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Abstract:

The Pennsylvania State University Libraries developed a committee organizational structure (composed of a steering committee and functional expert teams) to administer and manage its integrated library system. This paper will summarize that organizational structure and highlight management trends that were revealed as a result of a survey to CIC (Committee on Institutional Cooperation) libraries. Key patterns emerged in the areas of decision making, collaboration and reporting structure, and communication that may serve as standards in the discussion revolving around the best way to administer and manage an integrated library system. Decision making is being brought to the functional level, the need for positive collaboration between library departments is being realized, and the distribution of expertise throughout the libraries has facilitated the communication process.

Article:

The Pennsylvania State University Libraries migrated to a new integrated library system (ILS) vendor in the summer of 2001. Prior to and during implementation, a myriad of committees and subcommittees focusing on specific functional areas of the various modules or clients were created. Once beyond implementation, the libraries needed to find a productive and efficient way of continuing to manage and administer their new ILS system. There was a strong desire to streamline the management of the system and to empower those who best understood the system and worked most closely with it, so that they could make decisions and move the libraries forward. The assistant dean for technical and access services worked with her colleagues in libraries administration, along with digital library technologies (a division of the university's information technology services), to devise a new structure to administer and manage the new system at functional levels, rather than in a more traditional, hierarchical structure.

To that end, a steering committee structure was created, composed of representatives from the various functional or module areas in the ILS system. These areas are circulation/academic reserves, acquisitions, cataloging, public access/WebCat, serials, and systems administration/technology support (see figure 1). This committee of seven has two cochairs: the head of cataloging services and a librarian from the Digital Library Technologies (DLT) unit. It was felt that sharing the chairmanship of the committee between the libraries and DLT would foster good communication and facilitate work flow. This steering committee includes representation from Penn States various campus libraries throughout the state as well as the Hershey Medical Center Library. The steering committee is empowered to make decisions regarding policies and new initiatives, such as interface issues and systems operation, including enhancement recommendations and problem resolution.

The steering committee also was asked to direct the activities of six "expert teams," representing the same functional areas identified above. These experts are individuals who are highly knowledgeable about the system. One member of each expert team is also a member of the steering committee to ensure that the proper communication channels are in place. Each expert team has several important and broad areas of responsibility. These include:

- * Coordinating training
- * Coordinating testing and evaluation of new releases, procedures, and initiatives
- * Coordinating scheduling and implementation of new releases
- * Serving as forum masters, which involves monitoring the ILS Web site and making enhancement requests
- * Troubleshooting
- * Determining time lines and new product development for DLT
- * Coordinating scheduling and running of reports
- * Creating documentation
- * Providing product assessment

Thus, the steering committee provides the administrative nucleus of the new management structure, and the expert teams provide the knowledge base.

Survey of Literature on the Administration and Management of Integrated Library Systems

During the last ten years, very little has been written on the topic of the administration and management of integrated library systems in the library literature. However, one excellent book that focuses on automation in general and the organizational change that it encourages was written by Peggy Johnson.¹ She covers issues such as communication, decision making, and the sharing of information in light of the changes that automation brings. A 2002 article by Corey Seeman emphasizes the need to focus on changing processes and established work flow once a new ILS system is implemented. Seeman points to the importance of taking advantage of new technology and systems to question established routines to maximize what the new system brings with it.² Julie Hallmark and Rebecca Garcia, in their 1996 article on automated library systems, focus on the training aspect of systems implementation and management and the need for successful staff training in any new system.³ A 1999 article by Ruth Salisbury deals with the implementation rather than management of a new ILS and also informs the reader that a very positive aspect of implementation is the new relationship that it fosters between libraries and information technology services (ITS) personnel.⁴ Rhonda Ames summarizes a 1986 Association of Research Libraries SPEC Kit that surveys the role of systems librarians and

offices in the management of ILS systems.⁵ She finds that the duties and functions of systems librarians included providing backup, troubleshooting and repairs, new employee training, planning, installation, and maintenance. Ames also discusses the role of the library and academic computing centers, and the pros and cons of centralized and decentralized organizations. In her 1988 masters thesis on the selection, implementation, and development of integrated systems, Elaine Lois Day writes about the importance of staff involvement in the planning process. She identifies effective communication, the importance of involving staff members in planning and implementation committees, the importance of critically evaluating the system by staff members responsible for its operation, and the need to draw upon the technical expertise of individual staff members as essential elements for a successfully managed ILS.⁶

