I. Introduction.

For the first time in 25 years, new hands prepare this annual report. Dean Leslie Sheridan retired effective July 1, 1999 and the Law Library Director, Bruce Kennedy, was named as the Interim Dean of the University Libraries. Owing to this very recent change of guard, the following pages may only superficially summarize the past and vaguely forecast the future. Nevertheless this report should serve as an interesting freeze frame of a library in profound change.

II. Synopsis of the Preceding Year.

The heartbeat of a healthy library is complex – and is often measured by statistical snapshots of various types of library work products. Set out below are a series of statistical and analytical vignettes of some units within the Library. This analysis is intended to reveal the large scale, diversity and intricacy of operations occurring inside the University Libraries. To the President, Provost, faculty and even students – much of this activity is invisible – but it is vital to sustain the intellectual health of the University.

a. Personnel.

For varied reasons, the University Libraries lost many talented staff members during FY99 and will sustain additional losses during FY00. Appendix I itemizes individual departures but collectively 13 faculty and staff have left or will soon leave the Library. After the expected retirements occur, the Library will be 20% below normal staffing levels.

Particularly hard hit is the Automation Department. The department has been without a head librarian for two months and without a systems specialist for seven months. Most operations of this vital department now devolve on a single staff member. Emergency measures are being implemented to return this department to proper staffing levels.

The early retirement of many senior librarians has created an opportunity to flatten the Library Administration. Appendix II is the current organization chart which went into effect on July 1, 1999. Operational departments have been reconfigured into 'teams' which should provide a flexible environment for group problem solving. The senior librarians who are soon to retire have graciously agreed to assume the role of internal consultants to share their knowledge with remaining library staff – thus assuring an orderly transfer of administrative responsibility.
b. *Collection Development & Electronic Information Resources*

The Library is increasingly investing in electronic resources which seem popular with the UT research community. University Libraries currently subscribes to more than 2,100 electronic titles which are acquired via 19 licenses. UT researchers obtain nearly 6,000 journal articles per month via Periodical Abstracts and ABI-Inform. Another 3,000 articles each month are accessed through the OhioLINK Electronic Journals Center.

The Library continues to invest in cd-rom technology. A recent grant enabled the Library to obtain three workstations which afford students easy access to 30 high-use cd-roms. The remaining cd-rom collection - more than 2,300 disks - can be temporarily mounted on selected Library terminals.

The physical collections continue to grow although shelf space is becoming limited. Some 16,405 monograph volumes and 7,525 serial volumes were added in FY99 for a total collection count of more than 1.7 million volumes. The monograph collection now extends approximately 7.9 miles in length. The shelves are 86% full - occasioning the need to weed older volumes to make room for newer materials. Some 43,292 volumes were shipped to the Northwest Book Regional Book Depository for storage.

c. *Public Services*

The book collections still see heavy use - despite the siren song of the Internet. On-site circulation of library materials totaled more than 151,000 transactions - a slight increase over last year. Patron initiated circulation (P-Circ) transactions accounted for another 72,559 items loaned or borrowed between UT and other OhioLINK libraries. Conventional interlibrary loans brought more than 7,900 items to UT researchers and sent more than 10,400 items to researchers elsewhere.

Navigating through a complex library collection is a daunting task. Fortunately UT students and faculty have the assistance of capable reference librarians who fielded more than 36,000 questions at the Reference Desk. Library instruction is equally important to cultivate the self-reliant researcher. Last year the Library faculty taught 241 instructional sessions to 4,344 students.

d. *Technical Services*

Much energy and effort was invested in devising a new approval plan for purchasing monographs in conjunction with other OhioLINK libraries. This new approval plan will undoubtedly lead to further statewide, coordinated book purchasing in the future.

Cataloging was completed on several large collections including theses and project reports from 1923 to 1971. New software – the OCLC Cataloging Microenhancer – was installed on staff machines and should promote more efficient cataloging practices.
e. Automation Services.

Despite its dwindling staff, the Automation Department improved many aspects of Library operations in FY99. The Department loaded two new releases of Innopac, the internal computing system for all of the UT libraries. Staff workstations were upgraded to Office97 with Outlook as the new e-mail system. Student computing facilities in the Library were revamped – 29 new workstations were installed in an NT environment and a new software application, UniPrint, was installed to manage public computer printing.


