

**William Russell Pullen Library**  
Annual Report  
July 1, 2002 – June 30, 2003  
Executive Summary

During the 2002-2003 academic year Pullen Library's leadership team focused on preparing for the future, participating in a series of leadership workshops to better understand the requirements of leadership in a time of constant change, reading, listening to and talking about ideas on the future of higher education and Georgia State University, and using those insights to choose strategic objectives for their departments. Reading their annual reports makes one aware of how much that has resulted in strengthening the infrastructure of the library, including human resources, technology support, and physical structure. We have come out of the year with an organization that has greater flexibility, is using technology effectively to free staff from routine work so that we can respond to the many new challenges we have identified, and has a clear sense of the importance of our mission in the academic life of the university. (Library Strategic Goals IV.3 & 5)

Two major imperatives have given focus to our efforts:

- The need to recruit and retain a highly trained staff and provide them with continuing development (Library Strategic Goal IV, University Strategic Goal II.A.b.), and
- The need to focus on fundraising as we face the reality that reliance on public money will not be enough to allow us to achieve our mission or the University's Strategic Action Plan Goal to enable the library to apply successfully for membership in the Association of Research Libraries (Library Mission Statement, University Goal II.A.a.3, and University 2003 Action Plan)

The year 2002-2003 saw the retirement of five long-term employees, each of whom had contributed greatly to Pullen Library's growth. This significant change was coupled with the resignation of the Head of Liaison and Research Services and our continuing reassessment of where the library needed to focus its resources. The result has been a restructuring of the library's leadership team, with a revision of the Associate University Librarian for Resource Management position into a position for an AUL for Technology Services, with responsibility for overseeing all technology applications in the library and providing leadership in new areas of development. We also created a position of Library Administrator to take over the Business and Human Resources functions of the library. Fortunately, the Library had two talented individuals who were able to move into these positions, Laura Burtle and Carmen Newton. With the arrival of a new AUL for Public Services in the fall we will have a strong new leadership team who can take over much of the day-to-day management of the library, work with the University Librarian to plan for the future, and enable the University Librarian to focus on fundraising.

Although the shortage of MLS librarians prepared to work in research libraries continues nationally and impacts on us in certain areas, we successfully recruited seven

talented librarians during the fiscal year, and, perhaps more significantly, promoted six librarians to new and more responsible positions, as well as four to interim leadership positions. We also promoted seven members of our support staff, and created a number of new positions that recognize the changes in our organization, particularly our need for a variety of professionals in areas like technology, public relations, development, human resources, and financial and facilities management. We continued to make substantial investments of time and money in professional and career development, spending a total of \$25,819 during a year when the major conference for the profession was held in Atlanta, allowing us to offer expanded availability to the event with minimum expenditure. (Library Goal IV, University Goal II.B.b)

Generally in Annual Reports we list the things that have been accomplished – the things that are completed. As we prepared our reports one thing that was striking is how many new technology initiatives (University Goal II.B.f) were initiated, and are expected to roll out during the academic year. Although at first this seemed disappointing, it is in fact an important element of the enormous shift in the organization – from increasing our statistics in our traditional functions to developing new services and ways of doing things that allow us to expand beyond our original mission as a repository of books and journals. Some examples of projects that are in process at the end of 2003:

- **Document Delivery Service** – In the fall we will begin delivering journal articles to the desktop of faculty, regardless of whether the journal is owned by us or borrowed from another institution. (Library Goal II.1)
- **Virtual Reference** – We begin offering limited hours of real-time on-line help via live chat sessions this fall, using software developed by the Library of Congress and OCLC and selected by the Association of Southeastern Research Libraries as the software for a future shared virtual reference among our institutions, eventually enabling extended hours of reference assistance. (Library Goal II)
- **E-Reserves** – In collaboration with IS&T we have agreed upon a common system of course reserves for GSU, combining the strengths of IS&T in technology and production with the library's traditional role in working with faculty to find and make available the best resources for teaching and learning. The work on that system is well along and is the basis for fall processing, and will be publicly rolled out spring semester. (Library Goals I and II)
- **SFX** – We have jointly purchased with UGA, Georgia Tech, Emory, and GALILEO software that will greatly increase access to journals we own as well as journals we receive through GALILEO, and have spent the summer bringing up the software with expected rollout during fall semester. We have also been involved in the GALILEO Local Resources Implementation project. These two projects will allow us to achieve a long-desired goal of integrating and making more accessible the databases and journal collections we provide to our patrons. (Library Goal II, University Goal II.B.f)
- **PC Reservation** – We have installed software on our public workstations that enables us to control their use by requiring that non-students present ID's to

receive passwords and that limit the time a patron can use a workstation each day. (Library Goals I.5, IV.2)

- **Web Development** – Among many important developments in this area is a virtually invisible but particularly important one, the development of a Content Management System that will greatly improve the way we populate web pages with information, reducing duplication, assuring consistency, and allowing for continuous updating. Training on this system was scheduled throughout the summer. (Library Goals II.1 and III.2)