Survey Method

The Penn State Libraries wanted to see how peer institutions were organized for the administration of their ILS systems in order to benchmark its new structure against its peers. Was Penn State doing something very different or, in fact, were peer institutions also moving toward functional rather than hierarchical management? Would research findings indicate new trends that could inform or be utilized by other institutions? In order to ascertain how peer libraries are organized to administer and manage their ILS, a survey was sent to the technical services directors of member libraries in the CIC (Committee on Institutional Cooperation) Center for Library Initiatives. The CIC is a consortium of twelve research universities (University of Chicago, University of Illinois, Indiana University, University of Iowa, University of Michigan, Michigan State University, University of Minnesota, Northwestern University, Ohio State University, Pennsylvania State University, Purdue University, University of Wisconsin-Madison) committed to advancing academic excellence by sharing resources and promoting and coordinating collaborative activities.⁷ Thirteen libraries participate in the Center for Library Initiatives; both the University of Illinois at Chicago and the University of Illinois at UrbanaChampaign are participants.

As peer institutions, the information they could provide about the management of their ILS would be important regardless of the vendor that they were using. Ten of twelve surveyed libraries responded to the survey; for the purpose of this evaluation and the numbers that are being reported, Penn States organization and structure are excluded from the analysis.

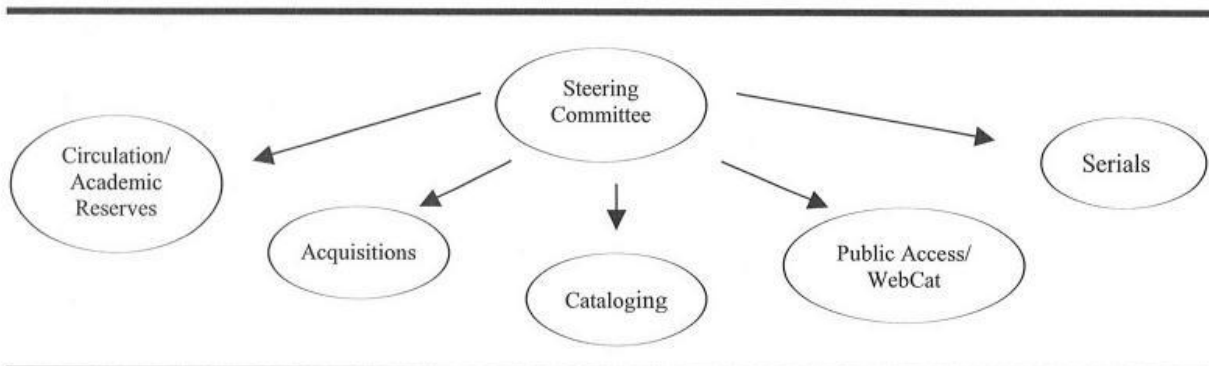


Figure 1. Visual representation of steering committee and expert teams structure

Figure 1. Visual representation of steering committee and expert teams structure

The survey was divided into seven sections that comprised the essential components of the administration of ILS systems: background information gathering, management issues, testing and training, problems and troubleshooting, assessment, documentation, and communication. The survey was sent electronically to the CIC Technical Services Directors Electronic Discussion Group.

Findings

Very clear patterns emerged from the survey results in the areas of decision making, communication and collaboration, and reporting structure. This paper will focus on key patterns that emerged from the survey responses rather than on individual survey responses and detailed statistical analysis. Individual responses to the survey can be found in the appendix. These patterns were ascertained primarily from a qualitative review of the summary responses and-to a lesser extent-a quantitative analysis. From the responses, it is clear that new standards of administration and management of integrated library systems are being developed that can serve as guidelines for other academic libraries.

Decision Making

Decision making is made at the functional level whenever possible and is broadly distributed. Major funding investments, project management, and significant policy decisions tend to continue to be made by library administrators or systems units.

all of the libraries surveyed report having a management team or representative committee (steering committee) in place to manage and administer the ILS. The teams and committees represent key functional areas of the library and tend to parallel the modules of the ILS. The committees are made up of both librarians and staff, many of whom are midlevel managers. Fewer than half of the libraries reported that a director or assistant/associate director (AD) sits on the committee, and only two libraries indicated that the committee reports to a director or an AD. The steering committee is most often the group that is empowered to make decisions regarding ILS policies, guidelines, and development initiatives, thereby bringing decision making to

functional levels across multiple departments. Four libraries report that subteams (or module teams) report to the larger representative committee. These subteams have a more detailed knowledge of how the ILS system works in their specific area of expertise. There is systems office representation on all of the committees, and a majority of libraries report that there is campus representation on the committee. Functional groups handle what are felt to be local decisions regarding policies and guidelines. Administrators most often are included in policy discussions when a decision requiring a large fiscal investment needs to be made. However, this is an area where library administration is more involved. (See answers to Management Questions 1 and 2 in the appendix.)

