The Library Services program is an academic support operation with the mission of acquiring, organizing, maintaining, and providing access to information and information resources. The program encompasses traditional reference and circulation services, specialized bibliographical and information retrieval services, responsibility for the book, journal and non-print collections, acquisitions, cataloging and other processing related activities, and direct service to the academic and research programs. The Sinclair and Hamilton Library buildings serve as the physical facilities for these services and collections, which are available to all University undergraduates, graduates, faculty and staff, and to residents of Hawaii. The program is administered by the University Librarian. The University Librarian is responsible to the Vice President for Academic Affairs, University of Hawaii.

The organization plan delineates the reporting of the many organizational units in the Library. Additionally, it outlines the functional relationships between the various organizational units which are typically organized around the type of function(s) performed, the format of materials dealt with, and/or the languages of the materials involved. Thus, the Library organization is a multi-faceted structure having hierarchical features combined with matrices of interrelated activities. This is the inevitable result of an operation which attempts to deal with the universe of knowledge as recorded in print and non-print resources.

DESCRIPTION OF MAJOR FUNCTIONS

1. THE UNIVERSITY LIBRARIAN:

- Plans and directs the operation of library services at University of Hawaii at Manoa, physically located in the Hamilton and Sinclair Library buildings, which house most of UHM's informational resources--including books, microforms, non-print (audio-visual) materials, journals, newspapers, and reference sources.

- Acts as advisor to the President's Office on library and media service matters.

AN EQUAL OPPORTUNITY EMPLOYER
• Provides leadership in planning and coordinating the developing of the Manoa campus library programs involved with sharing resources and networking with other academic, public, governmental and private libraries within and without the State of Hawai'i.

• Works in conjunction with the Library Senate, which represents the faculty of the Library and advises on substantive library matters and professional library concerns.

• Is an ex officio member of the UHM Faculty Library Committees, which represents faculty and students at Manoa and advises on library services and policies.

• Works in an advisory capacity with the Law Librarian. The law collection supporting the University's law program is processed and partly housed in Hamilton Library.

*2. LIBRARY ADMINISTRATIVE OFFICES:

a. Support Services

• Under direction of the Secretary to the University Librarian, provides secretarial, and other support services to the University Librarian and other administrative offices.

b. Associate University Librarian for Planning, Administration and Personnel

• Provides library-wide long range strategic planning, space planning and policy development for Library Services. Relates that planning to the budget planning, human resources planning and development processes.

• Oversees planning, organization and administration of the Library Fiscal Office.

• Plans, organizes and administers Library Personnel Program, human resource planning, staff development and supervises all aspects of personnel administration for the Library's 165.1 full time employees.

• Supervises initiation, planning, coordination of library-wide programs, such as library building planning, legislative liaison, grant preparation. Provides task force leadership as necessary.

*Material printed in italics has been REVISED, effective August, 1986.
b. Personnel Office

Provides administrative and technical support for management of the full range of Library Services personnel activities. Handles all personnel transactions for 166.5 full time employees (BOR and Civil Service), casual and temporary hires, and student employees (80 FTE). Maintains personnel records, provides data for staffing analyses, maintains contact with University officials, and works with department heads in developing and revising position descriptions and employee evaluations. Maintains up to date information regarding state regulations, employee benefits, union contracts and training opportunities.

c. Fiscal Office and Fund Control

The Fiscal Office prepares fiscal data required for the management of Library budgets and payrolls, monitors the expenditures of all library funds, coordinates purchasing of equipment, administers library contracts, and handles inventory. Administers mail and messenger services and order, receipt and distribution of supplies.

3. COLLECTION DEVELOPMENT:

Coordination of collection development is the responsibility of the Collection Development Coordinators Group. This group is composed of Librarians (Specialist positions) assigned collection development functions related to specific broad subject areas. These Librarians are assigned organizationally to Library Reference and Acquisitions departments. The group is chaired on a rotating basis.

