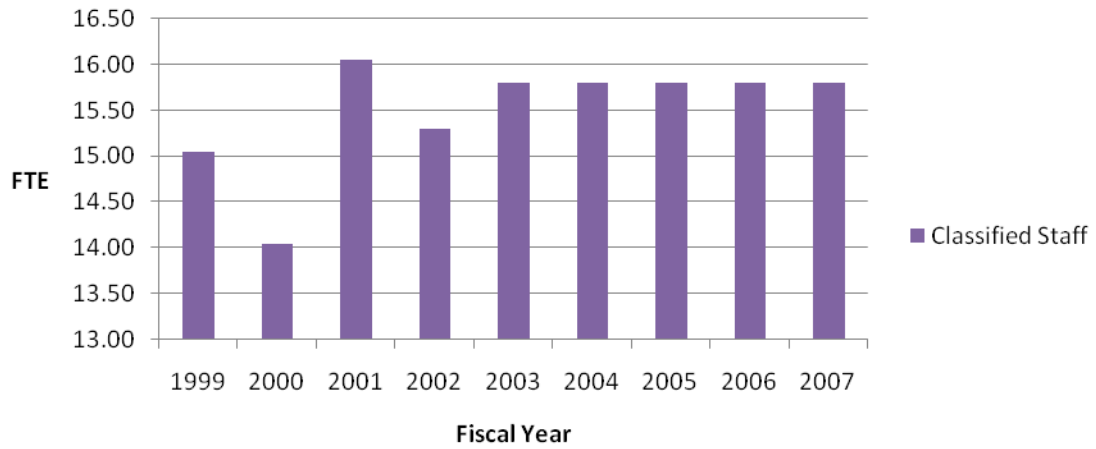
11) SWOT analysis of the area – see attachment 6.

12) SWOT analysis of the Library – see SWOT appendix.

