

## **Cornell University Library Goals and Objectives January, 1998 to December, 1999**

Annotated with Accomplishments and Activities  
Through December 1999

### **Cornell University Mission:**

To serve society as a major university of the first rank.

### **Cornell University Library Mission:**

To support the instructional, research and service goals of the University by working collaboratively, creatively and efficiently to:

- Provide services that support physical and intellectual access to information resources in fulfillment of the present and anticipated needs of Cornell students, faculty and staff and, as appropriate, to alumni and the broader public.
- Provide assistance and instruction on how to locate and use these resources.
- Provide facilities and space to accommodate the library's collections and services as well as research and study.

### **Vision:**

Leadership through excellent, innovative library service.

### **Cornell University Library Priorities**

#### **I. Service to the Public**

Provide outstanding service to the University in support of Cornell's information needs by integrating traditional and digital resources and services.

#### **II. Collection Development and Preservation**

Build and preserve the collections required of a major university according to a rational collection policy.

#### **III. Organization**

Organize the collection for effective use.

#### **IV. Staff**

Foster a productive and collegial work environment in which staff have the flexibility and support to achieve their assigned responsibilities.

#### **V. Funding**

Promote more efficient use of existing Library resources and add new resources to advance the Library's mission.

### **Goals and Objectives**

#### **I. Provide outstanding service to the university in support of Cornell's information needs by integrating traditional and digital resources and services.**

1. Work with faculty, students, and staff on their needs for the library of the 21st century.
  - The Library regularly consults with the Cornell community on issues of planning and policy and is in the process of planning a survey of the Cornell community to obtain input.

- As part of the CALS Undergraduate Academic Program Review, a survey questionnaire was mailed to all CALS undergraduates. Included on the questionnaire were seven questions which were submitted by the Mann Library Advisory Committee. These questions related to the services and facilities of the library. The survey showed that students are generally satisfied with the Library's services (i.e. the lending policies, the number of hours that library is open, the number of computer terminals), and that they find the staff helpful and accessible. Undergraduates also expressed a preference for electronic access. The only question on which Mann fared poorly was in response to the statement: "Mann Library is one of my favorite places to study." It is expected that this response will improve with the new addition and renovation! Results from the faculty/staff survey and an alumni survey will be available soon.
- Mann staff worked with the emeriti association to develop and present instruction programs on web searching, the Gateway, and electronic journals. A survey of emeriti faculty, which will be conducted in 2000, will include a question related to the kinds of instruction that would be helpful to the emeriti community.
- Collection Development librarians maintain ongoing contact with faculty and students to determine their needs for print and digital materials in their research, study and teaching. Bibliographers and selectors continue their close relationships with faculty and graduate students, e.g. Sarah How's recent survey of the English Department, to insure that Cornell's collections-- both print and digital-- meet current and future needs.
- Through its web site, in particular the Legal Research Encyclopedia, the Law Library is creating mini-guides on US, foreign and international law, that represent the collection both in electronic and in print form. The electronic sources include commercial ones, such as Lexis and Westlaw, and the Internet, with direct links to full-text sources. Using these guidelines, a current project is the review and assessment of the foreign law collection.
- The University Faculty Library Board and other unit library boards are an ongoing source of information about faculty concerns and interests.
- LMT and CIT hold joint meetings on a quarterly basis to discuss issues.
- The Cornell Institute for Digital Collections is collaborating with faculty, staff and units on several projects related to this goal:
  - Karen Brazell, Asian Studies - Japanese Theater and Performing Arts databases
  - Geri Gay, Communications - Frick Library project
  - Johnson Art Museum curators and staff - Museum online project
  - Johnson Art Museum, Architecture, Art and Planning, and History of Art slide collections - IMAG/CU Multi-Mimsy database implementation
  - Salah Hassan, Africana Studies – Contemporary African Artists African artists database
  - Colleges of Arts and Sciences and Architecture, Art, and Planning – American Studies visual collection
- The Rare and Manuscripts Collections Division is collaborating with University units on several projects:
  - a. Development of a Cornell University Photo Hub to provide online access to information about university photographs
  - b. An electronic records research project with College of Human Ecology, College of Arts and Sciences, and central administration
  - c. RMC, CIDC, and Preservation staff gave a presentation on electronic records issues to the University Auditors' Group.
- CUL hosted a special meeting for Cornell emeritus faculty on 25 May 1999, with a presentation on rare books and manuscripts, to inform them of Library activities and plans, and to obtain their input.
- Pat Schafer represented CUL on the Cornell North Campus Committee, which is part of the Residential Initiative.

- After consultation with the Library Board and with CUL staff, the decision was made to reduce the cataloging backlog, which had been a feature of CUL for over a decade, so that only a working backlog will remain. This will make many more materials of all types directly available on the shelf. CTS has thoroughly revised its procedures to achieve this ambitious goal, and expects to complete this project ahead of schedule in the spring of 2000.
  - The Management Library has added business websites and subscription services to the Library Gateway and has doubled its instruction effort by reorganizing priorities within the department. It now offers extensive classroom instruction in addition to a regular series of business information workshops. It has developed email reference service and business information guides, which are available through our website. Finally, it has launched a book delivery service for Johnson School faculty and will be adding an article delivery service shortly.
  - The Music Library is developing a digital audio system for reserve listening. A prototype for one course will be in operation in spring 2000. A production version should be available as part of the listening facility when the new music library opens in summer 2000.
  - OKU Access Services reserve unit completed the second successful year of electronic reserve service in Uris Library. 1,476 articles (21,719) pages were scanned. These scanned documents were printed 2,575 times and viewed 22,424 times.
  - OKU Access Services staff set up an Electronic Document Delivery service for materials housed at the Library Annex. This service will allow patrons to request digital documents without the limitations of paper copies.
  - In July 1998, the hours of availability for the Library Annex reading room were expanded from 9 am-1 pm to 9 am-4 pm Monday – Friday.
  - In response to user needs, Uris Library hours were extended by 10 hours per week. These extended hours include integrated access to all services and collections in Uris.
  - Through its web site, the OKU Reference Services Division, is creating bibliographies, webliographies and skill guides in a wide variety of subjects
  - Michael Engle, OKU Reference's Electronic Text Center Coordinator, is working closely with Molly Hite of the English Department to strengthen Cornell's offerings in hyperfiction.
2. Continue to provide and enhance information services as appropriate to the broader community in support of our extension and land grant mission.
- With support from the Rockefeller Foundation, Mann Library created and made the first shipments of TEEAL (The Essential Electronic Agricultural Library), a library containing the full-text of more than 130 core agricultural journals that is available to the developing world. The basic set (on 172 compact disks) includes journals for 1993-1996 with annual updates now available as well. Many institutions already have purchased the set including Edgerton University in Kenya, Hanoi Agricultural University in Vietnam, and the Institute for Agricultural & Animal Science in Nepal.
  - On September 1, 1998, Mann Library became an official FGDC (Federal Geographic Data Committee) node for metadata and data in NYS. The CUGIR (Cornell University Geospatial Information Repository) site is an active online repository providing geospatial data and metadata for New York State, with special emphasis on those natural features relevant to agriculture, ecology, natural resources, and human-environment interactions. CUGIR provides free, global access to environmental, agricultural, and natural resources data for New York State. New files added in 1999, such as "Freshwater Wetlands Data" and "Land-Use and Land-Cover Data" provide valuable information to researchers, planners, wildlife biologists and agronomists who can use the information to create maps and analyze trends. Mann Library submitted a successful grant proposal entitled "AgMaps" to enhance the service by providing interactive mapping capabilities and to support outreach and GIS-training services to the extension community.

