



# staff news

Issue 88

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## *Targets for Transformation 2002: A Strategic Plan Update*

The Library's Strategic Plan of 2000 was well developed and well received, but it was always our intention to monitor progress and make changes as needed. This summer we thoroughly revisited the Plan, devoting Cabinet meetings and a retreat to it. The revised document will shortly be available on the Web and is included with this News to all staff. The following pages describe some of the significant changes that were made. The Plan will be the subject of the all-staff Town Meeting on Tuesday, August 20 at 1:45 p.m.

### **Planning Theme 1: Information Technology**

*Choose, employ, and fully support tools and applications from both current and emerging technologies that will "enable meaningful navigation through and exploitation of information resources" required by users and staff.*

Theme 1 is primarily concerned with the development of a technology infrastructure that supports current and emerging modes of information discovery and use. Information technology (IT) is an integral aspect of how our users engage knowledge. It is also a major factor affecting how we work in the Library. Some progress in original Goal 1.1 (Information Technology Planning) has been made since 2000 on initiatives related to increased communication with SU Information Technology stakeholders. In addition, SUL has moved forward to internal objectives to support the planning and management of technology-based resources. An example of this progress is the IT Survey earlier this year.

In considering the entire IT landscape in the 2000 Plan, it was clear that we have several critical infrastructure development tasks to consider. Further progress on the general IT goals introduced in 2002 is dependent on foundations that will support future planning and development of SUL IT activities. Thus, the revised Plan adds a management context to the original Goal 1.1 (now "Information Planning and Management"). Here, new initiatives reinforce our need to set the framework for IT development in SUL. Now associated with Theme 1 are initiatives that include the determination of an "authoritative voice" for technology planning in the complex SUL environment, the clarification and refinement of the original "gateway" concept, and the creation of a SUL-wide IT Council to advise the Library's IT planning.

The original Goal 1.2 (Information Technology Implementation) and its components have been integrated into the restructured Goal 1.1 and the newly created "Digital Access" Theme 7.

### **Planning Theme 2: User Services**

*Provide and promote expert user services that are available at the time and place of need.*

The thrust of Theme 2 is the promotion of a proactive and highly adaptable user services environment that is centered on the information services needs of our users. It remains largely as

originally conceived in the 2000 Plan. Goal 2.1 (Information Literacy) has undergone revision to recognize our success in hiring a Head of Instructional Programs to the next steps of developing and implementing our Information Literacy Program.

Some initiatives associated with Goal 2.2 (Service Culture) are under way. Included here are the pending user services survey and the continuing effort to improve the E.S. Bird Library entrance (2.2.2). Also related to this goal is the work by the First Floor Assessment and Improvement Action Team to look holistically at the E.S. Bird Library first floor and recommend improvements for the benefit of our users.

Goal 2.3 has undergone a change in title and context. Now entitled "Digital Services," it has a focus on user services that supports the analysis and manipulation of digital content, using technology-based tools and expertise.

Goal 2.4, "Adaptive Technology and Related Services," also has a revised title to reflect the nature of technologies that assist disabled users to engage information in the Library. Its content remains intact, with most of its objectives to be accomplished.

### **Planning Theme 3: Collections and Preservation**

*Select, organize, and preserve collections in all formats that fully support Syracuse University's teaching and research activities.*

Theme 3, which formerly was "Collections, Preservation and Access," has been modified to focus primarily on collections and preservation. Access, meanwhile, has become Theme 7 as a separate set of goals and initiatives.

The basic changes to Theme 3 are in scope and refinement. The emphasis for collections is to balance digital and print resources, and to look at new ways to re-engineer collection development and collection management at SUL to optimize staff and allocation resources. Within this theme, there is also a new emphasis on "digital archiving" and how the Library should approach this shifting arena. Finally, greater emphasis has been given here to building a copyright service model for the campus.

### **Planning Theme 4: Staff and Organizational Development**

*Continually support, develop, attract and retain a highly skilled and qualified staff who are committed to transforming the Library. Develop the Library to become a more responsive, flexible and effective organization.*

Planning Theme 4 is supported by two goals:

1. To build and organize a diverse staff appropriate in number and skill sets to ensure that current and future faculty and student needs are met.

Update ... continued on page 4

## In Brief

... news about our staff



**Peter Graham's** review of D.R. Woolf's book, *Reading History in Early Modern England* (Cambridge: 2000), appeared in the Summer 2002 issue of *Renaissance Quarterly*.

On July 31, **Sue Miller**, Supervisor of the Slide Collection, was guest lecturer for Professor Abby Goodrum's IST 600 class "Visual Information Retrieval." The history of slide and visual image collections was described. She discussed the picture file, visual dictionaries and databases for retrieval of images. Cataloging systems, authority files, database structures, copyright issues and metadata relating to image collections were examined.

