

OAKLAND UNIVERSITY KRESGE LIBRARY

ANNUAL REPORT 1983-84

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OAKLAND UNIVERSITY KRESGE LIBRARY

Annual Report 1983-84

I. Introduction:

Much of the commentary below, and in the attached reports, summarizes the extraordinary number of activities, special projects and services delivered in the library during 1983-84. This record of accomplishments is indeed impressive and is valuable documentation and record of the library's programs.

Section I of the report written by the Dean presents an overview and highlights for various areas discussed.

Section II contains the detailed reports written by the library faculty and unit heads and is a more comprehensive record of activities for each area.

Section III includes several statistical reports which quantify library activities and programs.

This exercise of chronicling the year's activities is extremely important for an institution, as it forces all of us to step back from immediate concerns and day-to-day demands, and to put these in the broader context of goals, priorities, and long-range plans related to fundamental concepts regarding the role and mission of the library at Oakland University.

What has become increasingly evident this past year for the library administration, is that this "broader context" noted above is for the most part undefined. There are no specific agreed-upon goals, priorities and long-range plans for the library that can be meaningfully used for decision making and translation into specific actions. From my observations after one year at Oakland, this is largely due to 2 factors:

- 1) Lack of clearly-articulated university academic goals, priorities and long-range plans which must provide the basis for the library's programs.
- 2) University administration's lack of understanding of the role of the library in supporting and strengthening university programs, and therefore lack of willingness to adequately support the library, particularly in terms of staffing, collection development and basic equipment.

This is a serious indictment of the university (and the library) administration, which may appear to be unduly harsh given the special attention directed to the library this past year, particularly in regard to funds for an addition to the building and funding in 1984-85 for a library automated system.

What is important to note here, however, is that funding for these special projects, which are essential for the viability of the library programs, addresses only a part of the problem. The danger is that the administration may define the problem only in these terms, or as being the most critical concerns that require immediate attention, and that other concerns, such as staffing, equipment and collections can continue to remain "on hold", which means they will continue to deteriorate below levels which are already unacceptable.

In addition, administrative assessment of levels of funding for the library may be too heavily based on percentage increases over previous funding levels. This is a particularly problematical approach since previous levels of funding are far below what is required to provide minimally-acceptable levels of services. For example, the library has subscriptions to approximately 2,000 journals. On the average, our "peer" institutions subscribe to 6,000 current journals. Our 1983-84 budget for journals was \$259,500. To bring our serials holdings up to an average level, our serials budget should be tripled, with additional funds required for backfiles.

Further there is a direct correlation between collection size and level of staffing, services and equipment required for support, so the problems are not amenable to quick fixes, or a one-time infusion of funds, or an infusion of funds for only one component of the total program (e.g. if we tripled our serials budget, we would not have the staff or equipment or space to handle the increased work and materials.)

The implications of all of this are obvious:

- 1) The university and library administration must reach agreement on the role of the library and priorities for programs vis-a-vis academic programs and priorities.
- 2) Based on the above, a long-range plan should be formulated for the systematic development of library programs over a specified period of time to bring these programs to acceptable levels, and to maintain and raise these levels in the future.

It is important to express these concerns at the beginning of this annual report, not only because they are so fundamental for decisions regarding ongoing and long-range library programs, but especially because they provide the context for evaluating this report and the achievements of the library this past year. In light of these very basic flaws in the foundation for the library programs, the achievements are particularly noteworthy evidence of the extraordinary efforts and accomplishments of the library staff whose performance under adverse conditions is extraordinary and deeply appreciated by the library administration.

II. Review of Activities in 1983-84*

In reviewing the events of my first year as Dean of the Oakland University Kresge Library, several areas deserve special mention:

*The commentary here summarizes and highlights library accomplishments which are described in more detail in the staff reports included in Section II of this annual report.