- The USDA Economics and Statistics System, which has subscribers throughout the world, received a major facelift in summer 1998 with a redesign of the interface and system architecture. Use of the system continues to increase—each day more than 7,000 users come to the website and download an average of 3,700 files. This past year Mann Library emailed more than 600,000 publications to 5,000 subscribers to this service. In recognition of this unique partnership between the Library and the economic agencies of the USDA, Mann Library and the agencies were presented with the Secretary's Honor Award by Secretary of Agriculture, Dan Glickman.
- Mann staff worked with Merrill Ewert, Director of Extension Services to introduce the CALS/CHE extension community to the electronic resources now available to the extension community. With the proxy server in place and the Gateway resources available, presented instruction sessions at extension in-service and orientation programs.
- The Flower-Sprecher Veterinary Library provides ongoing reference service for members of the general public with veterinary questions and fee-for-service document delivery for members of the national and international veterinary medical community
- The Law Library's mission statement includes the provision of "outstanding and innovative information services to the law school, university, and the worldwide research community." It fulfills this larger role primarily through the information provided on our content-rich law library web site ([www.lawschool.cornell.edu/library](http://www.lawschool.cornell.edu/library)). A particular service of interest is inSITE, a regular compilation of annotations to new legal web sites, with a search engine, and free email subscription (currently over 900 subscribers).
- Sarah Thomas was named to The New York Regents Commission on the Future of Library Services, a statewide group that will hold hearings with New York citizens and recommend services that will meet growing information needs. A final report will be issued in 2000.
- CUL has made an agreement with the Ithaca City School District whereby individual teachers may borrow materials from CUL for purposes of curriculum development.
- With funding from the New York State Documentary Heritage Program, staff in RMC and outside consultants completed a survey of documentation pertaining to migrant agricultural workers in New York State and compiled a guide "Migrant Farmworkers Records in Upstate New York: Survey and Guide."
- Brenda Marston, RMC, taught a series of three day workshops on Archival Fundamentals for the New York State Documentary Heritage Program, and conducted a site visit and report for the DeWitt Historical Society. Course topics: "Basic Elements of an Historical Records Program," "Appraisal and Selection," and "Arrangement and Description." Brenda Marston also taught a "An Introduction to Appraisal and Selection of Historical Records," in Binghamton for the Documentary Heritage Program.
- Staff from RMC have provided classroom demonstrations for K-12 students, including students from Lansing Central School, Syracuse High School, the Cornell Day Camp, and a summer law class for area high school students' career exploration program. RMC staff have also presented lectures on the History of the Book, the rare book collections, and various exhibits at venues around central New York.
- The Department of Preservation and Conservation, with support from the Division of Library Development of the New York State Library, provides libraries in the Central New York region with the means to establish the basis for preservation programs through the training of staff in standard preservation techniques.
- The Nestle Library provides a fee based reference service to practitioners in the hospitality industry and is the leading member of THIP-SIG, a subgroup of the Counsel on Hotel, Restaurant, and Institutional Educators (CHRIE) that brings together hospitality librarians from the northern hemisphere. It also hosts THIS-L, a listserv that accommodates the needs of these librarians worldwide.

- During 1998, Catherwood Library accelerated development of Workindex.com, an electronic information product developed as a joint business venture with LRP Publications, Inc. of Philadelphia, PA. The staff selects sites on the Internet of special interest to those with information needs in human resource management and industrial and labor relations. Abstracts are written for each site, and they are categorized among 40 broad groupings. Access is also provided via a search engine on the home page of Workindex.com. Each site is periodically reviewed to ensure currency. Any changes are ported to the publisher's server on a weekly basis. There is no charge for web access to this file of over 2,500 sites which provides quick access to the best of the Internet for practitioners in the HR and IR fields.
- Catherwood Library reference staff promoted Internet training initiatives throughout the state and nation in two ways. In collaboration with the school's Extension Division, staff provide content for Internet training programs targeted at human resource professionals and offered nationwide in over 14 cities in 1998, including three locations in New York State. The reference staff also offers a separate initiative for members of labor organizations. These Internet training programs were offered in 1998 in Ithaca and New York City reaching over 60 attendees, all of which were sold out to capacity. Programs in Rochester, Albany, and Washington, DC (a joint initiative with the U.S. Department of Labor Library) have been scheduled based on the success of these programs to date. One reference staff member at Catherwood focuses primarily on improving service to Extension Division staff at the school's five off-campus locations throughout the state.
- An important step towards making resources of the Kheel Center more widely available over the Internet was taken with release of the Triangle Shirtwaist Fire electronic exhibit <http://www.ilr.cornell.edu/trianglefire/>. For many years, requests for information on this historic event have come from high school students across the country and now they are able to view photographs, contemporary cartoons, and eyewitness accounts of the tragedy including audio excerpts from oral histories provided by survivors of the fire. In a relatively short time, this has become one of the more heavily used pages of the school's web site.
- Catherwood Library continues to select and mount documents for viewing on its "Electronic Bookshelf". These are primarily government documents for which there are no copyright restrictions. Examples include the report of the National Commission on Retirement Policy, "Can America Afford to Retire?" and the AFL-CIO's "Public Policy Position Papers" by special arrangement with the union. The integrity of many of these documents is assured by providing them in Adobe PDF format so that they appear as exact replicas of the originals.
- Members of the Library staff serve on a number of regional, national and international professional organizations' governing boards.
- OKU Reference Services Division presented Instruction sessions to groups from the broader community including Walton High School, Lansing High School, Academic Boot Camp, Ithaca College Model UN, etc. OKU Reference continues to fulfill UN and US Government Documents Repository responsibilities by providing documents-related information and reference service to the community. A webliography, developed by Susan Szasz Palmer, on Selected Reference Sources in Government has been mounted on the OKU web site.
- In late May 1999, Ms. Jay Zitter made her third annual visit to Uris Library with her fifth graders from Lansing Middle School.
- On February 5, 1999, Pat Schafer and Susan Currie met with the SCRLC Board of Trustees and toured them through the Library Annex. The Board was interested in Cornell's approach to high-density storage. On December 1, 1999, Schafer and Currie hosted a half-day session on high-density storage for staff members from Binghamton University.

### 3. Assess information needs to support lifelong learning.

- TSEG, PSEC, IRPC and CDExec each have discussed this topic. An e-mail survey of NERL institutions was done to determine the extent to which these institutions have tried to include alumni in their database licenses. (None do now, but some are thinking about whether this might be

possible.) The possibility of producing an information paper which would define lifelong learning and consider its impact on Library operations was discussed, but has not yet been acted upon. LMT, at its retreat on 3 November 1999, set a goal to increase access of CUL digital resources to K-12 and alumni, while improving or increasing access for primary clientele.

4. Assess distance learning needs, undertake a systematic evaluation of the costs to the Library of establishing an effective distance learning program, and develop a strategy for Library support.