**Betty Reid**, Interlibrary Loan, is now the proud grandmother of twin boys born to her daughter and son in law, Anthony and Andrea Jett on May 16. Anthony Jr. and Andre Jett join their older brother, Jamel.



*Anthony Jett Jr. and Andre Jett*

**Nancy Turner**, Electronic Resources Librarian, has been busy this summer. In July, her article, "Baffled, Befuddled or Bemused: Testing Students' Use of the Online Catalog" appeared in *College & Undergraduate Libraries*, Vol. 9 (1) 2002. (Haworth Press).

Also this summer, Nancy made a presentation with Susan Beck from New Mexico State University at the American Library Association 8th Annual Reference Research Forum, entitled "Search and Rescue: Repair Strategies of Remote Users Searching the Online Catalog." The presentation is available at: [http://www.ala.org/rusa/mouss/archives/res/forum02/SearchNRescue\\_files/frame.htm](http://www.ala.org/rusa/mouss/archives/res/forum02/SearchNRescue_files/frame.htm)

## Personnel News

**Kannan Amr** left SUL on August 6 to join Faculty Academic Computing Support Services.

**Barb Jackson** transferred from Database Management to Monographs on August 8. Barb's new position will be as library assistant.

Effective August 1, **Betty Johnson** moved from Library Administration to the Media Services Department.

**Angela Laoisa's** last day in the Maps and Government Information Department was July 26.

We are pleased to announce that **Adina Mulliken** has accepted the position of Reference Librarian for Social Work and Allied Fields. Ms. Mulliken will start her new position on September 16. We thank the members of the search committee for bringing this search to a successful conclusion.



*The Reference Department Book Display for August, created solely by Charulata Chawan, is one that is timely and well appreciated, especially by our many International and incoming first-year students this fall. The display is entitled "College Resources" and includes print and web resources.*

## Information Literacy Immersion: Beyond “BI”

What do you get when you put 80 instruction librarians at 6600 feet above sea level and subject them to a view of the Rocky Mountains for four and a half days? Lots of creative, inspiring discussion about information literacy! This was my experience at the Association of College & Research Libraries (ACRL) Institute for Information Literacy Immersion '02 at the University of Colorado, Colorado Springs.

The program involved some classroom time with sessions led by Immersion faculty (leaders in the library instruction field including Joan Kaplowitz from UCLA and Craig Gibson from George Mason University), lots of discussion and brainstorming, small group work on our real-life projects, and an opportunity at the conclusion of the program to express our feelings about information literacy through skits, sculpture, song, and even haiku (after four and a half days of hard work, we were entitled to a little goofiness!).

The Immersion Program allowed me to remove myself from everything else and concentrate on developing and implementing a long-term information literacy program for Syracuse University. For my final project, I developed a draft action plan outlining some components of our program and some outcomes to be achieved over the next few years.

So, what did I learn from Immersion? Here are just some highlights:

1. **What's in a name?** It's true that some people are not crazy about the term “information literacy,” and it doesn't have much meaning outside of the library field anyway. The bottom line is that it doesn't matter what you call it (e.g., research skills, information skills, etc.) as long as we're all talking about the same thing: teaching students to “find, retrieve, use, and analyze information” (<http://www.csusm.edu/acrl/il/intro/newil.html>).

2. **Information literacy programs take time.** As much as I'd like our program to develop overnight so we can reach all SU students ASAP, it's not that easy. It will involve changing the way we do some things, building new relationships, etc. It may take a few years to have a solid program in place, but I'm sure we'll get there.
3. **Assessment is key.** As with any type of program planning, we need to define success so that we know when we've achieved it and have a roadmap to follow along the way.
4. **Collaborate, collaborate, collaborate.** Information literacy programs cannot be accomplished by the Library alone. We need to reach out to other departments and individuals on campus and determine how an information literacy program can help them accomplish their goals.
5. **We're on the right track.** Colleagues from other institutions were impressed that SUL has made information literacy and user instruction a priority, and that we already have good relationships with several university departments. We have some terrific opportunities to build upon!

Stay tuned to future newsletters and other communications to learn more about the Library's information literacy initiative. Feel free to contact me ([askasowi@library.syr.edu](mailto:askasowi@library.syr.edu)) with any questions (or to see pictures from my Colorado vacation after Immersion!).

*Abby Kasowitz-Scheer, Head of Instructional Programs*

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## Training News Bits and Tips

### Training News

Psst...Diversity training is coming! Chancellor Shaw would like to see all Syracuse University employees participate in this training initiative being rolled out by the Human Resources Department.

Beginning September of 2002, Human Resources (HR) is requesting that we register two individuals from each department for diversity training. Although the details are still being worked out, a HR representative will contact the Library's Staff Development Specialist two weeks from today's date to coordinate the registration process for Library personnel. The Staff Development Specialist will contact the Library's department heads to ensure that Library staff schedules are accommodated.