A. Support from University Administration:

During 1983-84 the university administration directed a good deal of interest and support to library matters in a number of areas as noted below:

- 1) Building addition to Kresge Library - \$48,000 of state capital outlay funds was received to allow the architectural firm of Rossetti Associates to proceed with development of detailed specifications for the addition. The Library Space Committee, chaired by David Gustner, has made significant progress in refining plans for floor designs and space allocations to accommodate the new additions to be added to the north and south sides of the current building. Members of the Library and Building Services Administrations have met regularly with the architects, who will develop new architectural drawings to be used to approach potential donors for this \$8 million building project.
- 2) Integrated Automation System - In response to our PRR request, a line item state appropriation of \$347,500 was approved for an automated library circulation system (\$260,500 to be paid in 1984-85). Eileen Hitchingham will serve as the Library Project Manager and an outside consultant will be hired to assist in the planning for the system.
- 3) Library Staff - Administrative approval was granted to convert two library visiting professor positions to full-time tenure track positions. Kris Salomon, reference librarian at University of Nebraska, was hired for one of the positions. Her appointment begins 8-15-84. The second position, for the Hotline Librarian, will be filled during 1984-85.
- 4) Library Funding - The 1983-84 general fund budget for the library was increased 17.1% over the 1982-83 budget.

B. Support from the Library Faculty and Staff:

Under the best of circumstances, the hiring of a new executive officer, particularly from the "outside", places extraordinary strain on an organization. That this transition period in my administration has gone so smoothly is due in large part to the strong support and cooperation shown by the library faculty and staff. This cooperation is particularly noteworthy in light of a number of changes in organization and staffing noted below.

C. Library Resources - Assessment of Needs:

1. Staffing

Several studies were completed this year regarding library staffing. An analysis of use of faculty time was conducted in March and the results were correlated with responses to a survey of library faculty regarding work preferences, evaluation of abilities, and attitudes toward distribution of workload. The

results of these studies were used in decisions regarding reorganization and assignments for 1984-85, and will be used on a continuing basis in analyzing use of staff.

In addition the reorganization of a number of units (see Section D) and several resignations resulted in a series of personnel transfers which have prompted assessments of AP and CT assignments and grade levels. Once the reorganization has stabilized a more comprehensive, systematic review of all staff positions will be needed.

Thus, while additional and continuing analysis is needed of library staffing, several unmet needs deserve special mention here:

- a) Associate Dean - Currently all 13 library faculty members report directly to the Dean of the Library. This span of control does not allow for efficient or effective management of daily, ongoing library operations nor for long-range planning and attention to broader concerns and external activities important for library program development. An Associate Director could assume administrative responsibilities for ongoing library programs, and the Library Dean could devote more time to long-range planning, to increased involvement with the university community, to working with other area library administrators in forging cooperative programs, and in fund-raising activities.
- b) Circulation Manager - The Circulation Department has had 3 different managers in 1983-84, and for 1984-85 the unit will be administered by Indra David who will also be in charge of the Reference Department. Particularly with the advent of the on-line circulation system, we must hire a full-time Circulation Manager who will have a primary responsibility for the circulation system operation, as well as supervision and training of the circulation staff. Our current arrangement is not a good use of faculty time and provides at the most a half-time manager for Circulation. This position should have top priority in 1984-85.

In analyzing needs and current resources, what is increasingly evident is that there is an insufficient number of library faculty and staff to provide minimally-acceptable levels of service. Since 1971-72, the library faculty has been reduced from 4 to 1 administrative librarian, and from 16.5 to 13 regular library faculty. Since 1973-74 the number of FYE students at Oakland has increased from 8120 to 9304, while the ratio of librarians per student during this period has jumped from 1:464 to 1:716. An analysis of librarian/student ratios at 7 peer institutions indicates an average ratio of 1:605 suggesting that, based on current enrollment, a minimum of 2 new

library faculty positions should be budgeted to provide basic service, such as reference and bibliographic instruction.