- In January 1998, the University Librarian appointed a Distance Learning Working Group to write a white paper outlining the Library's position and needs with regard to distance learning and how the Library "can best support distance learning in all its variations. The paper identified the key issues impacting the Library and made nine recommendations. The report was presented and discussed at meetings of the Council of Librarians, the Library Management Team, an open meeting hosted by the Professional Development Committee, the Faculty Library Advisory Board, and the Cornell University Distance Learning Advisory Committee. In response to the recommendations in the White Paper, the University Librarian in May 1998 appointed a Distance Learning Task Force to advise her on the issues, to recommend actions the Library should take to anticipate demands that will be made, and to develop a model for providing effective library services to distance learning students using a distance learning course as a test case. The Task Force received a \$7500 grant from the Office of Distance Learning to support the provision of access to print and licensed digital library resources to students in the Cornell Entrepreneurship Certificate Program, a "library-intensive" distance learning course that served as a test case for developing the model for providing effective library support. The CUL Distance Learning Task Force issued its Final Report on January 21, 2000. In supporting the Cornell University Entrepreneurship Certificate Program, the Task Force experienced "fewer participants, higher dropout and far less demand for library services than expected." The Task Force made the following recommendations:

1. The library should continue to provide resources and services to distance learners.
2. Cornell's proxy server should be used to provide access to registered Cornell University members.
3. Access to electronic resources should abide by CUL's licensing agreements.
4. Document delivery of print journal articles should be done on a cost-recovery basis. Since the library does not provide free document delivery to residential students, the library should not subsidize access to its print collection for those who choose to learn off campus.
5. To facilitate the use of research materials outside of the library, CUL should continue to actively pursue subscriptions to electronic resources.
6. The Library should take a proactive role in promoting its services to faculty developing distance-learning courses.
7. The Library should appoint a standing distance-learning committee with representation from all functional library units. This standing committee should be responsible for tracking developments at Cornell (i.e. eCornell) and abroad.

## II. Improve cooperation between CUL Ithaca and the Cornell Medical School Library.

- Staff of Cornell Medical Library and counterparts met on July 13-15, 1998 to identify areas of common ground. Recommendations included adding Cornell Med to all appropriate negotiations with vendors for databases, and continuing to include Mark Funk telephonically in all Science Selection Team meetings. During the 1998-99 academic year, proposals put forth at the July 1998 meeting were put into effect. The Preservation Department did an analysis of the Medical Archives in New York, and received a grant to begin work on their preservation. Mark Funk continues to participate telephonically (we have purchased our own conference phone), and Cornell Med is included in all of the science collection decisions, including new database licensing.
- CUL Ithaca and Cornell Medical School Library reference staff worked out a protocol to refer or confer about reference questions, when appropriate, via IRPC-L
- Staff in RMC work with staff in the Medical Archives on archival reference and cataloging issues.

## III. Review and systematize processes by which we distribute information about Library services; decide which

information should be distributed in paper, and which online.

- The Instruction/Reference Program Committee (IRPC) Documentation Subcommittee was created in the fall of 1998 in order to keep such information distribution up to date. Access Steering has also reviewed its handouts. PSEC collaborates with the Gateway Committee on the issue of alerting users to database changes.
- Partially in response to input from the Gateway focus group study, a working group of the Documentation Subcommittee undertook a massive revision of the Gateway help pages. IRPC has now raised the conscience of all reference staff that the Documentation Subcommittee needs to be consulted or included on all public services projects.
- The LMS Implementation Management Team has decided that it needs to include documentation among its responsibilities, and will work with the Documentation Subcommittee to create the public information needed for the migration.
- The Management Library is in the process of reviewing its WebPages in order to improve the user-friendly aspect of this information. A site map and search feature will be added. All Management Library user guides are available online along with instruction materials and Frequently Asked Questions.

IV. Increase the gathering of information about CUL user needs and perspectives; improve methods of disseminating that information within CUL; review services to ensure that they are responding to identified needs.

- Planning is underway for a survey of library users. There have been thorough discussions in the functional groups about the kinds of information that might be collected. An initial group collected data from other institutions and presented recommendations for a broad-based user survey. A second group is now evaluating those recommendations and is considering a process for implementation.
- Karen Calhoun and Zsuzsa Koltay conducted a focus group study of the Library Gateway in November 1998. Groups of faculty, staff and students were interviewed. The results of this study have been used to make adjustments to the Gateway, to spur the development of a new personalized library service, MyLibrary, and will continue to be applied in the new Voyager environment.
- The Uris Reconceptualization Committee completed a survey of Uris users and conducted focus groups as part of the Uris Reconceptualization Project.
- Working with the faculty. Mann Library staff analyzed the results of the CALS undergraduate survey, which included nine questions related to library, services. Also conducted a user survey of the Entomology community. As a result of the Entomology survey, hours of the library were extended.

V. Increase emphasis upon innovative instruction and outreach programs; increase collaboration in teaching among staff in different units, and between staff and faculty.

- IRPC Steering is creating a subgroup to look into this. Its first action will be to create a union calendar of instruction for the CUL system.
- Olin and Fine Arts reference staff have assumed joint responsibility for teaching class sessions in architecture, art, history of art, and city and regional planning. This collaborative effort has resulted in the freeing of a .5 FTE academic line for reallocation in conformity with our larger Goals and Objectives.
- The Veterinary Library worked with the Veterinary College faculty to plan and implement instruction sessions as part of the core curriculum. In addition, the Library developed new instructional sessions on topics, such as finding electronic medical and veterinary science journals.
- The Geneva Library substantially increased the number of workshops and the number of participants in the Library Technology Center workshops. In addition, Open Lab and Open Forums have been instituted to provide informal training opportunities in the LTC.
- RMC staff conducted 103 instructional sessions in cooperation with Cornell faculty for graduate and undergraduate students (FY1998-1999) and 63 tours for the Cornell community and visitors. Jeanne

White, Jennifer Conklin, and Noni Korf Vidal created the award winning "Beautiful Birds" Web site and Exhibit. RMC staff gave presentations and curated exhibits in support of various courses and university programs. Elaine Engst worked with staff from across the university on the Chimes Rededication program. RMC also sponsored several lectures:

Dr. Jonathan Bloom: "Paper Before Print: The Origins and History of Paper in the Middle East and Europe" with Department of Near Eastern Studies, the Society for the Humanities, the Art History Department, the Medieval Studies Program

Dr. Theodore M. Andersson on "Orientalism in Medieval Iceland" with Quodlibet, the Medieval Studies Program, and The Department of German Studies

Patrick Stevens and Thorsteinn Hallgrímsson (Deputy National Librarian of Iceland) presented a version to CUL of the session on the SagaNet project originally given at the annual meeting of the Society of American Archivists

- EMPS Libraries staff, with assistance from Mann librarians, taught Chemistry 602, a one credit graduate course in scientific literature searching. Classes were held in the Academic Computing Center in the Engineering Library (ACCEL).
- Collection Development librarians regularly lecture to classes giving both bibliographic orientation and subject content.
- For the past year, the Collection Development Division of OKU has created monthly "Significant New Acquisitions," reviews on the Library's website. <http://www.library.cornell.edu/colldev/cornelllibreviews.html>
- Catherwood publishes its Internet training materials on the school's web site to make them available for follow-up after each seminar. Examples include "Labor Unions and the Internet" manual [[http://www.ilr.cornell.edu/library/reference/guides/LUI\\_Manual/](http://www.ilr.cornell.edu/library/reference/guides/LUI_Manual/)] and the "Human Resources and the Internet" manual [[http://www.ilr.cornell.edu/library/reference/GUIDES/HRI\\_Manual/default.html](http://www.ilr.cornell.edu/library/reference/GUIDES/HRI_Manual/default.html)] These training seminars are offered at a variety of locations throughout the state.
- Stuart Basefsky continues to collaborate with Professor John Boudreau in teaching "HR Online Research and Reporting Methods." Students learn advanced methods for finding and organizing electronic and hardcopy sources of the Martin P. Catherwood Library. Deborah Joseph and Professor Kate Bronfenbrenner have received department approval to present a course, "Information and Data for Labor Policy Analysis," offered in the spring 2000 term. This course is designed to help students develop research skills relating to issues faced by the trade union movement today.
- The Management Library offers training on business information resources to Executive MBA students (offsite students.) In addition we advise these students on access to the Library Gateway through the new proxy server. Management Library staff has worked with faculty to develop course integrated instruction programs for finance courses in the Johnson School. These courses are taught in the Johnson School's Parker Center (financial research lab.) Darcie Mersereau in the Management Library has developed an Entrepreneurship workshop for students in Entrepreneurship classes. Next semester she will be teaching this workshop in the Engineering Library to Engineering students taking Entrepreneurship. Anglea Horne is the Management Library's liaison to the Johnson School's Career Services Office. She has developed webpages on Venture Capital to help identify Venture Capital firms for entrepreneurial activities and job searches.
- Through November 12, 1999, in cooperation with Cornell faculty, OKU Reference Services Division presented 651 tours and instructional sessions reaching 10,482 participants. While most participants are members of the Cornell community, many of our instructional offerings are open to the general public, e.g., Walton High School, Lansing High School, Academic Boot Camp Project, Ithaca College Model UN, Michael's group.
- OKU Reference Services Division frequently receives requests from other libraries around the country to use Michael Engle's **Error! Bookmark not defined.**