In all but two libraries, the decision regarding the implementation of new ILS software releases rests with an advisory or steering committee in consultation with the head of a systems office. This is a logical responsibility because the advisory or steering committee needs to be knowledgeable about the ILS system and what is included in new releases in order to properly test the system and to prepare for training. They also need to make these decisions based on an overview of the entire library's needs and priorities. In two instances, the AD for "systems" makes the decision in consultation with systems office or IT office managers. (See answers to Management Question 4 in the appendix.)

Product enhancements are usually suggested to the ILS vendor through the vendor's organized enhancement process. Nine libraries reported that they have empowered functional units or teams to suggest and vote on enhancements to the system. Two of those libraries specifically indicated that they consider library-wide input in the decision. Five libraries report that collaborative decisions from steering committees are funneled through a systems office to send along to the vendor. One library has a specially appointed Enhancement Team. (See answers to Management Question 5 in the appendix.)

Seven libraries reported that the functional areas of the library are responsible for staff training, be they departments or specific module teams. The responsibility for training is brought to the level where the knowledge of the ILS system and procedures of the department are best handled. One library reported that a human resources unit and an ILS committee train on new releases; however, systems office staff as well as specific departments provide training as appropriate. One library reported that the systems office manager plus department heads are responsible for training. (See answers to Testing and Training Question 1 in the appendix.)

Collaboration and Reporting Structures

Collaboration exists laterally across units and departments in libraries and among staff, faculty, and administration. There are strong interdependencies between systems and library staff. Technological issues such as testing and troubleshooting rest with a systems office.

Use of steering committees and assignment of functional responsibilities between and among departments and between library units and systems offices are in strong evidence. The discussion regarding the intense relationship between systems offices and libraries is not new, yet despite the increasing collaboration the issue still exists.

The question of who in the libraries serves as liaison to the systems office produced varied responses. One library reported the appointment of a "contact person" to interact with systems personnel. In some libraries (three), everyone can communicate directly with the systems office. Still others handle this much more formally, indicating that only those in the library automation office or serving as online coordinators can interact with systems office personnel. One library reported that the head of the systems office holds a dual appointment: 80 percent in the library and 20 percent in the university computing center. Part of this individual's staff is in the library, and the rest are in the computing center. (See answers to Communications question 3 in the appendix.)

The testing of new releases is very much a collaborative effort, with a good portion of the responsibility coming from the systems office. Although most libraries reported that their systems office coordinates this type of testing, they work closely with appropriate functional areas or module teams, which help as necessary. Only one library reported that its working group is primarily responsible for testing, yet the library acknowledged that the systems office also does much work. (See answers to Testing and Training Question 2 in the appendix.)

For the most part, systems offices are responsible for troubleshooting the ILS. Five libraries reported that their systems office is primarily responsible for this function. Two libraries reported that this is clearly the responsibility of the functional groups. In the case of the latter, it was felt that the functional areas could handle module-specific problems, whereas more technical problems would be dealt with in the systems office. One library reported that either the functional group or systems office would handle the problem, depending on the nature of the problem and who is better prepared to resolve it. (See answers to Problems/ Troubleshooting Question 1 in the appendix.)

Project priorities appear to be handled collaboratively in all libraries, e.g., a steering committee working with input from functional units and teams in consultation with a systems office. There is an administrative voice in the process with, in one case, recommendations going from the steering committee to the university librarian for decision. One library reported that priorities are negotiated with the library's state consortium, as necessary. (See answers to Management Question 9 in the appendix.)

Communication

New communication patterns have been created in order to respond rapidly to concerns, issues, and problems. Libraries have moved from very formal communications to more informal systems facilitated by technologies such as electronic discussion lists and help-desk software. Expertise is being distributed throughout the libraries to facilitate efficient response and communication.

Libraries appear to have found comfortable local mechanisms for facilitating internal communication, but external communication appears to be much more restrictive in terms of who can speak as the voice of the libraries to the vendors.

By far, the majority of internal communication is handled via e-mail, which was described as facilitating an easy flow of information from systems offices to the libraries. Most of the libraries are using electronic discussion groups and e-mail to communicate information, report and track problems, and facilitate questions and answers. This could take the form of a proprietary database such as Footprints or Bugzilla, or help-desk software that is internally grown. Libraries using Footprints and Bugzilla utilize this software to report problem resolution to the individual who reported the problem. This software can automatically send an e-mail back to the individual. For libraries not using this software, systems offices usually report back using e-mail. In most cases, staff is discouraged from directly contacting systems staff. They are asked to funnel questions either through their functional group or department head. Surprisingly, 50 percent of the libraries reported that the telephone is still a good form of communication between systems and other library staff. One library reported that the AD for library technology schedules "all staff update sessions two to three times a year. One library described the process as spotty and in need of improvement. (See answers to Problems/ Troubleshooting Question 2 in the appendix.)