Without these positions, the library is severely hampered in maintaining even current service levels. The psychological as well as tangible effects of this are quite dramatic. That is, there is a very pragmatically based reluctance on the part of the library to promote available services which might create demands we are not staffed to meet, and no strong incentive to develop new or improved services because of lack of staff time for this. Staff resources are stretched to the limit and particularly with recent reorganization are being maximized. Again, concerns relating to short and long-range planning for adequate library staffing must be addressed in 1984-85.

2. Collections - By any measure -- quantitative analysis, opinion surveys, comparison of Kresge Library holdings to "peer" institutions or national averages or standards -- the library collections are far below minimally-acceptable levels. Without more detailed analyses of academic program needs and assessment of current holdings, it is not possible to accurately quantify needs here. Preliminary comparisons with peer institutions suggest we should at least double the size of our monograph collection of 475,000 volumes and triple the size of our periodical collection of 2000 titles to bring our holdings up to those in comparable institutions. (See comments in Section E below.) Whether in fact this kind and amount of collection building is warranted must be determined after more careful analysis. The analysis in the Report on Collections Holdings in Section II of this report is especially relevant here. General figures showing collection growth rates can be deceptive and require sophisticated analyses. A special report on this will be prepared in 1984-85, using also information from the Material Use and Users Report also included in Section II.
3. Equipment - A number of special studies and analyses were conducted in 1983-84 relating to library equipment. Detailed inventories were prepared of typewriters and microform equipment and proposals were made for a schedule for regular replacement and upgrading of this equipment. Special funding over a period of time will be required to bring the library's equipment inventory up to satisfactory levels.

In addition, Eileen Hitchingham prepared a proposal for the use of microcomputers in the library. This technology would significantly increase the library's capability for improving services as well as record-keeping functions currently done manually. High priority must be given to acquiring micro-computers for the library, which will require special funding.

4. Facilities - Over the years inadequate attention has been given to the physical environment of the library, with the result that there are a number of serious problems with the condition and maintenance of the building. Temperature control in the Kresge Library is a particularly serious concern and must be addressed prior to the completion of the building addition.

An inventory of building maintenance problems was conducted in 1983-84. Some of the problems were taken care of and a number require continuing attention -- particularly cleaning and general maintenance. We will conduct such an inventory annually and work with the building maintenance staff to develop a regular schedule for addressing these concerns.

D. Organization and Staffing:

1) Overall analysis

A considerable amount of time in 1983-84 was devoted to a review and analysis of the library's organization and staffing. To document current use of faculty, a detailed analysis of use of time was conducted. In addition, a survey was made of library faculty to determine attitudes to workload, division of work, and evaluations of self and peers in regard to abilities, work preferences and workloads. This information is particularly useful as we review current assignments, areas of need, and ability to deliver traditional and special services.

2) Organizational changes

After extensive review and discussion, several major policy decisions were made regarding current and future organization and staff.

- a) Library faculty will no longer periodically rotate assignments. (Coordinator responsibilities may be rotated among those assigned to a service area.)
- b) For reference services, fewer librarians will be assigned more desk hours to allow increased opportunity to develop reference skills.
- c) Computer search services should be more closely integrated with reference services and all reference librarians should develop the searching skills. While it was hoped that the Reference and CSS units could be merged this year, the resignation of Elizabeth Titus necessitated a postponement of this reorganization.
- d) More faculty resources are needed for collection development. As a first step in achieving this, using current library faculty, and preliminary to our development of a comprehensive long range plan for collection development, (see E below), and to achieve greater staff efficiencies and improved services, the Hotline and ILL

units were merged and will be administered by the Hotline librarian, Sharon Bostick, freeing Richard Pettengill, the ILL librarian, to devote more time to special collection development responsibilities.

- e) Following from d above, it was determined that greater efficiencies could be realized by creating a Technical Services Unit, to include the Acquisitions, Cataloging, and Serials functions. Millie Merz, formerly the Acquisitions librarian, was re-assigned to Collection Development. The Technical Services unit will be administered by Ann Pogany, assisted by Alexis Salisz who was re-assigned as the Manager of Technical Services.