- OKU Reference Services Division collaborated with Reference Staff from ILR and Mann in planning and providing Library Instruction for Econ 101, HSS 315 and PAM 380.
- OKU Reference Services Division re-designed its web site substantially enhancing its usefulness. Many additional links to Internet Resources were added as were many new Skill Guides and Webliographies.
- O\*K\*U Reference Staff helped plan and implement the CUL/CIT/Graduate School Symposia Series on Humanities Computing.

VI. Take steps to ensure continued interaction between staff and users despite the increasing use and provision of remote access to Library services.

- Work is underway to expand the Robison electronic information kiosks in Olin to include Uris and potentially other units as well
- Both the Veterinary Library and the Entomology Library designed and put into production web pages that described the library's services and linked to library resources. Mann Library introduced a virtual tour of its collections and services for alumni and friends of the library.
- The Management Library has added workstations and provides network access at all seats in the library. We offer email reference support and we continue to staff a reference desk in the middle of a computer learning facility within the library.

VII. Continue efforts to assist users in assisting themselves, such as user-initiated recalls, renewals, annex requests, ILL requests and requests for materials purchase.

- Users can currently initiate all of these activities online, although staff interaction is still required. Voyager, the Library's new management system will provide a rich suite of patron empowerment services when it is implemented in June 2000.
- Access Services has put in place a pilot program that allows users to request articles from journals held at the Annex for delivery by fax or online.
- Howard Raskin and Susan Currie spearheaded an effort to select, license and implement the ILLiad interlibrary loan management system which will be put into production in all six interlibrary loan units (including the Medical College.) CUL worked closely with ILLiad throughout 1999 to ensure that the ILLiad software can be used with RLIN. That work has now finally been completed, and we plan to implement ILLiad on 3 January 2000. ILLiad will bring increased efficiency to the interlibrary loan borrowing process, improving service to thousands of users. The software also allows user-initiated ILS requests. In addition, access services staff redesigned the current ILS request form, which is available on the Library Gateway to make it easier for patrons to request ILS material.
- The Management Library now emails recall and overdue notices. With the introduction of Voyager, all units will e-mail circulation communications to patrons.

VIII. Provide for the maintenance of the Library Gateway, and allocate resources for that purpose.

- The Gateway Committee has been meeting regularly since the Gateway was implemented in January 1998. The Committee has prioritized the many recommendations for improvements to the Gateway and has assigned work for those with the highest priority. The Library has identified funding for ongoing support.

IX. Implement an effective Web-based Z39.50 interface to the library catalog and to other core networked bibliographic resources.

- George Kozak from Library Systems has worked to improve the NOTIS Z39.50 server and to configure WebPac, the Web-based Z39.50 interface to the library catalog. The Web interface was put into production in January 2000. The system, however, is not robust. It needs regular attention, and has too many outages. With the implementation of the Voyager system in June, 2000, WebVoyage, a Web-based interface will be the default interface to the library catalog. The committee configuring WebVoyage for use at Cornell expects to point the Voyager Z39.50 client to a number of Z39.50 compliant databases and

is evaluating how to integrate the Library Gateway's Networked Resources catalog into Voyager.

- X. Continue and accelerate the development of digital resources and services, where content is fully integrated with bibliographic finding tools, within the context of campus-wide, intercollegiate, national and global initiatives; such resources and services should be available 24 hours a day and seven days a week.
- The Database Review Task Force (DRTF), composed of librarians from collection development, public services and technical services made decisions, in consultation with IRPC, on key databases for 1998/99 and 1999/2000. DRTF has been reorganized (see Goal 2.3 below) to select and evaluate subscription databases more effectively. The Task Force designed a template for evaluating electronic resources submitted to it.
  - The Electronic Resources Committee (ERC) reviews the many facets of requests for networked electronic resources and makes policy recommendations where appropriate.
  - Programmers at Mann Library and CIT implemented a proxy server. The proxy allows off-campus users to connect to electronic resources which are IP-restricted. With the proxy server, students in the Cornell in Washington program or faculty on sabbatical leave at another institution can connect to resources available through the Library Gateway.
  - Sarah Thomas secured a grant from the Library of Congress to integrate material from CUL's Making of America collection into LC's American Memory collection. Library Technology and CIDC staff worked to convert the image files to text files, encode it using new metadata, and make it broadly available. Internet users "discovered" the collection even before its official release, and have prompted reference questions about support of electronic resources.
  - Technical Services staff in CTS, Mann, and ILR collaborated to catalog the 1720 full-text electronic serial titles in the ProQuest Direct databases. At the request of the Gateway Committee, a searchable list of these ProQuest serial titles was created in the Library Gateway. This searchable title list can now be used for other electronic journal aggregations to provide title level access to the specific journals.
  - The Law Library is participating in the Internet Scout's Project Isaac, based at the University of Wisconsin Computer Science Department. Project Isaac links geographically distributed metadata collections into a single, virtual metadata collection. The Law Library contributes information about legal resources (from its own InSITE database of annotations of new legal web sites). The Engineering Library is providing space on its Unix server for the project, as well as technical expertise
  - The Law Library is involved in a project to digitize early law reviews in collaboration with CIT (Rich Marisa) and the Hein Publishing Company. Cornell law librarians are providing user feedback and help in developing a user-friendly interface, metadata, and a search engine.
  - The Library participates in the Digital Library Federation. Sarah Thomas serves as chair of the Executive Committee.
  - CUL is one of the few research libraries participating in the planning for an international cooperative digital reference service, which is being led by the Library of Congress. It is important for CUL to do this, not only to learn more about the potential of cooperative reference online, but also to represent the needs and values of research libraries in this project.
  - CUL is cooperating with Columbia, Dartmouth and Middlebury to acquire permanent access to approximately one thousand current electronic monographs. One copy (i.e., simultaneous user) of each of these e-books will be jointly owned by all four institutions.
  - OKU Reference continued to provide E-mail Reference, answering more than 2,500 e-mail queries.
  - OKU is planning a digital, interactive reference service using e-commerce customer support software.
  - The Uris Library Reconceptualization Committee is planning a "new Uris" which will accelerate the development and provision of digital and traditional resources and services.