Nearly all libraries reported that external communication with the ILS vendor is handled through the systems office or its equivalent. Very clearly, individual departments or staff members are discouraged from directly contacting the vendor. Libraries reported variously that the AD for digital library systems, integrated library systems manager, systems implementation manager, library automation office, online catalog coordinator, and head of the systems office were responsible for external communication. (See answers to Communication Question 2 in the appendix.)

The survey indicates that new communication patterns have developed that allow efficient response to questions and problems regarding integrated library systems. When asked if library users are able to send feedback through the online catalog, all but one library reported yes. Eight out of ten libraries reported that there is a link in their OPAC (online public access catalog) that will refer a user's question to either the systems office or to functional units and teams who are knowledgeable about specific ILS modules. However, 40 percent reported that the module experts rather than the systems office handle most responses. Four libraries reported a link from the library Web site rather than from the OPAC. These questions also are referred to either systems offices or functional teams. The one library that reported not providing a mechanism for feedback through its online catalog did say that users can complete written forms or send an e-mail to the manager or supervisor of the module involved. (See answers to Assessment Question 3 in the appendix.)

Written documentation of new procedures is provided by functional teams who are expert in module areas, or by individual departments responsible for implementing new procedures. Allowing individual teams or departments to write documentation brings the responsibility down to those who know the functionality of the specific modules best, as well as the work flow of the individual department. Individual teams or departments also understand the impact of the modules on departmental work flow. One library reported having allocated a 0.75 FTE in technical services to edit a locally developed online procedures manual. (See answers to Documentation Question 1 in the appendix.)

Public services units, including reference and access services, are responsible for developing most of the written documentation for users. This appears to have emerged as a clear public service responsibility. Two libraries maintain online help for users in their OPACs. Those that utilize teams to provide documentation have relied upon an OPAC issues group, publicity committee, user interface team, or OPAC working group. (See answers to Documentation Question 2 in the appendix.)

A question about how documentation is maintained and archived in the library brought varied responses. One library indicated that it relied on the vendor's Web site for documentation. Eight out of ten libraries reported that documentation is maintained on their intranet or Internet Web site. One library reported that documentation is not systematically or consistently stored or archived in any one location. The need for retrieval of documentation across the libraries is facilitated by using Web sites that are accessible by all who need to see them. The days of large print manuals are over. (See answers to Documentation Question 3 in the appendix.)

Conclusion

The administration and management of integrated library systems is no small task. It involves a multitude of individuals and oversight and functional committees working together to make it successful. Although the survey group is small (ten CIC respondents), the responses suggest clear trends and patterns. It is possible to conclude that libraries have brought the decision-making responsibilities for and management of their ILS to the functional level to take full advantage of the expertise that is offered by both librarians and staff. Close interaction and collaboration between a systems office and functional and departmental areas is apparent and imperative for a productive work environment. New communication patterns that facilitate response and action and share expertise through formalized and informal systems are being followed.

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Appendix 1

Appendix ILS Survey Responses Background

Question 1: What integrated library system (ILS) are you currently using?

System	# of Libraries
SIRSI	1
Ex Libris	2
Innovative Interfaces	2
Endeavor	4
Dynix (Horizon)	1

Question 2: Who in your organization made the decision to choose the ILS in your organization?

Decision-maker	# of Libraries
Dean or director	0
Assistant/associate dean or director	0
A special committee of librarians and staff	6
A special university committee	0
A special committee comprised of librarians	1
Statewide consortium	2
Many committees with representatives from 26 campuses	1

Question 3: Is your "systems office" under your library's administration? If not, who does it report to?

Reports to:	# of Libraries
Reports to the dean/director of libraries	2
Reports to the university's CIO	0
Reports to an assistant/associate dean or director	7
Under the computer lab	1

Management

Question 1: Do you have a management team in place to administer the ILS in terms of policies, guidelines, and development initiatives? If yes, what is the composition of that team? What areas of the library and/or systems office do they represent, e.g. public services, technical services, etc.?