Diversity awareness is important considering that we service patrons and work with co-workers from diverse backgrounds. It is important to remember that diversity training does not focus only on issues concerning racism and sexism. Diversity training is also concerned with such issues as helping workers from different cultural and ethnic backgrounds to effectively interact and collaborate in the work environment.

### Cool Sites

As mentioned in the previous staff newsletter issue, Windows XP is coming to your computer sometime this fall. If you are interested in a sneak training preview, go to Microsoft's Insider Learning Library site at <http://www.microsoft.com/insider/learning/lessons.asp>.

This site contains free interactive courses! The featured courses for this month are Visio 2002 (Visio was purchased by Microsoft), FrontPage 2002, Introduction to Internet Explorer 6.0, and if you scroll half way down the page, you will see a free course on Windows XP. Be aware that the site changes the courses constantly. Bookmark this URL in your Favorites folder and check it often for new free courses!

*Roula Anninos-Creighton, Staff Development Specialist*

**Update ... continued from page 1**

This goal has not been revised, but a few changes have been made to the initiatives which support this goal. The new initiatives have been revised to address the need for continuous assessment of organizational structure, position allocation, staff compensation, and performance standards. As a result, the revised initiatives focus more on process development, rather than on one-time projects. In addition, we developed a new initiative which focuses on the need for a comprehensive recruitment plan to establish a more diverse work force.

2. Provide all SUL staff with appropriate mentoring, training, and development.

This goal was revised to add emphasis to the need for mentoring. The original initiative 4.2.1 has been stricken from the revised plan since we were successful in completing this initiative which called for the hiring of a staff development specialist. An additional initiative focusing on the need to develop appropriate orientation and mentoring programs for staff has now been included.

**Planning Theme 5: Physical Space**

*Recreate our physical spaces to transform the library into an inviting, effective environment for exploration and discovery, study and reflection, and the exchange of ideas.*

In the original plan, Theme 5 was supported by only one goal that emphasized the need for the Library to be aesthetically pleasing and comfortable. However, the initiatives also addressed safety and security issues. We recognized the need to create two separate goals so that appropriate focus can be given to each area. In addition, we needed to take into account the postponement of the E.S. Bird expansion. The following goals have been developed under this theme:

1. Transform Syracuse University Library's physical space (E.S. Bird Library and the Science and Technology Library). Create an environment that promotes and supports scholarship, learning, and discovery.

Five separate initiatives that focus on both immediate and long-term planning for space modifications, assessment of public and staff space, assessment of building infrastructure, and identification of maintenance issues have been developed.

2. Assess Syracuse University Library's safety and security environment.

This new goal is supported by a separate initiative which addresses the need for the Library to have a comprehensive security plan to protect persons, collections, equipment, and facilities.

**Planning Theme 6: Communication and Development**

*Promote Syracuse University Library's visibility and presence on- and off-campus to ensure optimal use of the Library's resources and to secure greater financial support from a wide variety of sources both internal and external to the University.*

This theme is concerned primarily with the Library's communication,

both with our users and with funding agencies, whether in the University or externally; and with fundraising itself. Our Library, even more than most, is short of operational funds from the University; and we need to work not only on improving that picture, but also on gaining funds from granting agencies and donors.

The changes here were relatively small. There are new specific initiatives to establish a communications program (and we will soon be hiring a new Communications Coordinator) and to hire a Development Officer. We added an initiative to seek funding for the E.S. Bird expansion, but we removed an initiative to seek staffing endowments, as in practical terms, this is almost impossible. We've added an initiative to make the existing Library facilities more attractive and available, both for our patrons and for development purposes by the Library and by the University.

A new initiative is 6.1.4, "Increase participation and visibility of Library staff in campus academic and intellectual life." This supports a desire by many staff. It also recognizes the strategic importance of having our capable staff be part of the intellectual campus landscape, lending credibility to our efforts to support our community.

**Planning Theme 7: Digital Access**

*Provide access to collections in all formats that fully support Syracuse University's teaching and research activities.*

"Digital Access" was deemed necessary as a separate theme since so much of our acquisition investment today is in digital resources. There is a greater emphasis in public services to build a "digital library." Our users themselves increasingly "enter" the Library only via a networked connection. In order to better serve this diverse and growing population, the new Theme 7 seeks to optimize user access by working more closely with faculty, students, and campus units, such as Faculty Computing and Media Services, to create a more seamless access environment. Particular emphasis will be put on integrating library content into pedagogic technologies such as *Blackboard*, an online syllabi software.

Furthermore, there are new initiatives encompassing digital content and bringing Voyager up to full capacity. This emphasis on access places our users at the heart of this new iteration of the Strategic Plan.

*Compiled from updates submitted by:  
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