XI. Select and implement a library management system that adheres to evolving standards.

- The Library Evaluation Committee unanimously selected the Voyager system from Endeavor Information Systems, Inc., Des Plaines, IL as the next Cornell Library management system. The Implementation Steering Committee appointed an Implementation Management Team and charged them with making the strategic, workflow and configuration decisions necessary to implement Voyager at Cornell. IMT members were trained in the system functionality of the Voyager system by Endeavor instructors, and then began making the decisions necessary for use at Cornell. Subcommittees of specialists were formed to address specific issues. During January and February 2000, the first test migration of Cornell data to Voyager will take place. Trainers from within CUL will be appointed and then trained by Endeavor. IMT will work with the trainers to integrate Cornell workflow decisions as they build training materials. Beginning in March and continuing through June, a massive in-house training program will be conducted to teach library staff the new system. Voyager is a technically state-of-the-art computer system. It operates on the UNIX operating system running on computers from Sun Microsystems. Based on the Oracle database management system, it is a three-tier client server application. Significant learning has occurred within Library Systems to prepare the staff to support the new environment.

XII. Explore electronic publishing options and recommend viable alternatives for Cornell.

- The University-wide Electronic Publishing Committee, chaired by Sarah Thomas, presented a report and recommendation to the Provost in October 1999. The recommendations include infrastructure development, training or hiring of staff to advance electronic publishing by faculty and students, and outreach to faculty on important electronic publishing issues such as intellectual property rights.
- Marty Crow wrote an analysis of options for electronic thesis and dissertations which served as the basis for a meeting with the Dean of the Graduate School to see what Cornell's direction should be.
- The Cornell Institute for Digital Collections hired an Electronic Publishing Specialist to assist faculty in e-pub projects.
- The California Digital Librarian Richard Lucier spoke to EPSC and LMT members about a California/Ivy Digital Press initiative. Sarah Thomas and Lucier coordinated a meeting in the fall to continue discussion and feasibility planning.
- The Library joined SPARC (Scholarly Publishing and Academic Research Coalition), an ARL-launched endeavor to offer more economical alternatives for publication.
- The Engineering Library, with CUL support, has agreed to support a portion of the development of the Association of Computing Machinery electronic publishing efforts.
- Zsuzsa Koltay, David Ruddy and Steven Rockey have collaborated to produce a Web presence for Project Euclid, Cornell University's initiative to advance scholarly communication in theoretical and applied mathematics and statistics. Peter Hoyt and Zsuzsa Koltay worked together with German colleagues to install a mirror site for mathematics journals as part of the general Euclid initiative.
- Don Schnedeker moved the College and University Business Library Statistics annual publication from paper to a website (<http://cubl.johnson.cornell.edu>).
- The Library's proposal to facilitate the scholarly communication of journals in mathematics and statistics has been funded for a three-year period by the Mellon Foundation. The Library will partner with the Duke University Press to create a portal for journals with functionality for preprint editors, and online access to full-text peer-reviewed journals.

XIII. Upgrade and provide for the ongoing maintenance of public computer workstations and other equipment needed to access information in electronic form.

- The Networking and Desktop Support Department (NDS) installed 65 Pentium machines in public service areas. 20 Power Macs that had been in public service areas were redeployed in the stacks, thereby enabling old Mac LCIIIs to be retired.

- Upgraded public access computing facilities in Veterinary, Entomology, Geneva, and Mann Libraries. Developed a proposal with CIT to incorporate a new computing facility in the renovated Mann Library building.
- Worked closely with the architects and staff to complete the interior designs for the new addition to Mann Library and began planning the renovation. New York State has approved funding for the renovation and rehabilitation of the existing Mann Library structure.
- The Engineering Library expanded services to include Academic Computing Center in the Engineering Library (ACCEL), a group of teaching classrooms that are also used as student computer centers.

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### **Build and preserve the collections required of a major university according to a rational collection policy.**

1. Complete the team-based Cornell Primary Collection Responsibilities (CPCRs), and consolidate these into a unified collection description for CUL.
  - CPCRs have now been assigned for all subject areas. It is expected that remaining overlaps will be resolved and clean-up completed soon. Selectors from across campus wrote detailed breakdowns of their collecting activities, which were collated in the Collection Development Teams.
2. Review and update the CUL collection policies, and consider how these can be more effectively related to the CPCRs.
  - Now that the CPCRs are nearly completed, selectors have been asked to review and update their collection policy statements.
  - A CUL policy on the disposition of library materials has been written, and is now posted on the Staff Web.
3. Identify goals, priorities and values that drive cooperative agreements regarding access to digital resources.
  - The Database Review Task Force was reorganized into a standing Database Review Committee, which is responsible, among other things, for clarifying the basis for cooperative selection, and regulate cooperative selection of databases in future.
  - An IMLS grant supported the consolidation of CUL's major digital collections--the Making of America and the Core Historical Literature of Agriculture--and the implementation of improved user access. This work was conducted under the direction of the Preservation Department and D-LIT with additional support provided through a gift from Sun Microsystems.
  - The criteria for cooperative agreements leading to digital access were discussed at the 17 September 1999 CDExec meeting. The conclusion was that "we are all confident that we have put in place a system--especially through the work of ERC and DRC--which does in fact evaluate networked resources . . . according to such standards. While we may not be able to describe those standards easily in the abstract, therefore, we are comfortable that they are in fact being applied to real selection decisions."
  - Selectors have joined several regional consortia, which allow the Library access to digital resources at reduced rates.
  - At the request of the University Librarian, the Database Review Committee compiled a priced master "wish list" of over 200 networked electronic resources that could serve as part of a road map for the growth of the digital library in the near and intermediate term.
  - Lenore Coral has taken a national leadership role in discussing the pricing of a series of New Grove web and paper products, which are central to music scholarship.
4. Expand access to electronic resources in a variety of formats (audio, visual, numeric, spatial, geospatial and text)

through purchase, license, local creation, or collaborative projects, through the acquisitions of necessary software, and through the provision of training in a collaborative manner.

- Open Text Livelihood software was acquired and installed to provide a stable and reliable platform for the library's digitized and SGML encoded collections.
  - The CUGIR (Cornell University Geospatial Information Repository) site at Mann Library (see 1.2 above) is expanding access to geospatial resources
  - The Law Library purchased a site license for access to the Legal Scholarship Network in the Law School.
  - The Music Library will incorporate a digital sound library on a pilot basis in White Hall in the spring of 2000 and a full implementation in the renovated Lincoln Hall in the fall of 2000.
  - Electronic resources available in the Electronic Text Center in Olin continue to be expanded. The potential for integrating this service into a larger facility in Uris Library is to be explored. Through the efforts of O\*K\*U selectors and Electronic Text Center Staff, such full-text resources as the *Oxford English Dictionary*, the *Middle English Compendium*, the *Patrologia Latina*, and the Weimar edition of *Goethes Werke* are available to the Cornell Community via the web.
  - Records for the audiocollection of Cornell Lectures were added to the CUL catalog.
  - Selectors have researched and chosen a variety of networked resources and facilitated their funding and access. They have created web to guide users to specialized electronic resources.
  - The Library is participating in a consortial project to assess interest and the use of books in electronic formats. Selectors across campus chose 200 titles to be included in a pilot project with netLibrary, which will run in 2000.
  - In January 1999, Janie Harris and Kathy Chiang participated in a workshop sponsored by DLF and CLIR on the state of academic digital libraries in the social sciences.
  - Bibliographers have been proactive in their efforts to expand access to electronic resources. They met with a number of publisher's representatives (CIS, UMI, Primary Source Media among them) to educate them about the information needs of Cornell users.
  - Enhanced access to the digital resources of the international Governmental Organizations was a social sciences priority in 1998/99. Resource, such as Access UN, were acquired and a Website created.
  - Science selectors have succeeded in providing access to a range of electronic journals in the science disciplines. The Science Team has reviewed all major e-journals now offered in the sciences, and has subscribed to many of them.
  - The Life Sciences community developed sensible funding algorithms to share the cost of joint purchasing agreements for electronic resources. Several key collections of electronic resources were negotiated within the Life Sciences community and in the Science Selectors group (e.g. Web of Science. etc.)
  - The Management Library supports campus-wide access to several databases in the business disciplines. In some cases the financial support for these databases is shared among several libraries on campus with an interest in business.
  - Michael Engle, OKU Reference's Electronic Text Center Coordinator, worked closely with Cornell and Princeton CIT and Library staff to plan and present "New Tools for Teaching and Research," a week-long seminar for selected Princeton and Cornell graduate students
5. Assist in the improvement of University record keeping and retention practices and provide for the long-term preservation of those records in all formats deemed to have legal or historical value.
- RMC, in a project funded by the National Historic Publications and Records Commission is working with the College of Human Ecology, the College of Arts and Sciences, and the University administration to

implement new campus-wide electronic records retention practices.