Institution	Response
1	Steering committee under guidance of assistant dean for digital library services (DLS), who is not a member. Includes representation from functional (cataloging, acquisitions, circulation, systems, gateway, public services) areas. Functional teams report to the steering committee.
2	Support Team reports to Library Management Team (includes assistant dean, directors, heads of school and department libraries, Head of Technical Services, Access Services, Auxiliary Services) The Support Team includes people from Systems, Public Services, Cataloging and Authentication, Acquisitions, Circulation and Reserves, Media.
3	ILSAC (Integrated Library Systems Advisory Committee) includes representatives from Reference, Bibliographers, Cataloging, Acquisitions, Serials, Law, Science, Access Services.
4	Administration Committee chaired by the AUL for IT. Members are head of Library Management Systems Department, chairs of four module teams (Acquisitions, OPAC, Cataloging, Circulation) and Law, Medical.
5	Management Advisory Committee. Composed of head of Library Automation office, programmer, heads of major units, i.e., Access Services, Reference, Technical Services, Information Systems and Technology, Law Librarian, head of Law, Technical Services. Works with functional teams.
6	Committee representing Systems, Public Services, Technical Services.
7	State level: ILCISO Advisory Group, which includes representatives from Technical Services, Access Services, Public/Outreach, Hardware/Software Network Connectivity Services and Electronic Services. Local level: Circulation, Technical Services, OPAC.
8	Electronic Library Council (ELC) consists of directors of campus libraries (Health Science, Law, Engineering, Education), the director and assistant deans of General Library Systems (GLS). Chaired by the GLS assistant dean for library technology; addresses high level staff. There are two dozen or so committees that report to the ELC.
9	Database Advisory Committee made up of mid-level managers representing all areas of library (Reference, Acquisitions, and Circulation, branch libraries, Database Management, Collections, Government Documents, Systems).
10	General committee made up of Technical Service, User Services, Collections, regional campus, Law, Health Science.

Question 2: How are your assistant deans/directors and deans/directors involved in the management of the ILS? How about department heads? How about staff level positions?

Institution	Response
1	ILS steering committee reports to assistant dean for digital library services and Executive Council (composed of three assistant deans and the director) are responsible for large issues.
2	Assistant dean is involved when expenditures (dollars) for ILS come into play.
3	Manager of the Integrated Library Systems Department reports to the associate director for information resources management.
4	The AUL for IT chairs the Administration Committee. AULs for Public Service, Technical Service, and Collection Management have no official role, but the AUL for IT always consults with them before the AC makes any major decisions.
5	Directors are involved in the Management Advisory Committee.
6	Is ad hoc and not easily described.
7	Library has a steering committee (comprised of administrators and department heads) that among other duties coordinates the integrated library system task forces.
8	Director and assistant deans of the GLS (General Library System) are on the Electronic Library Council.
9	Handled by the online catalog coordinator, who reports to the head of technical services, who reports to the assistant dean for systems and technical service. Other assistant deans give input but are not directly involved in management.
10	Some assistant deans chair committees. They approve policy.

Question 3: Who attends the annual user group meetings of the integrated library systems vendor?

Institution	Response
1	Representatives from each functional area who are on the ILS steering committee (approximately five or six people).
2	Various staff depending on the agenda and who would benefit the most. They write proposals, including cost, and submit to directors. The system implementation manager always attends.
3	Integrated Library Systems Department staff and sometimes staff from other parts of the libraries.
4	Send about 20 people depending on how much they can afford. All staff apply who want to attend.
5	Director in charge of the ILS Automation Office staff and library staff (department heads or lower) who have pertinent involvement.
6	Send approximately four people depending on budget. No formal policy or set list of attendees.
7	One or two systems staff. Other staff as pertinent.
8	Depends on program topics, but always LibOne liaison in Library Technology Group and staff from Technical Services and Public Services.
9	Online catalog coordinator and middle managers whose staff use the system.
10	Systems manager, technical services system manager: both report to assistant dean for Information Technology.

Question 4: Who makes the decisions regarding the implementation of new ILS software releases?

Institution	Response
1	Steering committee
2	Support Team with rationale sent to Information Technology Department.
3	Integrated Library Systems Department in conjunction with Integrated Library Systems Advisory Committee.
4	Administration Committee.
5	Management Advisory Committee (MAC), but much discussion and politicking takes place outside MAC so that MAC simply approves something that has already been decided.
6	Technical group consisting of members of the joint library/computer center library systems group.
7	The consortium in consultation with vendor, but only in cooperation with local staff.
8	Electronic Library Council makes final decision in consultation with the committees and library technical group—that is, the department responsible for monitoring the loading of the software and system maintenance.
9	Online catalog coordinator in conjunction with assistant dean for systems and technical service.
10	Systems manager in consultation with assistant dean for information technology.

Question 5: Who is responsible for suggesting product enhancements to your ILS vendor?