The Audio Visual Services (AVS) Department continued to manage the Library’s collections of video tapes, music compact disks, tape cassettes, motion pictures, slides and related materials – which total approximately 4,000 items. AVS also produced more than 21,000 graphic and photographic products for the UT community. Finally - and most visibly - AVS personnel set up 8,936 units of audio-visual equipment - ranging from the humble overhead projector in a classroom to the microphone at the President’s Podium.

f. Canaday Center.

The Ward M. Canaday Center for Special Collections had an active year collecting, preserving, and making available rare books, manuscripts, and the university's archives. The major highlight of the year was the mounting of four successful large exhibitions—"Too Far From Home: The Paul Bowles Collection," "The University of Toledo Authors Exhibit," "The Books of Wall Street," and "The Noble Craftsman We Promote: The Arts and Crafts Movement in the American Midwest."

In terms of reference assistance, the Canaday Center served nearly 800 patrons. Of particular note is the large increase in usage of the manuscripts collection, up 100 percent from the previous year.

Major collections added this year include:

1) the papers of Senator Linda Furney (the first installment in the Women in Politics in Northwest Ohio);
2) the papers of former Toledo mayor Lloyd Roulet;
3) World War II-related material from UT alumnus Max T. Schnitker;
4) the Business and Professional Women/Toledo records;
5) the Lewis collection of Roycroft books (a result of the Arts and Craft exhibit);
6) the papers of Gerald Thompson, the deceased UT history professor; and
7) scrapbooks documenting special events held in Savage Hall since 1973, including photographs and autographs of performers.

Some 1200 books, 364 linear feet of University Archives materials, and 198 linear feet of manuscripts materials were processed.
III. Analysis of the Status Quo

The University Libraries is a stable - if staid - research center for the University community. Generally the Library has implemented sound library practices to build rational collections, construct its powerful online catalog and offer essential public services to the UT research community. If the Library can be questioned on any aspect of its operations, it is that its strategic planning process seems insular – working with little input from outside constituencies. Moreover, even within the Library, decision-making seems to be concentrated in a small group of senior administrators.

Externally, the University Libraries must reconnect with its research community to get a fresh sense of the specific information and service needs of our Colleges and Departments. Obviously, this is the time to hold such dialogs since the University, itself, is undergoing great transformation.

Internally, senior Library administrators should promote a culture of participatory decision-making. This involves building teams that include junior librarians and staff to attack problems and design innovative services.

Finally, University Libraries must redouble its efforts to ‘market’ its very valuable reference and instructional programs to UT students who desperately need to leave our campus with an invisible portfolio of life-long research skills.

IV. Philosophy

The University Libraries must be highly responsive and proactive information center for the UT academic community. Each College and many Departments require their own unique array of information resources. Accordingly the University Libraries should offer customized information services to each unit – and deliberately not treat each College equally. Moreover, the Colleges should be constantly consulted on their information needs – so the relationship between each College and the University Libraries should be a dynamic intellectual partnership.

Implicitly this means that the University Libraries will need to 1) systematically survey the information needs of key researchers in each College, 2) devise and revise a “Library Action Plan” for each College and then 3) periodically reallocate resources and redesign services in response to the needs articulated in each Action Plan.
The University Libraries should also become an important teaching center for research methodology. Each year of study at UT should be a transformative experience. Entering students should receive a systematic orientation to basic research methodology to wring the most out of their courses. Upper-class students should receive a sound education in information science to inculcate a life-long ability to adapt to successive waves of information technology. The faculty of the University Libraries is ideally positioned to offer these instructional programs.

V. Short-Term Opportunities & Goals.

Framing concrete short-term goals for the University Libraries is difficult until the Library can hear from the Colleges as to their information needs. However the following actions should be completed during the next year:

1. University Libraries will successfully complete its internal reorganization — including any forthcoming reorganizations concerning the Learning Resource Center and Audio Visual Services.

2. Library Administration will systematically survey the Deans and key faculty in all Colleges and then prepare Library Action Plans for each College. Pursuant to these Action Plans, the Library will engage in pilot programs to reconfigure collections, services and resources, around the expressed needs of the Colleges.

3. University Libraries will strive to increase its instructional offerings to UT students – increasing the number of classes taught by 10% seems realistic given the reorganization occurring in the Library.

4. University Libraries will engage in focused, innovative marketing to make UT students and faculty aware of the powerful electronic information resources available via the Library.

VI. Long-Term Opportunities & Goals.

Many of the short-term goals noted above should mature into deeper and broader initiatives over a period of years.

1. As to library instruction, University Libraries should expand its current offerings and study the feasibility of offering credit courses on research methodology.