6. Create a digital preservation program and explore digital archiving alternatives.

- A CLIR grant funded the development of a risk assessment tool for digital data and image files. Risks associated with migration were analyzed and a workbook and software analysis tool to examine data integrity was developed.
- IMLS funded a project to design and plan a digital archiving program.
- There is also a strong preservation component in the DLI2 proposal
- Mann Library has worked with the National Agricultural Library to develop a framework for the preservation of USDA digital publications.

7. Establish a short-term access and archiving policy for CUL images.

- Working with John Dean, a plan to strengthen support for preservation and conservation work in Mann Library was implemented. Through reorganization, a Preservation Librarian position and a Conservation Technician position, to manage and coordinate preservation/conservation activities, were created at Mann.
- In preparation for the centennial celebration of the College of Human Ecology, staff at Mann Library began identifying the core literature of the discipline.
- Mann Library staff worked with the Agriculture Historical Society and the land-grant community to develop a plan for the creation of “A Guide to Manuscripts and Archives” for the agricultural sciences and submitted a proposal to NEH.
- Mann Library staff worked with NYPL and NY State Library to preserve important brittle materials on agriculture and rural life in NYS and the natural history, environment and natural resources of the Northeast bio-region in Year 2 of the NYS Coordinated Preservation Grant. In addition, Mann Library staff continued the coordinated preservation program with sixteen other land-grant institutions to preserve the core literature of agriculture in each state in an NEH-sponsored grant.

8. Continue and expand conservation efforts to ensure long-term physical access to the collections in all formats.

- Grant funding continues to be obtained for the conservation treatment of books and manuscripts. Projects currently in progress include the Delmas Dante/Petrarch project and a small grant to continue work on the A.D. White photographs. The Save America’s Treasures project will result in the conservation treatment and digital imaging of 10,000 Anti-Slavery pamphlets.
- Completed work on the microfilming of brittle books in the Dante collection.
- Education and training projects remain in place with the Luce/Harvard-Yenching/Open Society Burma Project/Boorstein preservation internship program and the Central New York Technician Training Program.
- Yoram Szekely collaborated with the Preservation Department in implementing a photocopy preservation project for archeological reports, funded by a grant awarded jointly to Cornell, Columbia and NYPL.
- Through participation in a cooperative New York State preservation grant the Music Library has had its collection of archival sound recordings remastered in both CD and DAT formats and has preserved the original analog reel-to-reel tapes

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**Organize the collection for effective use.**

1. Provide for the ongoing growth of the collections and reduce the inefficiencies resulting from the overcrowding in the library stacks by building the expansion to the Library Annex and moving into it lesser-used materials from

campus libraries.

- Physical construction of the Library Annex was completed in March 1998. The new inventory control system was operational by the end of May 1998, and the move of materials from the central campus to the new facility began in June 1998 and is on schedule. One million volume equivalents will be transferred to the Annex by May 2000. Delivery service of requested material from the expanded Annex was increased to twice a day in July 1998. After one year of operation circulation has doubled. The staff is currently testing a document delivery service using scanning technology.
- The Management Library identified 45,000 volumes to transfer to the Library Annex, weeded duplicate copies and identified additional material for transfer to the Library Annex in the future.
- On November 1, 1999, Mann Library and Annex staffs began a project to transfer 220,000 items to the Annex for temporary storage for 5 years during the Mann Library construction and renovation project.
- 6,255 archival boxes from the old Annex were reboxed and moved into to the new Annex. About 200 boxes were brought back to Kroch for review by curators; 150 were deaccessioned.

2. Review and strengthen measures required to secure the collections from theft, harm, or deterioration.

- At a Library Management Team meeting on June 9, 1998, Richard Strassberg, the chairs of the Library's Safety Committee, led a discussion of the security and safety issues facing the Library. As a result of the discussion, the Library Management Team added personal and collection security to the responsibilities of the Safety Committee. Committee members undertook leadership roles to meet committee goals which included: 1) assurance of compliance with University guidelines 2) addressing immediate safety needs identified in DSR meetings, 3) developing an ongoing CUL training program in safety partnered with EHS, 4) assuring compliance with existing CUL safety and security policies, 5) developing an on-going program in collection security. In 1999, the activities of the CUL Safety and Security Committee revolved around issues having to do with staff education, emergency signage, and collection security. CUL Departmental Safety Representatives from around the campus attended an emergency planning workshop conducted by Dan Maas. Mr. Mass has also designed standard signage for evacuation routes. First Aid and CPR courses were organized by Pamela Rothbard for CUL staff members and have been very successful. A model fire marshal program has been established in OKU under the direction of Carmen Blankenship and Sharon Wargo which, hopefully, will serve as an exemplar for the unit libraries. In the spring, a separate security task force was established to deal with the continued and growing threat of theft and vandalism to the stack collections. The focus of the task force is the volumes in the open stacks of the CUL library units, which because of their value are particularly vulnerable to theft. A chronological survey was conducted of pre eighteenth century titles still in the open stacks. The Task Force concluded that while there are a substantial number of these volumes, they could be handled through the normal process of retirement to rare book collections. Of greater concern is the category of "medium-rare" titles, 19th century or later titles, which are also becoming of interest to book thieves because of their age or special characteristics. Protecting these titles through inspection and sequestration either in the rare books stacks or the Annex will be the target of the Task Force's activities in 2000. In addition, at the request of the Safety and Security Committee, Pamela Rothbard and Dan Mass will be arranging for extinguisher training for library staff in the coming year. In addition, the Committee will focus on insuring 100% compliance in the completion of Unit disaster plans.
- Completed a survey of the Entomology Library rare materials and made provisions to provide better protection for rare and valuable volumes.
- Library Annex staff worked with Engineering staff to transfer 3,000 high risk oversize books to the Annex

3. Develop a library-wide assessment of spatial needs taking accepted standards into account and estimate the cost of renovation or addition in cooperation with the colleges and university facilities management.

- The Library has contracted with SBRA to develop a plan for the reconceptualization of Uris Library. An extension of this study is being contemplated for Olin Library as well. Planning for the next Library annex module will begin shortly. A consultant has been hired to develop a renovation plan for the Fine Arts Library and modest improvements are being planned for the Physical Sciences Library. There are no cost

estimates at this time for any of these projects. The University is proposing to upgrade the HVAC system in Olin Library which, ideally, will be coordinated with the installation of sprinklers and the upgrade of faculty studies and grad student carrels. Estimates for the HVAC upgrade and sprinkler installation only, are \$16 million.