Institution	Response
1	Steering committee, but high price tags to Executive Council.
2	One of clerical staff members is on a vendor enhancement team (vendor has teams of enhancement users); otherwise staff funnel through systems.
3	Integrated Library Systems (ILS) Department.
4	The module teams decide. Administration Committee (AC) affirms that is good for entire organization then the AC asks the LibOne or TechOne (official spokespersons to vendor) to communicate with vendor.
5	Annual users group enhancement process exists. Institutions vote and prioritize from nationally submitted lists of enhancements.
6	Two of the people in systems moderate the Web discussion groups and report when enhancement suggestions are made.
7	Vendor's Web site available to all staff that are empowered to make suggestions.
8	Functional committees make suggestions.
9	Database Advisory Committee with input from staff they represent.
10	Committees submit through systems manager to users group. Others work directly with vendors, especially Technical Services.

Question 6: Who is empowered to make decisions regarding your ILS policies, guidelines, and initiatives?

Institution	Response
1	Executive Council with input from steering committee.
2	Usually Support Team, but if big issue, i.e., portal or when significant funding is needed, then goes to dean.
3	Integrated Library Systems Advisory Committee.
4	Administrative Committee for system-wide decisions; module teams for module specific things.
5	Management Advisory Committee, but probably also the director and assistant deans.
6	Committee made up of representatives from Systems, Public Services, Technical Services units with option to refer decisions to library directors.
7	Combination of ILCSO staff (who owns the software and hardware), the Director (who owns local money), and library staff at all levels who can influence the consortium and University Libraries.
8	Broad policies are domain of Electronic Library Council (ELC). Functional departments make others. ELC has right to review all policies, especially if significant workload implications.
9	Online catalog coordinator in conjunction with assistant dean for systems and technical services.
10	Committees and some department heads along with Information Technology office.

Question 7: How is your integrated library system funded? Who pays for the product?

Institution	Response
1	One-time allocation from provost. Rest is part of library base budget.
2	Part of library budget. The director of information technology controls the budget; dean has a voice.
3	Library operating budget.
4	University paid for initial purchase (hardware & software). Library pays for maintenance of software & client hardware. University computing pays when they need a new server.
5	Library.
6	Separate line in library budget.
7	The state and consortium members.
8	Library technology fund has been established; is managed by the General Library System assistant dean for library technology. Initial procurement was a library system-wide initiative.
9	Library.
10	Library for most. Occasional items paid by state consortia.

Question 8: How is project management handled?

Institution	Response
1	Resides under steering committee.
2	Case-by-case basis. Usually systems implementation manager oversees.
3	ILS (Integrated Library Systems) Department provides project management.
4	Administration Committee is responsible, but LMS is often the place where work needs to take place, so they have loudest voice and most responsibility.
5	Head of the Library Automation Department.
6	By the manager of a library team within the computer center.
7	Systems or systems related staff in cooperation with consortium system staff.
8	Depends on size and scope of project, but would go to a committee or work unit.
9	Online catalog coordinator.
10	Combination of Information Technology staff and library department involved.

Question 9: How are priorities handled?

Institution	Response
1	Steering committee.
2	Support Team, Information Technology Department Council, director of information technology.
3	Projects are proposed and prioritized by the Library Computing Council.
4	Administration Committee is responsible, but Library Management System (LMS) plays a big role.
5	Functional working groups send priorities to the MAC (Management Advisory Committee), which prioritizes and works from list. Politicking takes place outside committee; so MAC is really only approving a priority.
6	Units within libraries requesting a project must fill out a project management form that contains complete functional requirements. It is anticipated that the steering committee of three library directors will take greater responsibilities for assigning priorities among projects.
7	Negotiated with the consortium as necessary. Locally, requests go from steering committee to University Librarian.
8	Electronic Library Council handles campus wide priorities.
9	Online catalog coordinator based on input from Database Advisory Committee.
10	Combo of Information Technology staff and library department involved with input from assistant dean of information technology.

Testing and Training

Question 1: Who is responsible for training staff when a new release is implemented?

Institution	Response
1	Immediate supervisor.
2	Team/department member.
3	Systems office staff.
4	Human Resources.
5	Human Resources, but functional areas responsible for training. Human Resources is developing "train the trainer."
6	Integrated Library Systems Advisory Committee and Human Resources train on new releases. Integrated Library Systems staff provide some training; specific departments do as appropriate.
7	Module team.
8	Individual functional areas.
9	Combination of committee members of modules and resource persons in the department who lead the training classes.
10	Technical services systems manager plus department heads.

Question 2: Who coordinates the testing of new releases?

