

**Library Self-study  
Reports from Departments**

**Administration Office**

**Kathy Davis**

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Name of reporting department

Name of coordinator

Names of other staff involved in unit  
self-study process

**1) Description of department or service**

The Library Administration Office serves as a liaison between the Library and University Administrative offices, publishing and supply vendors, and the surrounding community. The Library Administration staff is responsible for the following areas:

- Manage, monitor, and reconcile budgets
- Coordinate payment services, including problem resolution
- Coordinate the personnel hiring process and assessment
- Orientation of new personnel
- Manage library classified and student personnel, including budget
- Coordinate the development and communication of policies and procedures
- Manage official Library communications
- Collect and interpret statistical data
- Coordinate facilities planning
- Coordinate building maintenance and repair
- Coordinate equipment repair and replacement
- Coordinate LRC building safety and security initiatives
- Coordinate Library displays and exhibits

**2) Who is served**

Administration staff serves primarily faculty, staff, and students in University Departments housed in the Learning Resources Center building. They work closely with a variety of campus offices, community services, and vendors to provide services to these departments. Departments and areas served:

- University Library
- Tutoring & Learning Center (TLC)
- Assistive Technology
- Wisconsin Center for Environmental Education (WCEE)
- Information Technology (IT)
- Natural History Museum
- Peace Institute
- Center for Academic Excellence and Student Engagement
- Food for Thought Café

**3) Staffing**

a. Levels

Faculty

Library Director – FTE 1.0

Classified Staff

Business Specialist – FTE 1.0

Library Services Assistant Advanced – FTE .55

Office Assistant – LTE .25

Students

1 (5hrs/week)

- b. Sufficient to meet service needs?

Currently the office assistant is shared (.25/.25) with the Center for Academic Excellence and Teaching Engagement. This office needs to find permanent office space outside of the Library Administration Office, which would allow the office assistant position will return to .50 FTE in the library.

- c. Well qualified and trained?

All Administration Office staff are well trained in the skills necessary to provide services to the Library and the LRC building.

**4) Facilities**

Current facilities have recently been remodeled to provide professional, inviting, and efficient ergonomically designed work spaces for all staff. Consideration of building placement of Administration offices should be discussed in the future, placing the Library Director and supporting staff in a more visible and accessible location for staff and library users.

**5) Technology**

The computer technology available to staff is adequate and supports staff needs. The copy machine needs to be replaced.

**6) Supporting statistics – N/A**

**7) Results of recent assessment activities – N/A**

**8) Special projects**

- a. Replace all building signs. Signage plan has been developed and distributed; initial order for new signs has been placed.
- b. Review of supplies budget will be completed during 2007/08.
- c. Review, edit, and update Administrative Staff handbooks.
- d. Develop checklists for travel procedures.
- e. Investigate student timesheet recording options.

**9) Goals or desired directions of the unit**

- a. Provide timely and accurate services that are responsive to the needs of building staff and services.
- b. Develop a long range plan for administration services and staffing responsive to findings of the library self study and assessment.
- c. Collaborate with campus Facilities Services to develop a plan to improve responsiveness.
- d. Work with LRC staff and departments to coordinate and implement a signage upgrade program.
- e. Relocate all non-library collection acquisitions and payment services to Library Administration.
- f. Develop a plan to relocate Library Administration offices and services.
- g. Initiate a cross training plan to address changes in services and staff.
- h. Initiate a professional development plan for Administration office staff.