4. Insure bibliographic access to electronic resources through metadata, cataloging, and other means.

- Technical Services staff in CTS, Mann, and ILR collaborated to catalog the 1720 full-text electronic serial titles in the ProQuest Direct databases. At the request of the Gateway Committee, Greg McClellan created a searchable list of these ProQuest serial titles in the Library Gateway. This searchable title list can now be used for other electronic journal aggregations to provide title level access to the specific journals.
- The Law Library is participating in the Internet Scout's Project Isaac, based at the University of Wisconsin Computer Science Department, which will link geographically distributed metadata collections into a single, virtual metadata collection.
- The Library has put in place a PURL server to ensure that the naming of CUL-created digital resources will be persistent in future.
- CUL has been an active participant in the OCLC Cooperative Online Research Cataloging (CORC) project. In this project we selected and cataloged 120 new resources for the catalog and the Gateway, gained practice in using the cooperative CORC database, and improved our workflow and capacity to catalog electronic resources.

5. Enhance access to the collections by means such as adding table of contents data or abstracts to bibliographic records.

- Marty Crowe's study on tables of contents was reviewed and endorsed by TSEG and IRPC. Adding commercially available tables of contents will be pursued after the migration to Voyager. Marty updated her information on tables of contents costs and availability for Sarah's "building blocks" report. NERL has been discussing the possibility of a consortial subscription to the Blackwell TOC service.
- Mann Library introduced a free subscription service in the fall of 1998: the tables of contents of selected journals in Mann Library's current periodicals room and the Entomology Library are e-mailed to Cornell students, faculty and staff who subscribe to this service as soon as the journal issue is received in the library.
- The Management Library has just reorganized its Business Plan collection, providing industry classification and keyword access and plans to make the index to Business Plans web searchable.
- The Music Library is exploring the possibility of adding tables of contents for its popular music folio collections that would parallel the tables of contents we already add to popular music recordings bibliographic records. This would provide patrons better access to individual song titles, which are frequently requested at the reference desk.

6. Improve bibliographic access to microform materials.

- CDExec will ensure that selectors consider the availability of analytics as part of the selection decision on microform sets. We will also create a process to watch for analytics that come available for sets we have already purchased.
- Following the recommendations of the Microform Analytics Task Force and funded largely by a grant from the Provost, the Library loaded analytics to its NOTIS database that resulted in full bibliographic access to nearly 250,000 titles held in microform.
- The Music Library is working to provide bibliographic control to a large gift of microfilms from the library of Professor Donald J. Grout which were added to the library collection some twenty years ago.

7. Initiate efforts to complete the retrospective conversion of manual files for bibliographic records.



- Work on unconverted collections in Olin Library and RMC is proceeding. Conversion of LC classes P's, D's, and E's will be completed in the spring of 2000. This will leave ca. 350,000 records for on-campus titles and ca. 195,000 records for Annex titles (Area and Harris) still to convert.
  - Law will have the last of its titles converted by the end of 1999.
  - In the past year, the Management Library had its International Annual Reports collection and the U.S. Dept. of Commerce – Current Industrial Reports collection catalogued. This will provide greatly improved access to these collections. This work was completed by Central Technical Services.
  - The NEH-funded Petrarch/Dante project cataloged a total of 4,940 titles and created 1,486 NACO (authority) records created.
  - Don Robbins, working as a volunteer, is completing cataloging on the 1000 pamphlets in the Utermohlen Collection of Dutch Pamphlets. About 800 already have been cataloged with full description and subject headings.
  - Lucy Burgess is completing cataloging of the Human Sexuality Collection book backlog.
  - Margaret Nichols submitted a successful grant to the South Central Regional Library Council for retrospective conversion and cataloging of books relating to natural history in the History of Science collections.
8. Increase cooperative cataloging programs with other institutions, especially in order to catalog materials provided through database aggregators.
- Ross Atkinson participated in discussions with the “Big Ivies” to try to stimulate cooperative action. The directors of the “Big Ivies” have also met once, although few cooperative commitments emerged from this meeting.
  - CUL's participation in the CORC project has provided many opportunities for cooperative cataloging of electronic resources. CUL remains an active member of PCC.
  - One goal of the currently planned netLibrary project will be to determine whether and how the four participating institutions can cooperate in the cataloging of jointly purchased e-books.

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**Foster a productive and collegial work environment in which staff have the flexibility and support to achieve their assigned responsibilities.**

1. Refine decision-making processes and structures to ensure effective and routine communication and coordination among all Library functions and units.
  - CU-LIB and other electronic lists are being used successfully to disseminate information and coordinate efforts. The Voyager Implementation effort is an example of a large system-wide effort in which different functional areas have been linked up effectively.
2. Ensure that CUL underlying values and goals are broadly shared, while allowing the expression or attainment of those values and goals to vary from one unit to another.
  - The Library is developing a plan for its digital future to promote an understanding of common goals and to provide a blueprint for priority action.
  - The Law Library has its own library plan, developed by its entire staff. The goals and objectives of the Law Library plan match the ones of the CUL Tactical Plan.
3. Strive for greater collaboration and coordination in the development and provision of Library services.

- The Law Library is engaged in a successful partnership with the CUL Dept. of Preservation. Joint projects include the outsourcing of books to be repaired with Law School money (\$5,000 per fiscal year); the production of a CD-ROM on preservation, and help from John Dean in developing a comprehensive preservation plan for the Law Library. Much progress has occurred in the construction of acid-free boxes, using current techniques.
  - Olin and Fine Arts reference staff have assumed joint responsibility for teaching class sessions in architecture, art, history of art, and city and regional planning.
  - A comparative review of all technical service units was undertaken in the spring of 1999. This review confirmed that all units have in place very similar procedures and are working on the basis of compatible values.
  - In discussing the issue of collaboration, TSEG has noted that many more technical services staff are now serving on CUL-wide committees than has been the case in the past. This is due in part to decisions on the part of technical services units that participation in the broader CUL operation is a key responsibility of technical services academic staff.
  - Shared staff among the life sciences community by appointing an acting librarian from Mann Library to help with the transition at both the Veterinary Library and the Geneva Library. Also shared staff expertise in Collection Development, Acquisitions, and Public Services to help with selection responsibilities, ILLiad and Voyager implementation, and instruction. Worked with Dean Smith to successfully recruit a new librarian for the Veterinary community and worked with Dr. Hunter, Director of the Experiment Station to begin the recruitment process for the Geneva campus.
4. Review standards for performance and service; review methods used to measure performance against those standards.
- All Library Management Team members received performance reviews.
  - A Performance Management Program (5-part series) is now being offered for supervisors. Topics include: Employee Interviewing & Selection Techniques; Coaching & Developing Employees; Employee Recognition & Positive Reinforcement; Performance Dialogue; and Progressive Discipline & Complaint Handling.
  - As part of the Mann campaign, secured funding to encourage support staff training and professional development.
5. Foster staff development by providing opportunities for training and continuing education programs; encourage and support participation in professional activities.
- Library Human Resources hired a Staff Development Specialist to develop and implement a comprehensive plan for staff training. In the spring of 1999, the results of a Training Needs Assessment Survey coupled with the content of individual interviews led to the formulation of a tactical training plan for the library. As a result of this effort, 53 development opportunities were offered exclusively to library staff through the Library Training Opportunities program since May 1999. These workshops were comprised of 170 hours of training and were attended by approximately 420 participants. Evaluations have indicated that these programs were highly useful and have increased staff confidence in performing new job skills. To accurately track these training endeavors, including budget, evaluations, and registration, a training management system has been installed and will be ready for use before the end of 1999.
  - In addition to developing library employees, recent efforts have been made to recognize the growing accomplishments of library staff. Specifically, two new programs have been instituted. First, the Employee Recognition Program was created to supply supervisors with tools such as gift certificates, parking passes and "great job" cards to recognize a wide range of exemplary employee efforts. This program has been utilized approximately 25 times since its inception in August 1999. Second, as a result of an anonymous donor, the annual Outstanding Service Award was set up to recognize individual and team accomplishments which move the library closer to its goals and objectives. This first year there were 14 individual and team nominations. The library tripled the planned award amount to honor 3 individual's

outstanding accomplishments in November 1999.