Public service functions performed by the Serials unit will be handled by the reference staff; Serials stack maintenance responsibilities will be handled by the Circulation Department.

E. Collection Development:

The library area of greatest concern and source of greatest frustration in the university community is the inadequacy of the library's collections. The relative youth of the university, years of underfunding and uneven funding, and lack of clear guidelines and planning for collection development have all contributed to making this the number one area of concern.

The Annual Book Loss Study suggests that the problem is complex, and cannot be attributed solely to inadequate funding. That is, the study indicates that 38%-43% of titles added to the collection have not circulated after 2 - 3 years from date of purchase, suggesting that the selection criteria used may not be appropriate for meeting actual needs. Clearly, more analysis is needed here.

In addition to modest steps taken this year to allow more library faculty to work on collection development (see section D above), additional action is needed, including:

- 1) The development of a comprehensive long-range plan and policies for collection development. In achieving this, the use of an outside consultant working with the library faculty and a committee of carefully selected representatives from throughout the university is called for. In-depth analysis and assessment of the strengths and weaknesses of our current holdings is needed, as well as agreement on priorities, levels of support for various academic areas, and improvement in resource sharing, cooperative acquisitions programs and document delivery to provide better access to materials not owned locally. Decisions and planning in this area must be made in the context of university planning and priorities for academic programs. (See Introduction.) We have deferred for at least a year the launching of a comprehensive collection analysis program due to

the automation and building projects which will require a great deal of faculty time in 1984-85. This project should have high priority in 1985-86.

- 2) Review and analysis of teaching faculty roles and responsibilities for collection development. Experience here and elsewhere indicates that teaching faculty, generally speaking, do not have the time, expertise or inclination to assume a significant portion of the responsibilities for systematic collection development.

Therefore, it is our intention to review the current policies and practices regarding the involvement of teaching faculty in collection development, with a view to shifting more of the primary collection development responsibilities to the library faculty. In doing so, it will be essential that we have adequate library faculty resources to devote to collection development, and that the library faculty work closely with teaching faculty in discussing academic program needs for library support.

The current practice of allocating book funds to departments should be phased out. Teaching faculty will be encouraged to continue to suggest book titles for purchase, but without the constraints posed by working with fixed allocations. (In fact, the allocation amounts are regularly over- or under-spent each year by various departments due to the current system which relies too heavily on uneven teaching faculty performance for carrying out collection development responsibilities.) A decision on this recommendation will be made in 1984-85.

During 1984-85 we will continue to do some preliminary analysis of our collection development policies, experiment with alternative allocation formulae and refine our materials budget analyses. We will have a subject listing of current journal subscriptions which will be very useful in analyzing this part of our collection and is a nice supplement to our monthly lists of new acquisitions which have been very enthusiastically received by the university community. Most important, we will subscribe to an approval plan, which requires the development of a detailed profile of our needs -- an important step in the development of a comprehensive collection development plan. We will also continue our reviews of holdings of library materials supporting specific academic programs.

F. Library Management Information Systems:

A great deal of time in 1983-84 was devoted to reviewing and developing existing and needed management information relating to library resources and activities.

Due largely to the excellent skills and efforts of Eileen Hitchingham, the library has over the years produced a number of statistical reports and conducted surveys to document activities. (See Section II reports on Annual Book Loss Study, Collections Holdings, Research and Analysis, Material Use and Users.)

Further refinements in this area have been achieved, particularly:

- 1) in compilations and analyses of historical data which indicate trends over time,
- 2) in relating library data to university data, e.g. number of faculty, students, programs, and expenditures,
- 3) in analyzing Oakland University library data in relation to data of other libraries, national averages, and recommended levels used in national standards,
- 4) in developing improved budget reporting mechanisms which allow us to better allocate funds, and track, analyze, and project expenditures during the year. Special mention here should be made of the contributions of David Gustner, Millie Merz and Rosemary Mitchell, in addition to Eileen Hitchingham.

In 1984-85 the library administration will review our current data gathering policies and practices and develop a plan for systematically incorporating this useful information into analyses used for decision making.