An on-going project to which we have devoted a major amount of our resources, energy, and commitment is the *Transformation of the Library*. During the past year we constructed and filled 796 sections of compact shelving, through a massive volunteer effort by library staff that enabled us to shift our entire bound volume collection, and then shift the contents of the third and fourth floors of Library South. We also opened up the newly-renovated section of the second floor of Library North, showcasing six group study rooms and an attractive study area that marks the beginning of the Learning Commons that is central to the *Transformation*. Construction continues on Library South 3 and 4, where we will be shifting the entire collection of Library North 2, enabling the opening of a much-improved Science Library and the vacating of LN2 in preparation for the expansion of the Learning Commons. We will also move Government Documents from the first floor of Library North as the first step in preparing the way for the *Transformation* of that floor into an Information Commons for the University. (Library Goal IV.4, University Goal II.A.a.2, USG Goal 2) In Special Collections additional compact shelving was installed to increase capacity for our very important rare collections in appropriate environmental conditions, and a new Reading Room is under construction, which will provide enhanced facilities for the use of our Special Collections, increase efficiency of staff use, and enable staff to move out of the stacks so we can use that space as it was intended. (Library Goal IV.4) This new Reading Room is especially important given the 84% increase in on-site use of the collections.

Faced with a reduced acquisitions budget, the Library has been systematically examining our subscriptions to determine which are essential to the university's academic programs. (Library Goal I) This process is especially challenging because of the massive changes in the way scholarly publications are marketed and sold, which includes bundling of titles and a wide variety of consortial offers. Georgia State University participates in many of these, and usually benefits from them more than many larger, richer institutions because our electronic collections increase at a greater rate. (Library Goal II.7, University Goal II.A.a.3) The disadvantage is, however, some loss of control over our purchasing decisions, with requirements that we cannot cancel titles unless we replace them with others of equal value from the same vendor. We worked with the faculty and the Associate Deans to develop a list of cancellations, and then to develop a list of new subscriptions to offset cancellations where necessary, and this work will continue throughout the coming years.

Our increasing reliance on electronic subscriptions continues to impact on our staffing needs in many ways: we handle less paper and need less physical space, but the

numbers of titles we manage increases rapidly and the skills required to negotiate and manage the contracts and budgets calls upon staff to develop ever-more complex skill sets. A comparable set of challenges from this move to the digital future permeates the organization, as Interlibrary Services provides more and more documents digitally, as Special Collections digitizes its collections and realizes phenomenal increases in their use, and as the liaison, reference, and instruction librarians continuously educate and train our users in the new resources and tools we provide. In many ways the digital revolution has been enormously beneficial to libraries and the scholarly community, but it has not delivered one of the things we had hoped for: more cost effectiveness. The challenges to our budget continue, and our ability to adjust easily decreases. The major victim of this has been our paper collection, particularly monographs, which becomes the only area where we can readily reduce expenses. The purchase of several collections of digital monographs has minimized the impact on our collection numbers, but it is not yet clear that these collections are readily accepted by patrons, nor that these are the titles we would have selected using our own criteria. (Library Goals I and II, University Goal II.A)

The academic year 2003-2004 will be a major challenge for me as I move from close involvement with the day-to-day operations of the library to an emphasis on fund-raising and working within the wider university community to determine how the library can best serve the strategic goals of the university. Through our increased focus on fundraising, led by our Development Officer, we have made some good beginning steps, including two \$25,000 endowments for the collection, several important gifts to our Labor collections, and an impressive increase in the rate of participation in the Faculty Staff Campaign to 80.3%. I look forward to the challenge with some trepidation, knowing a lot more about how to succeed as a library leader than how to succeed as a fundraiser, but I welcome the opportunity for growth and hope I have exciting results to report next year. (Library Goals I.1, and IV.4, University Goal II.B.g, USG Goal 8) Georgia State University is fortunate to have a team of librarians and support staff whose dedication is exhibited in so many ways, and I am indeed grateful.

**Number of Volumes Held at End of Year**

<u>2001-2002</u>	<u>2002-2003</u>
1,345,440	1,373,872

**Collection Size**

- Up 26,838 volumes – books
- Up 4,801 volumes – periodicals
- Withdrew 3,414
- Net increase +28,225
- Cancelled 476 subscriptions and 388 standing orders
- Withdrew 27,794 documents

**Comparative Circulation Statistics**

	<b>2001-2002</b>	<b>2002-2003</b>	<b>Change</b>
Regular	181,657	173,825	-4%
Self-Check	8,727	3,689	-58%
Subtotal	190,384	177,514	-7%
Reserves	7,216	10,059	39%
Periodicals	3,438	2,861	-17%
Media	31,385	41,822	33%
Media Reserves	5,364	6,976	30%
Total	237,787	239,232	1%
Gate Count			-2%

### **Reference Help /User Statistics**

	<b>2001-2002</b>	<b>2002-2003</b>	<b>Change</b>
Total Reference and Research Transactions	60,394	59,503	-1%
Individual Consultations	604	822	36%
Instruction	5,493	6,568	20%
Classes	300	329	10%
Alpharetta Reference and Research Transactions	4,150	5,361	29%
Use of Web Pages	585,987	739,557	26%
Special Collections On-Site Users	234	432	84%

### **Interlibrary Loan Transactions**

#### **Borrowing Transactions**

	<b>2001-2002</b>	<b>2002-2003</b>
Total requests processed:	10,776	11,679
Total requests not filled:	592	804

#### **Lending Transactions**

	<b>2001-2002</b>	<b>2002-2003</b>
Total requests received from other libraries:	34,639	32,957
Total requests filled:	15,499	13,676