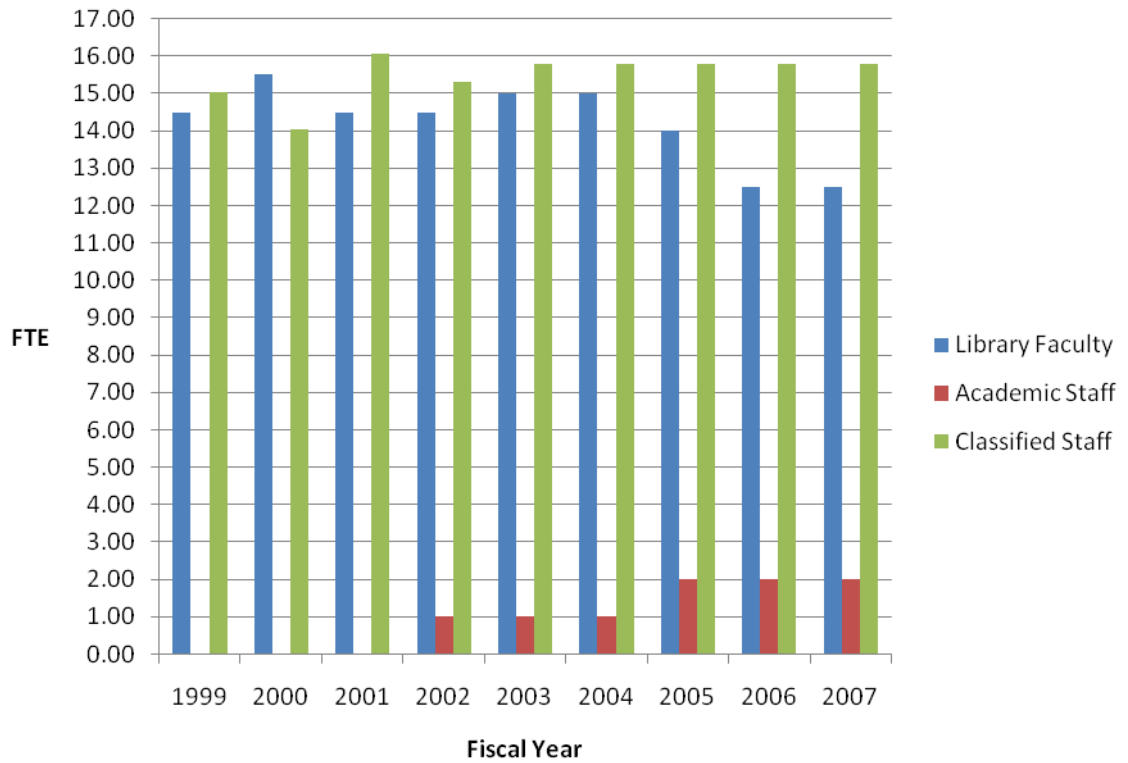
ATTACHMENT 1



Classified Staff FTE 1999-2007



Library Staff FTE 1999-2007



ATTACHMENT 2

Summary of Classified Staff Directions Committee Report – 2004

Survey: 100% of classified staff completed a written survey and did an interview. Staff supervisors were also interviewed.

A majority of the Classified Staff said they would choose their own position given the choice of any in the library. Our staff has longevity and is very experienced in performing their jobs.

Goals:

- Think of ourselves as one library with the same mission as opposed to separate units. Become "team oriented".
- Think about the "ripple effect" on other departments when changes are made in policies and procedures.
- Make sure there is a plan in place and written procedures to accommodate any staff's absence.
- When both staff and supervisors are amenable, plan for cross-training that is well-organized and scheduled.
- Identify commonalities among all of the service desks and prepare written procedures focusing on skill sets.

A recurring theme:

Many of the staff in interviews and on questionnaires expressed a desire for more technology training (both in-house and out of the library) and more time and funds should be set aside to accomplish this.

Changes in staffing since 2004 :

October 2004 - 1 FTE Assistant University Archivist hired (New position)

July 2005 - LSA (Library Services Assistant) Senior in Reserve Department became full-time due to added duties

January 2006 – LSA Advanced in Documents hired due to a resignation

January 2006 - LTE hired as full-time ESA1 Business Manager due to retirement

April 2006 - Same person was hired permanently as Library Business Manager

April 2006 – new hire as 0.5 LSA Senior in Documents due to a resignation

June 2006 - LTE hired as 0.5 Office Assistant in Administrative Offices

Faculty Staffing Directions Committee

11/29/2007

Met: 2001-2004

Charge to the committee:

- Look at and make recommendations on library staffing directions in light of upcoming retirements
- Look at directions in terms of changing or unmet library needs
- Address computerization of profession and what it has done to our faculty positions:
 - Have managed ably to re-educate ourselves but positions don't always make sense.
 - New duties divided up piecemeal depending on individual abilities and interests.

Make-up of committee:

Coordinator of Reference

Coordinator of Collection Development

Cataloger

Archivist

Integrated System Librarian (and input from all library faculty frequently sought)

Progression of work:

1. Began with free form discussion of library needs and vision for the future.
2. Gathered information systematically on each department or functional unit.
 - a. Developed questionnaire filled out by each department/unit head. Asked: what is working, what could work better, what are unmet or changing needs in the library's service mission.
 - b. Committee met with unit heads individually to discuss. Much of what was said was echoed by more than one person, for example:
 - Need for more faculty to assist with BI
 - Need for more staff for Archives
 - Need for more promotion of services
 - More attention to distance education
 - Need to clarify relationship of circulation, reserve, ILL
3. Committee worked to fit unmet needs into restructured positions as library faculty retired over the next few years. The committee was active in writing position descriptions and justifications (always with full faculty approval). At least twice representatives of the committee met directly with the Vice Chancellor and argued successfully for the need to retain, restructure, or borrow a ½-time FTE position as a part of the process.

Staffing changes/results:

- Retained faculty cataloger with added reference and instruction duties (following 5/2002 retirement, hired 1/2003)
- Created new full-time Access Services Librarian combining supervision of circulation, reserve, ILL, and distance education (following 1/2003 retirement of ½ time library faculty member, borrowed ½ FTE from Vice Chancellor, hired 1/2003)
- Created an academic staff Records Manager/Assistant Archivist position (following 5/2004 library faculty retirement)
- Retained full-time Serials Librarian position (following 6/2004 retirement, with agreement of Vice Chancellor that we borrow again the ½ time FTE, hired 8/2004 and again 10/2005)
- Returned borrowed ½ time FTE to Vice Chancellor

ATTACHMENT 4

Government Publications Librarian
Position Description

Approved 5/3/2007 by library faculty.