G. Special Reports

- 1) As a member of the Council of Directors of State Supported Academic Libraries, the Dean coordinated the planning and preparation of a three-part report for the Governor's Commission on Higher Education. The report presented 5-year data documenting the patterns of support and major areas of need of these libraries, and recommendations for action and funding to address these concerns.
- 2) Library programs and services were reviewed and analyzed as part of a university-wide study conducted by the Commission on University Excellence. Special documentation was prepared by library faculty and the dean which addressed concerns relating to staffing, collections, and budgeting.

H. Library Council - Two meetings of the Library Council were held during the year. These were useful particularly in providing a forum for the new dean to discuss her initial impressions and assessment of the library, and to explore with the group special concerns relating to collection development. Special mention should be made here of the excellent performance of Jane Bingham, Council chair, in the planning and conduct of these meetings.

The Library Council is the primary advisory committee for the library composed of representatives from each of the major academic units of the university. At this stage in the library's development, particularly with several major projects scheduled (e.g. automation and building addition) or on the horizon (e.g. collection assessment and planning), and most certainly because it will take a number of years to bring the library up to some minimally-acceptable levels in terms of services and resources (i.e. funding, staffing, space,

collection, equipment), the role and composition of the Library Council must be re-evaluated and the Council reconstituted to enable it to function more effectively. This will be discussed with the Dean's Group.

I. Friends of Kresge Library

While the annual Glyndebourne Picnic continues to be the central focus of activity for the Friends, several new projects were approved in principle by the Friend's Board of Directors, including

- 1) Operation Books - resurrection of this project which involves writing letters to parents of new OU students asking for donations to be used to purchase books in the name of the student.
- 2) B. Dalton Holiday Book Sale.
- 3) Development of a Friends Newsletter.
- 4) Development of a Friends Membership Drive.

Ideas for several other projects are being explored and will be discussed with the Friends later this year.

A major challenge is the need to expand the Friends Group, not only in number but in focus of interest. New faces and new ideas could stimulate the current membership and expand the base of support.

J. SHES-RC/KL Relationships

With the establishment of a SHES-RC/KL Joint Committee, some modest progress has been made in the planning for better coordination and cooperation among these two units. There are a number of complex issues regarding feasible levels of cooperation, given limited resources and administrative concerns which cannot be resolved easily or quickly.

Nevertheless, the Committee is to be commended for their work in drafting collection development policies and planning for sharing information regarding resources available.

K. Hotline Reference Service

During 1983-84 the AAUP granted its final contract exemption in extending the visiting faculty appointment of the Hotline Librarian. At the request of the Library Dean, the university administration agreed to convert this position to a tenure track appointment.

Also in 1983-84 the Hotline Office was merged with the Interlibrary Loan Office, a reorganization which should benefit both services.

The year ended with no final resolution of the Hotline budget for 1985. The County has demanded a 2.5% decrease over the 1984 budget; the library administration has indicated the budget must be increased by 7.75% for 1985. The O.C. Finance Committee will consider this matter in the Fall. We are optimistic that our budget request will be approved, at which time the Dean will meet with LCAP to discuss the appointment of a librarian for the Hotline/ILL position.

L. University Archives and Special Collections

Special mention should be made of the superb achievements of Elizabeth Titus in the physical and bibliographic reorganization of the Special Collections area subsequent to the discovery of a theft of a number of rare books discovered in 1983. Under Beth's supervision, the unit was completely reorganized, cleaned, inventoried, and special provisions for security were made. Her report in Section II summarizes in detail the effort expended in 1983-84 for this unit.

Phillip Pirages, a rare book dealer and appraiser, was hired to evaluate the entire collection, an essential first step in developing long-range plans for this collection.