**10) Other information – N/A**

**11) SWOT analysis of the area – see attachment.**

**12) SWOT analysis of the Library – see SWOT appendix.**



Department: **Administrative Office**

Participants: **Kathy Davis, Heather Tetzlaff, Patty Cray, Liz Zentner**

### **S.W.O.T. Analysis of Department**

<p style="text-align: center;"><b>STRENGTHS (Internal)</b></p> <ul style="list-style-type: none"> <li>• Knowledgeable, experienced, service oriented, efficient, supportive, compatible staff</li> <li>• Comfortable, pleasant, ergonomic work environment</li> <li>• Administration well qualified and ready to lead</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES (Internal)</b></p> <ul style="list-style-type: none"> <li>• A long range plan is needed for administrative staff</li> <li>• Administration Offices too isolated – needs relocation to 1<sup>st</sup> or 2<sup>nd</sup> floor</li> <li>• More cross training and procedural manuals are needed to be prepared for staff changes or emergencies</li> <li>• There is a need for a formal feedback procedure of administrative services</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES (External)</b></p> <ul style="list-style-type: none"> <li>• Current campus and library assessment and planning projects</li> <li>• Training in new technologies or higher level training on existing software</li> <li>• Restructuring of duties in library to allow for reallocation of duties to administrative staff</li> </ul>	<p style="text-align: center;"><b>THREATS (External)</b></p> <ul style="list-style-type: none"> <li>• Lack of campus training for more advanced use of computer applications</li> <li>• Lack of long range plans for University, LRC and Library</li> <li>• Budget cuts and underfunding</li> <li>• Decentralized Library organization</li> <li>• Lack of responsiveness from university offices ,such as facilities</li> <li>• Ambiguity of Library Director position</li> <li>• Lack of a central vision for the Library and the LRC in a changing information and service environment</li> </ul>

**Strengths:**

-The administrative staff members are committed to the success of the library and its services. They are knowledgeable and support one another in the completion of daily tasks, working together for the good of the department as well as the good of the library.

-Changes have been made within the last five years to improve the working environment of the administrative office and provide a professional and ergonomically equipped suite of offices.

-The library director is well qualified, experienced, and ready to provide leadership for the organization into the 21<sup>st</sup> century.

**Weaknesses:**

-There is a lack of a long range planning for administrative staff; an anticipated retirement will occur in the near future. Staff positions should be evaluated and a plan should be developed to meet the changing needs of the library and the building.

-The placement of the administrative offices on the 5<sup>th</sup> floor results in isolation for the Director and the administrative staff. The suite of offices and their services should be relocated to the 1<sup>st</sup> or 2<sup>nd</sup> floor to facilitate communication and visibility of services.

- Cross training and accurate procedural manuals are essential for response to staff changes. Both job sharing and shadowing would help create a more seamless transition when staffing changes occur.

- Currently there is no regular assessment or feedback regarding the effectiveness of Library Administrative services. There should be regular assessment of these services as part of a library wide assessment plan.

#### Opportunities:

- The current campus and library assessment projects should provide insight into opportunities to improve administrative services for library staff and the campus community.

- An enhanced technology training program for administrative staff would provide additional skills for serving library and building needs.

- A restructuring and reallocating of duties in the library would allow the library administrative staff to more effectively and efficiently group similar services and relieve other departments of these tasks.

#### Threats:

- Currently there is no organized method of obtaining computer application training on campus. Staff members who wish to extend their basic software knowledge have very few options. Additional software training would allow staff to offer improved services.

- Response to staff and service changes has been reactive. Long range planning for the administrative offices would allow for proactive budget and training planning.

- Library budgets have been frozen for several years while the cost of materials, supplies and equipment has continued to increase. The decline in purchasing power has impacted all budgets reducing the library's effectiveness.

- The decentralized library organization creates redundant services, costs, and staffing. A more centralized organization would allow for savings in budget funds, this in turn could support the declining acquisition budget.

- Dependable maintenance and repair of the LRC and library facility has been erratic over the years. It is difficult to anticipate what work orders will be filled, ignored or lost. The routine building cleaning is erratic. Some areas are well maintained while others lack acceptable custodial service. Many LRC building areas display effects of delayed maintenance despite the attempts of Library Administration to work with Facilities and the custodial staff.

- The ambiguous nature of the Library Director role coupled with the historic strong culture of faculty governance at UWSP has presented a challenge with the addition of a new Library Director. The current Director is qualified, experienced, and eager to provide the leadership, but a better understanding of the role of the library director as an administrator and change agent is needed.

- A new, dynamic vision is needed for the library and the LRC to meet the changing needs of users and changing use of collections. The self-study and assessment process should provide the information needed to develop a strategic plan that will better prepare the Library for the 21<sup>st</sup> century.