Overview: Manage the Government Publications Department, including the supervision of support staff. Administer the federal and Wisconsin depository programs. Oversee the Library's special collections. Take an active role in the Library's instruction program, reference services, and collection development. Participate in scholarship and service as a tenure track library faculty member.

- Government Publications Department
 - Coordinate the Library's Government Publications Department.
 - Supervise 1.5 support staff.
 - Collaborate with Cataloging Department (for technical processing needs) and Access Services Department (for circulation issues).
 - Serve as reference specialist for government publications and coordinate government publications reference service.
 - Develop government publications outreach to campus departments and the community.
 - Work collaboratively with library faculty to support the mission of the Library
- Federal Depository Program
 - Administer the Library's federal depository program.
 - Comply with federal depository regulations.
 - Manage and evaluate the federal documents collection including GPO annual review for item selection changes and Marcive vendor profile yearly update.
 - Add to and maintain government documents on the Library's website in collaboration with the web team.
- Wisconsin Documents Depository Program
 - Administer the Wisconsin Depository Program complying with state regulations.
 - Manage the Wisconsin documents collection.
- Special Collections
 - Provide oversight of the Rare Books, Native American, Assassination, and U.S. Census Collections.
- Reference, Instruction, and Collection Development
 - Provide reference service including some evening and week-end hours.
 - Support the strong teaching mission of the Library by actively participating in the Library's bibliographic instruction program.
 - Take part in collection development and perform departmental liaison duties.
- Scholarship and Service
 - Participate actively in scholarship, professional development, faculty governance and service as a tenure track library faculty member.

University Library Committees 2007-2008

LIBRARY FACULTY COMMITTEES

Retention/Tenure Committee (all tenured faculty)

Kathy Davis	Sybil Strupp
Patti Becker	Marg Whalen
Nerissa Nelson	Ruth Wachter-Nelson
Cathy Palmini	
Axel Schmetzke	

Salary & Merit Committee (2 elected from each rank plus previous chair and Director ex-officio)

Kathy Davis
Patti Becker, Prof
Axel Schmetzke, Prof
Nerissa Nelson, Assoc. Prof
Cathy Palmini, Assoc. Prof
Yan Liao, Asst. Prof
Ruth Wachter-Nelson, Asst. Prof
Mindy King, Instructor
Terri Muraski, Instructor

Appeal & Mediation Committee (chair elected by tenured faculty, committee appointed per policy as needed)

Promotion Committee (membership defined in Library Faculty Handbook)
Kathy Davis, convener

OTHER

Social Committee

Mindy King	Amanda Meidl, TLC
Heather Tetzlaff	Lin Vogel

Energy Conservation Task Force

Patti Becker	Andy Pech
Rob Clint	Heather Tetzlaff
Carrie Ziolkowski (WCEE/KEEP)	

UNIVERSITY COMMITTEES

Academic Affairs (appointed)	Sybil Strupp
Classified Staff Advisory Council (elected)	Anne Swenson co-chair Heather Tetzlaff
Curriculum (appointed)	Patti Becker
Environ Health & Safety (appointed)	Andy Pech chair
Equity & Affirmative Action (appointed)	Rob Clint
Faculty Affairs (appointed)	Tom Reich
Historic Preservation (appointed)	Anne Swenson
Archivist permanent	Ruth Wachter-Nelson
Nominations & Elections (elected)	Yan Liao
Senate (elected)	Tom Reich
Univ Accreditation Steering Comm, Criterion Task Force 4, Chair	Patti Becker Axel Schmetzke
University Affairs (appointed)	
University Awards (elected)	Mindy King
University Mediation (elected)	Yan Liao
University Technology (elected)	Kathy Davis
Univ Personnel Dev Comm (elected)	Terri Muraski
UPDC Classified Staff Subcomm (appointed)	Christine Neidlein
Web Accessibility Review Comm (appointed)	Axel Schmetzke
Women's Studies Comm (appointed)	Nerissa Nelson

Those designated 'elected' voted in by campus election in spring.