It is important to emphasize here that these actions were taken only because of the theft. In fact, because of inadequate resources, in the past attention to and support for the Special Collections area has been minimal, and will continue to be so in the future, unless added support is received. While there is a low probability that in the foreseeable future Oakland will develop any significant rare book collections, there are several programs which warrant added attention now, including:

University Archives - We will develop a plan for President Champagne's approval regarding the university archives, including recommendations regarding the nature and scope of the collection, selection and retention policies, housing and servicing the collection. Decisions on levels of activity here must be made in the near future, as materials continue to be sent to the Archives by many units of the university.

Again, added staff, funds and space will be required if the university has a serious commitment to preserving and maintaining selected university records.

Regional Historical Collection - A proposal has been forwarded to President Champagne regarding Oakland University administering a cooperative project for the collection, organization, preserving and servicing of historical materials relating to Oakland, Macomb and St. Clair counties. A great deal of planning and outside funding will be required to launch such a project, which will only be done if Presidential approval is received and additional funding is made available.

Robert Gaylor has been assigned to administer the Archives/Special Collections area. His involvement with the Friends of the Kresge Library and many contacts in the community will be important in carrying out this assignment, which will involve a number of fund raising and promotional projects.

M. Bibliographic Instruction

Under the coordination of Linda Hildebrand, the Bibliographic Instruction program continues to receive high ratings from teaching faculty. Like CSS, this service also suffers because of a reluctance to promote it which would create increased demands which could not be met with current faculty resources. However, there are a number of groups on campus who have expressed interest in BI. e.g. transfer, Upward Bound, and Summer Support Program students. We will review our support for this program, and consider alternatives that would allow us to expand this service, e.g. hiring part-time librarian for peak periods.

N. Catalog Department

The Catalog Department functions very well under the administration of Ann Pogany. 1984-85 will be a particularly challenging year for this staff, as we move into detailed planning for the online catalog and the department becomes a part of the newly-formed Technical Services Unit. Completion of the RECON project, inputting of government documents in the data base and cooperative projects with the SHES-RC are also areas to be reviewed in 1984-85.

O. Circulation Department

It has been a difficult year for the Circulation Department. There were 3 different part-time managers of the unit in 1983-84. As noted, elsewhere in this report, our highest priority for new personnel is the appointment of a full-time Circulation Manager. This is essential for this high volume service point, and particularly critical with the implementation of the automated circulation system.

In spite of the lack of managerial support, the Circulation Department was able to make progress in several areas as stated in their report in Section II.

P. Computer Search Services

CSS is an example of an excellent library service we are reluctant to promote because the potential added demand could not be met with our current resources. This is a serious problem which must be addressed, primarily through the appointment of a trained searcher as successor to E. Titus, and with continued efforts to upgrade searching skills of the library faculty.

Q. Government Documents

Due to the good efforts of Bill Cramer, the Government Documents unit is well managed and provides good service. The location of the unit on the lower level and limited hours when the unit is staffed result in lower use of this collection than would be expected. A relocation of the unit to the first floor adjacent to the Reference area most certainly would result in significant increases in the use of the collection. This relocation is planned when the building addition is complete. Until then, we need to increase our efforts to publicize this unit.

Computer search training, inputting titles into catalog data base, projections and planning for space for the next 3 - 4 years and promoting document services are all areas requiring attention in 1984-85.

R. ITC

Under the very capable administration of George Preisinger, the ITC had a very busy, very productive year.

A great deal of time in 1983-84 was devoted to review, analysis, and planning for the reorganized unit. Issues and concerns relating to organization and staffing, budgeting policies and procedures, equipment and facilities, services and special projects all were studied in depth.

The advent of Cable TV at OU and the assignment of cable responsibilities to ITC created special challenges and extraordinary demands on the ITC staff. An additional CT position for ITC as well as the appointment of an instructional technology producer will significantly enhance ITC's capability to meet the very demanding schedule of responsibilities of the unit.

In 1984-85, further analysis and support for ITC is required to "stabilize" the operation after several years of difficult transitioning, particularly in regard to organization, administration and financing. With the excellent staff now in place, we have a solid basis for continuing to provide quality services.