Institution	Response
1	Steering committee with support from functional departments.
2	Systems implementation manager, who works in Information Technology Department.
3	ILS (Integrated Library Systems), who reports to associate director for information resources management.
4	Administration Committee and module teams coordinate within modules.
5	Library Automation Office working closely with functional groups and, as needed, heads of functional units of the library.
6	Working groups have prime responsibility, but much is also done by systems office.
7	Systems, in cooperation with ILSCO computer systems office, affected department heads and their staff, and Circulation, Technical Services, and Security Task Force.
8	Library Technology Group takes the lead working with departments/committees who are most affected by the software changes.
9	Online catalog coordinator.
10	Systems manager.

Problems/Troubleshooting

Question 1: Who is responsible for troubleshooting the system?

Institution	Response
1	Depends on problem—either functional department or systems department.
2	Systems implementation manager.
3	Integrated Library Systems Department, which reports to associate director for information resource management.
4	Administration Committee and module teams coordinate within modules for functional troubleshooting. Library Management Systems Department works on more technical things.
5	The two systems librarians in the Automation Office, the information technology system programmers, and library staff (particularly members of the functional teams).
6	Systems office.
7	Consortium plays lead role. At local level, users report problems to electronic discussion lists and staff to relevant task forces.
8	Functional problems to appropriate functional committee. These groups send to Library Technical Group, which reviews it and forwards to vendor. Technical problems to Library Technology Group.
9	Online catalog coordinator.
10	Systems manager plus Technical Services systems manager.

Question 2: How are problems reported to those who are responsible for the system?

Institution	Response
1	Identified by functional groups. They are developing a trouble-reporting database with SQL.
2	Footprints for reporting problems. Also, systems implementation manager will be called directly. Also, have a call desk in Information Technology Department.
3	Phone, e-mail, or Bugzilla (a problem tracking system).
4	E-mail, phone, in person. Anything that translates into a bug report or enhancement goes to relevant module chair. LibOne or TechOne reports problems to vendor or university computing.
5	Funneled thru Automation office. Staff members are encouraged to use forms. Head of Library Automation and the systems librarians forward problems to vendor.
6	Help desks using problem tracking software. End users are discouraged from reporting problems directly to systems.
7	Local e-mail electronic discussion lists managed by ILCISO. Department heads report to systems.
8	Through functional groups to Library Technology Group.
9	Phone or e-mail.
10	Phone, e-mail.

Question 3: How does the person who reported the problem get feedback about the resolution?

Institution	Response
1	Looking at Footprints for tracking problems; use tickets that report back.
2	Feedback via Footprints via e-mail or personal notices.
3	Bugzilla. It tracks and automatically e-mails people who have reported problems. Also, they put out e-mail information concerning fixes for each release.
4	Vendor or university computing center communicates with LibOne or TechOne who communicates to module team chair, who reports to other teams.
5	From Automation Office to that individual via e-mail.
6	From systems or via help desk.
7	Consortium feedback is immediate, but spotty. Local users can count on direct responses. Staff feedback is spotty and can be sent via e-mail or electronic discussion lists.
8	Via e-mail.
9	Online catalog coordinator works with vendor and follows up with staff about the outcome.
10	Have feedback forms; also verbally.

Documentation

Question 1. Who provides written documentation of new procedures?

Institution	Response
1	Functional teams reporting to the steering committee.
2	Within given department or various functional teams.
3	Individual departments implementing the procedures.
4	Individual units that are implementing new processes.
5	Functional working groups provide high-level documentation, but function-specific local documentation comes from appropriate libraries unit.
6	Highly decentralized. Sometimes done by the individual functional "working groups"; more often it's the responsibility of individual units.
7	Task forces or departments as appropriate.
8	Developed by committees. Technical services has allocated a .75 FTE to edit a locally developed online manual.
9	Department managers.
10	Departments.

Question 2. Who provides written documentation for the users?

Institution	Response
1	Gateway functional team.
2	User interface team (are mostly faculty members).
3	Staff users have access to vendor documentation online. Public users have access to help files in the system, and Web pages of instructions maintained by reference and access services staff.
4	Individual librarians or public service units. Most user documentation is incorporated into the Web interface to the system.
5	OPAC working group and reference department.
6	We rely on online help in the OPAC, which is created by an OPAC working group. Individual librarians may or may not create their own end-user document.
7	Public service librarians through the Web Task Force.
8	OPAC issues group provides online help information.
9	Publicity committee or reference staff.
10	Information technology librarian.

Question 3. Do you keep internal documentation about your system? If so, where does it reside (Internet Web site, intranet Web site, paper documentation, etc.)?