2. As to collection development, University Libraries must constantly reappraise its collection spending in relation to the specific information needs articulated by each College. This very likely means spending less on the book-based research collection and spending more on annual licenses for electronic databases.
3. As to public services and collection development, University Libraries must conduct focused marketing campaigns to generate larger user groups for expensive but powerful electronic databases. Passively acquiring database licenses without actively cultivating consumer use is not cost-effective.

4. In general, University Libraries must extract every possible economy to be gained from participation in the OhioLINK consortium.

Conclusion.

The staff of the University Libraries must be congratulated on their year full of accomplishments. Their hard work leaves the University Libraries in a sound state and poised to participate in the renaissance of research expected under the aegis of the new President.

Respectfully submitted,

Bruce M. Kennedy
Interim Dean of University Libraries
APPENDIX I
PERSONNEL CHANGES AT UNIVERSITY LIBRARIES

I  STAFF DEPARTURES IN FY99

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<thead>
<tr>
<th>Unit</th>
<th>Person</th>
<th>Date of Departure</th>
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<tr>
<td>Automation:</td>
<td>Monica Webster, Instructor</td>
<td>5/99</td>
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<td></td>
<td>Coordinator of Automation</td>
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<tr>
<td>Canaday Center</td>
<td>Robert Shaddy</td>
<td>6/99</td>
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<tr>
<td></td>
<td>Associate Professor</td>
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<td></td>
<td>Director of the Canaday Center</td>
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<td>Circulation</td>
<td>Kimberly Brownlee</td>
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<td>Reference</td>
<td>Margaret Peterson-Seniuk</td>
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<tr>
<td></td>
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<td>Serials</td>
<td>Roy Barnes</td>
<td>5/99</td>
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<td></td>
<td>Superannuate</td>
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## ACTUAL & ANTICIPATED STAFF DEPARTURES IN FY00

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<tr>
<th>Unit</th>
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<tr>
<td><strong>Acquisitions</strong></td>
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<td>Dean Riggs</td>
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<td></td>
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<td>Leslie Sheridan, Dean</td>
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<td></td>
<td>Laura Micham, Instructor</td>
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<td>Manuscript Librarian</td>
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<td><strong>Circulation</strong></td>
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<td>Janet Douglas</td>
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<td></td>
<td>Circulation Assistant (113)</td>
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<td></td>
<td>Julia Baldwin</td>
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<tr>
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<td>Professor</td>
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<td></td>
<td>Director of Information &amp; Instruction Services</td>
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<td></td>
<td>Barbara Shaffer</td>
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<td>Director of Library Systems &amp; Processing</td>
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Interim Carlson Library Organization Chart

Interim Dean: B. Kennedy
Sec. S. Braida

Interim Business Manager,
B. Cooper
B. Shaffer, Internal Consultant

Collections and Resources
C. Terbille, Coord.
M. Aked, Collections
R. Bros, Monographs
L. Duho, Serials
B. Mayo, Serials Records
S. Earls, Serials Records
S. Rice, Serials Acquisitions
J. Byrd, Binding
S. Rajagopalan, Microforms
S. Berkimer, Mon.Acquisitions
P. Holt, Approval
D. Ebersole, Facilities & Logistics
F. Ward, (SA) Facilities & Logistics
R. Lambdin, Stacks Management
S. Young, Business Manager

Collections and Resources
D. Riggs, Acquisitions & Internal Consultant
B. Shaffer, Serials & Internal Consultant

Information and Instruction
M. King-Blandford, Coord.
W. Lee, Adv. Info
K. Rinse, Electronic Services
J. Baldwin, Info Serv.
& Internal Consultant

Information and Instruction
L. Miccham

Canaday Center

Bibliographic Maintenance
R. Garcha, Coord.
K. Aufdemarbe, Serials

Copy Cataloging
B. McCord, Books
L. Meyer, Books

Archives
B. Floyd, Archivist
LMTA2 TBA

Part Time Employees:
K. Whittaker
D. Scales
K. Brownlee
D. Dallas
J. Sorgenfrei
V. Estok
C. Paul
J. Douglas
T. Dumas
G. Marcinak
M. Babcock
M. Chmiel

Document Delivery
J. Hartough
C. Shanteau
J. Gray

Gov Docs & Maps
J. Phillips, Meps
S. Kumar, Docs.
J. Arias, Asst.

Technology
Library Systems Officer, TBA*
P. Brano, Tech. Serv.
Specialist
Systems Administrator, TBA*
Administrative Assistant, TBA*

Maintenance
D. Arehart
M. Gregory

* = Positions to be filled.