- In May 1999, seven CUL staff attended a 2.5 day OCLC Knowledge Access Management Seminar in Syracuse. This provided them with information on current issues relating to metadata, but even more importantly presented an opportunity to network with other professional staff from the region.
- Desktop Services and Library Systems staff attended Oracle classes and participated in a series of NT workshops and Microsoft Access classes.
- George Kozak and Surinder Ghanges in Library Technology became Sun Key members, participating in a rigorous training program to learn to support Sun platforms.
- In 1999, Don Schnedeker hosted the annual meeting of the Academic Business Library Directors.
- OKU Reference Services offered its staff ca. 50 in-house training sessions and workshops; many were open to other CUL staff members

6. Redesign staff workspaces to provide efficient, functional, attractive, and ergonomically sound environments.

- There have been many renovations that have improved the workstation environment of library staff - CTS, Accounting Services, Interlibrary loan, Preservation, Library External Affairs, Library Annex, Management Library, Mathematics Library, Library Facilities and OKU Administration. In addition, there are plans in progress to renovate the Physical Sciences Library, Music Library, Fine Arts Library, Olin Collection Development, DLIT Administration, and Olin Access Services. When completed, over 150 employees will have benefited from these upgrades.
- The Mathematics Library moved to Malott Hall, a larger, more attractive and welcoming space than its previous location.
- A major renovation was completed for the offices of the OKU Access Services units of ILS and Collection Management. This has resulted in streamlined workflow as well as ergonomically correct workstations for staff.
- Central work areas of the Collection Development Division in Olin Library were renovated including space redesign and new, ergonomically sound furniture.
- As part of the Mann building project, worked with interior designers and ergonomics consultants to design new workspaces for staff offices in the new addition.

7. Upgrade and provide for the ongoing maintenance of staff computer workstations and other equipment needed to create information in electronic form.

- Significant computer upgrades have taken place in many units, necessitated by issues such as technological changes in technical services and a new University time reporting system (COLTS). Another major upgrade will be required because of the implementation of Voyager, Endeavor's library management system in the spring of 2000.
- Plans are being developed to allow for the systematic upgrade of staff computers on a four- year cycle funded from central resources.

8. Increase affirmative action efforts: recruit underrepresented categories with the goal of increasing staff diversity at all levels.

- Funds have been committed to establish a Minority Librarian Internship Program. The specifics of the program are under development, but we plan to begin the program in Summer or Fall, 2000.
- CUL is participating in the ARL Initiative to Recruit a Diverse Workforce. This involves a voluntary contribution of \$5,000 for each year of a two-year fund development period. The fund will be used to offer stipends to and secure employment relationships with identified M.L.S. students from underrepresented backgrounds. These stipends will supplement scholarships or other financial aid

packages and students will agree to work for a minimum of two years in an ARL library upon graduation, either in a residency program or other entry-level position.

9. Encourage staff to be visibly involved in the intellectual life of the campus and the profession.

- CUL staff continue to participate actively in the intellectual life of the campus, the profession and the community, serving on university, college, departmental and program committees and working groups, teaching graduate level credit courses, participating in national, regional and local library, archival and scholarly organizations, writing articles and making presentations.
- The July 1999 issue of *College and Research Libraries* listed the "Most Productive Libraries 1993-1997," based on the number of peer-reviewed articles in the professional library literature. The Cornell University Library, (with twice as many publications as Harvard), was ranked second, with a total of 32 publications with lead authors from Cornell.
- Cornell continues to host the United States Office of RILM (Répertoire International de Littérature Musicale) which is charged with identifying titles, and then gathering and editing abstracts for all scholarly publications on music published in the United States. The bibliographic information and the abstracts are then submitted to the international office in New York for publication in paper and on the Web. Lenore Coral serves on the governing board of RILM.

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**Promote more efficient use of existing Library resources and add new resources to advance the Library's mission.**

1. Review Library operations and services to determine their effectiveness and recommend ways to improve services (e.g., decentralize preservation services, serials check-in), reduce current costs (through either more efficient or alternative processes), and reallocate existing resources (financial, human, spatial) to meet new service demands.
  - The Library actively reviews existing organizations, staffing levels and vacant positions to assess how resources may be used optimally. In 1999, for example, this resulted in the recasting of the position of Fine Arts Librarian to have a focus on reference and collection development, and to rely on leadership in OKY for overall direction and supervision.
  - In 1999-2000, the LMT reallocated \$300,000 to priority initiatives, including salary improvement, preservation, and staffing for the Library Annex.
  - The Law Library is using cataloging streamlining techniques following a review conducted by CTS and Law Library technical services staff. The Law Library has also started a cross-training program among library departments, notably between circulation and technical services.
  - The Management Library staff review operations and services continuously. Additional hours of library service were added without additional funding in the department. In particular, the library added a late night supervisor position by shifting funding within the department.
  - Utilizing existing staff and improved access to OCLC, the Music Library has reduced its backlog of uncataloged long playing recordings from 5000 to around 1000, and virtually eliminated the PL 480 sound recording collection cataloging backlog and the backlog of CD recordings.
2. Link development activities to Library priorities and create a plan to increase private donations to the Library, working with Alumni Affairs and Development to harmonize with University initiatives.
  - RMC staff worked with Jon Lindseth in obtaining \$100,000+ for book and manuscript acquisition.
  - In 1998 the Collection Development Division designated a staff member to serve as liaison with Library External Affairs which has resulted in a regular exchange of information and has contributed to several successful overtures to donors.

- Elaine Engst participated in the university's foremost benefactors ceremony for Robert and Jane Stevens.
  - Successfully completed the \$4 million endowment campaign for Mann Library to support acquisitions, preservation, and innovation. Endowments for subject areas, which had no previous support, such as Child Development, Food Science, and Environmental Sciences were newly established; other endowments were significantly enhanced (e.g. Plant Biology) so that acquisitions in new areas, such as genomics research could be adequately covered.
3. Identify opportunities for funding from private foundations and public agencies and prepare proposals to solicit funding for Library priorities.
- The Library received \$3 million from external sources in 1998 and over \$2 million in 1999.
4. Evaluate Library funding needs and prepare a financial plan for the University Administration with a realistic assessment of Library financial needs.
- The Librarian has presented the Provost with a detailed financial plan for accomplishing the Library's goals over the next five years. This plan outlines current and potential funding sources to support these goals, including reallocation of general purpose funds, donors from private individuals and corporations, grants from foundations, and increased university support.
5. Encourage more selectors to become actively and regularly involved in fundraising for collections.
- Because of the Mann Library campaign, selectors were involved in presentations to donors, tours, and workshops. They continue to be involved now that the campaign has concluded.
  - The Africana Library has prepared and distributed a proposal for endowment support for its program.
  - All selectors in RMC are actively involved in fundraising.
  - Bibliographers and curators make extensive contributions to the University's Nation Research Center grant applications. These grants contribute funds for acquisitions and staff support to the Library.
  - Members of Olin Collection Development Division have worked with donors, faculty members and Library External Affairs to raise money for library acquisitions.
  - Through the Johnson School, the Management Library received a gift to support the Library's Bloomberg terminal.
  - The Music Library continues to encourage donations to the William Austin music fund in honor of a distinguished Professor emeritus. It has received a new endowment for the purchase of materials relating to the organ from an alumnus.