Institution	Response
1	Rely on vendor's Web site.
2	Is on library's LAN and circulation team's file intranet.
3	Web site, staff Web.
4	Older documents are on paper. Other documents reside on computers, some shared and some exclusive to LMS or computing center staff. Module teams also have documents maintained by module team chairs.
5	On libraries' intranet Web site.
6	No single central repository.
7	User documents available via Internet and in print. Local staff documents available on internal Web pages.
8	Intranet Web site.
9	Not much. Technical services has an intranet site where it posts all written procedures.
10	Web site—usually password-protected.

Question 4. Who is responsible for collecting, managing, and providing statistics on system use?

Institution	Response
1	Library systems department.
2	Don't do a lot of this.
3	Individual departments using MS Access reports that they have designed themselves. ILS does some special reports on demand. Proposing two-year project to examine all statistical reporting.
4	Library Management Systems Department (LMS)
5	Library automation office, although other library units may request them.
6	Two people in systems office whose jobs consist entirely or in large part of generating reports, including statistics.
7	Library systems.
8	Staff in various departments in collaboration with library technology group, which oversees actual report development.
9	Online catalog coordinator.
10	Informational technology librarians.

Question 5. Who is responsible for reports generation?

Institution	Response
1	Library Systems Department, but will build data warehouse.
2	Systems implementation manager; one staff in technical services; circulation supervisor; some faculty do collections reports; some support staff do circulation reports.
3	Individual departments, Integrated Library Systems Department will sometimes script reports or assist with creation of MS Access reports.
4	Some generated centrally by LMS. More are generated by the units that want them, using third-party report writer. This is difficult, however, and a few experts around the libraries tend to get involved in most report generation.
5	Library automation office, although libraries' functional units provide resources to write the specs and test reports they are interested in.
6	Two people in systems office whose jobs consist entirely or in large part of generating reports, including statistics.
7	Library systems, although routine reports are generated at the department level after they are written by systems.
8	Functional committees draft functional specifications. Library technology group involved in running and scheduling. Reports using Access are run by library technology group or by skilled staff. A separate copy of the Oracle database is maintained on separate server enabling report requests by individual staff without affecting performance of production server.
9	Online cataloging coordinator, although everyone has access to the system and [can] create own reports, if they want.
10	IT librarians and almost anyone. Vendor's reports are used by most staff and faculty.

Communication

Question 1. How is communication handled between your "systems office" and/or systems staff and the libraries?

Institution	Response
1	Systems staff is internal to library, so simply as needed via informal relationship and easily handled.
2	E-mail, Footprints database, help desk (by phone).
3	Staff Web and e-mail, phone calls for systems performance issues if required.
4	Systems office is part of the library. They communicate with rest of library using e-mail, meetings, and in person.
5	Head of library automation office and the library director report to the university's ITS. For special projects, staff work directly with information technology systems.
6	E-mail is heavily used. Systems office also communicates via its participation in the working group chairs' policy-making committee.
7	Via e-mail as needed and systems electronic discussion list.
8	E-mail. Assistant dean for library technology schedules all staff updates session two to three times per year.
9	Online catalog coordinator, who uses e-mail, phone calls, and meetings.
10	Informal—lots of e-mail and electronic discussion lists.

Question 2. Who is responsible for liaison with the ILS vendor?

Institution	Response
1	Assistant dean for digital library services and ongoing through steering committee.
2	Systems implementation manager and top administrators as appropriate.
3	Integrated library systems manager.
4	Two official contacts—the LibOne and the TechOne.
5	Library automation office and the library director in charge of automation.
6	Head of systems office.
7	Consortium responsibility.
8	Staff in library technology group.
9	Library via the online catalog coordinator.
10	Mostly informational technology, but some departments allowed to contact them, as well.

Question 3. Who, in the libraries, is responsible for liaison with your "systems office" and/or systems staff?

Institution	Response
1	Moot issue.
2	Each library or unit has a contact person who is supposed to interface with systems office. Try not to have everyone report stuff.
3	Integrated library systems and Digital Library Development Center report to the associate director of information resources management. Administration and desktop systems report to assistant director of science libraries. Also, all three groups use the services of the university computing network services and information technology. Every other month there is a joint meeting with NSIT and library systems staff.
4	The library's information technology staff do most of the communicating with university information technology on the library's behalf.
5	Head of the library automation office.
6	Head of systems office holds a dual appointment: 80 percent library; 20 percent university computing center. Part of library "systems office" staff are in the library and part are in the computing center.
7	Informally, everyone. Formally, systems reports to the university librarian and participates in steering committee and information technology deliberations.
8	Staff who are assigned to do troubleshooting, supervisors, and committee chairs.
9	Online catalog coordinator.
10	Everyone talks to them.