S. Performing Arts Library

While the library administration has not directed sufficient attention to PAL this past year, the unit has not apparently suffered. This is most certainly due to the capable services of Rob Burns, Manager of PAL, working closely with his supervisor, George Preisinger. Particularly noteworthy is the PAL's increasing involvement in services involving instructional technology. PAL's efforts here are most appropriate and provide much needed support for ITC services.

The geographical separation of this library from the Kresge Library and the lack of a professional librarian in PAL necessitate special administrative provisions to insure quality services. Again, we are

fortunate to have Rob Burns as the Manager of PAL. His background and expertise in music as well as interest in instructional technology have served well the performing arts community.

During 1984/85 we need to begin long-range planning for the PAL, particularly in regard to the new addition to the library, and its relationship to ITC program directions.

Additional analysis is needed to evaluate current and needed services, including reference, CSS and bibliographic instruction for the PAL clientele.

T. Serials

With increased funding for journals, the Serials Unit had a very busy year, adding 108 new current subscriptions, sorting 4735 serials gift items, sending 3709 volumes to the bindery -- all record-high totals. In addition, the collection was shifted once again, the two excellent clerical assistants transferred out of the department, and planning was completed for the merger of the unit into the Technical Services Department. Special mention should be made here of the excellent record of service of the Serials Unit under the supervision of Alexis Salisz.

III. Conclusion

Reaching this point in an annual report is both satisfying and frustrating, as one realizes that so much has been accomplished and recorded, but an equal amount has been omitted or inadequately treated.

Thus, several important library areas and programs have not been discussed in Section I of this report (e.g. Reference, Acquisitions, Interlibrary Loans) and a number of individuals have not been singled out for special acknowledgement of their fine contributions this past year and over the years.

For some, such as Janet Krompart and Millie Merz, their reports in Section II serve an eloquent testimony of their intelligence, dedication, high standards of performance, and strong commitment to excellence.

For others, such as the staff in the library administrative office -- Rita Edwards, David Gustner, Bernie Toutant, and our new staff member, Pauline Poage, the evidence is not easily documented or summarized. David's work and productivity in an incredible variety of important areas has been invaluable to the new dean this past year. He has carried the major burden of analyzing all of our space needs for the current and proposed building, worked closely with the university auditors on a thorough review of our accounting policies and procedures, prepared detailed documentation on policies and procedures relating to student personnel, library equipment, and budgeting. We have completely redesigned our budget reports and are now able to monitor, project and analyze our expenditures at a level of sophistication that could serve as a model for academic libraries.

Bernie Toutant's assignments in areas such as building maintenance are a constant source of frustration and are never satisfactorily resolved because of their nature and limited resources to resolve them. Bernie's excellent

disposition in the face of this, his responsiveness to complaints and good relationships with a number of key people in the university have allowed us to make modest gains in this area. His willingness to cooperate and to take on such assignments is very much appreciated.

In addition, as every administrator knows so well, the abilities and personality of an executive secretary have an impact on an organization that goes far beyond responsibilities outlined in a job description. In a thousand tangible and intangible ways, Rita Edwards has played a major role in all of the accomplishments and progress the library has made this past year and over the years. Her secretarial skills and productivity are excellent. Beyond this, her judgment, interpersonal skills and professional approach to this very demanding job are truly outstanding and have influenced significantly all of us.

And finally, special mention should be made one more time of the work of Elizabeth Titus who, after 15 years of service for Oakland University, has resigned. She leaves us with a remarkable record of achievement. We will miss her very much.

For activities, concerns and accomplishments not recorded in this report, we have done so in other reports prepared through the year. These, too, should be considered as part of the total record of accomplishments for 1983-84.

As we move into a new year, there are a number of challenges for the library and the university. Some of our agenda is outlined in this report. Some can be inferred, and some are yet to be identified, but all must involve better communication -- within the library, between the library and the rest of the university community, and between the library and the broader professional community. We have established a foundation this past year for this, and look forward to addressing the challenges in 1984-85 and beyond.

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