Area: **Staffing Committee**

Participants: **Kathy Davis, Christine Neidlein, Ruth Wachter-Nelson, Heather Tetzlaff, Patty Becker**

S.W.O.T. Analysis

<p style="text-align: center;">STRENGTHS (Internal)</p> <ul style="list-style-type: none"> • Committed, caring, well educated, campus minded and community involved staff • Supportive environment for professional development including mentoring and a structured review process • Adequate offices and many ergonomically correct work areas • Librarians have faculty status 	<p style="text-align: center;">WEAKNESSES (Internal)</p> <ul style="list-style-type: none"> • Uneven distribution of staff and heavy dependence on trained students • Inadequate infrastructure including custodial, maintenance and technology • Not enough training and support for required programs • Communication needs improvement
<p style="text-align: center;">OPPORTUNITIES (External)</p> <ul style="list-style-type: none"> • New “ Campus vision 2015,” accreditation outcome and UW-SP Master Plan • New staff and administrators equal new ideas • Outreach & renewed collaborations (campus, community and state) • Professional development is supported 	<p style="text-align: center;">THREATS (External)</p> <ul style="list-style-type: none"> • State budget (or lack thereof) resulting in loss of positions and services • Changing nature of “ library as place “ and changes in today’s library user challenges staff to continue to provide relevant services • Technology and the rate of technological change • Higher visibility increases pressure on staff • Perception that the Internet has replaced the need for libraries

Strengths:

- UW-SP University Library Staff is composed of dedicated, service oriented individuals who are committed to the success of the Library and the University. The education level of the staff is high with notable campus as well as state and local community involvement.
- Staff and library administration support and encourage professional development through participation in state, regional and national professional activities. Internal support includes mentoring, a structured review process, and available travel funds for all staff.

- Ergonomic workspaces are designed and equipped to support physical well-being. Individual preferences are taken into consideration.
- Faculty status for librarians results in their presence on and leadership of campus committees, a strong library instruction program, a collegial faculty governance model parallel to academic departments, and places library faculty on a peer footing with departmental colleagues. The required double masters and scholarship activities contribute to the image of library faculty as members of the instructional faculty.

Weaknesses:

- Lack of a dynamic and flexible staffing plan that addresses fluctuations in workflow, changes in library technology, and services. Heavy dependence on student workers necessitates constant training due to frequent turnover. During evening and weekend hours we depend on student workers for service and security.
- Cleaning is often uneven throughout the building. Maintenance responsiveness is unpredictable and there appears to be a breakdown in the work order system. The current system of computer upgrades for non-faculty computers is inadequate to support priority services. Many public workstations are outdated as well.
- There is not enough training and support for proprietary software. The University does not provide structured computer software training.
- Clear and timely communication should always be a priority.

Opportunities:

- Planning and assessment activities at the University level may provide us with new insights into the role and direction of the Library.
- Recent and future new hires bring the opportunity for a fresh perspective.
- Campus and community outreach and new collaborations provide us with a multitude of perspectives, a chance to build relationships and furnish richer resources to our users.
- The Library encourages, provides resources and approves time for professional development for all.

Threats:

- Positions have declined over the last five years, affecting services and programs. Uncertain staffing caused by budget cuts creates an environment where the workload is spread among fewer people creating low morale and burnout issues. Important projects related to the collection and services are often deferred (e.g.: collection assessment and marketing).
- The changing nature of student needs and expectations has brought about changes in libraries nationwide. Services and programs must be redesigned to meet these challenges.
- New technology, without sufficient training and the time to learn and incorporate it into the workflow, causes stress on staff and users, and productivity suffers. Services have to be evaluated and evolve to respond to technological changes.
- Higher visibility increases demand and raises user expectations of an already stretched staff. (e.g.: more classes require more teachers, utilization of digital resources produce expectations for more digital resources, etc.)
- The changing nature of information and the increasing availability of electronic resources create a misconception that physical libraries are becoming passé. Helping people with often complex information needs is as important as housing the collections.