- Works with University Librarians to develop a Library-wide plan for coordinating and monitoring collection development activities.
- Provides leadership in developing a Collection Development Policy for the entire library. Assesses the Library's materials holdings in relation to the University's Strategic Plan and in direct concert with the teaching and research programs of the University.
- Establishes mechanisms for review of materials holdings including areas for de-selection or cancellation.
- Maintains on-going liaison with teaching and research departments to ascertain needs and future research trends.
- Develops, coordinates and monitors $1 million + book fund budget. Works with individual selectors, Acquisitions Department, Fiscal Officer and University Librarian to monitor and assess the book fund expenditure plans, contractual relationships and approval plans.
4. PUBLIC REFERENCE SERVICES:

These services provide reference, bibliographic data base searches, in- 
formation and collection development services in assisting library patrons 
with the identification and use of library resources. Heads of the 
following units report to the University Librarian. The Public Services 
Department Heads Group is coordinated by the Head of one of the units on 
a rotating basis.

a. General Reference (Humanities & Social Sciences)

Provides reference, informational, and bibliographic services in the 
humanities and social sciences in Hamilton Library, selects books and 
periodicals to build the reference collection and the general collec-
tion in support of academic programs in humanities/social sciences; 
instructs faculty and students in the use of research and reference 
materials and maintains and provides service for specialized information 
files, including computer data base searches.

b. Science and Technology Reference

Provides reference, informational, and bibliographic services in science 
and technology; selects books and periodicals to build the collection 
in support of academic programs in science and technology; instructs 
faculty and students in the use of research and reference materials; 
coordinates the services and collection building activities in the 
bimomedical field in support of the University of Hawaii Medical School; 
performs specialized information services utilizing data base search 
services.

c. Government Documents, Maps & Microforms

1) Government Documents -- Responsible for the collection of publica-
tions officially issued by the United States government, the United 
Nations and other governmental organizations. These materials are 
obtained primarily on deposit, but are also supplemented by 
purchases where necessary. The department processes documents and 
provides access to the documents, and specialized reference service 
for patrons.

2) Maps -- Provides specialized services to the Hamilton Library Map 
Collection. Develops the collection of maps which focus mainly on 
Pacific Ocean areas. Serves as a depository for U.S. Geological 
Survey and National Ocean Survey maps.
3) Microforms -- Provides specialized services to the microform collection, maintains and services associated equipment. Performs in-house microfilming, photography and photocopying to serve library staff and patrons.

d. Sinclair Learning Resources Center

1) The Reference section selects books and periodicals especially suited for undergraduate use, but also includes the music and architecture areas of the collection and provides reference service and instruction in the use of books and libraries.

2) The Circulation section administers circulation services for the undergraduate, architecture, and music collections and supervises the Reserve Book Room.

3) The Media Services section includes the Audio-Visual Center and Film & Equipment Section. The Audio-Visual Center provides access to tapes and records, individual previewing of films, and terminals for computer-assisted instruction. The Film and Equipment unit, houses the Manoa film collection, circulates films to faculty and other users, and provides audio-visual equipment (projectors, screens, etc.) as needed.

e. Cooperative Services Program

Plans and coordinates the establishment of library support activities involving off-campus organizations and users and the other UH campuses. Plans and coordinates data base searching services, budgeting of these services, and administers the Interlibrary Loan functions. Participates in planning and establishment of regional networking efforts.

5. PROCESSING OPERATIONS AND AUTOMATION:

- Acquires, catalogs, and organizes library collections, maintaining such catalogs and other records as necessary to facilitate access to the collections by library users. Prepares publications for shelving in the public stacks or elsewhere as appropriate. Records statistical data and prepares reports therefrom. Provides for circulation of library materials and the physical management of the Hamilton Library collection.

a. Associate University Librarian for Processing Operations and Automation

Plans, directs and coordinates the activities of the Acquisition, Cataloging and Circulation Departments. This includes overall planning, budgeting and associated personnel administration for these departments. In addition, this position has
library-wide responsibility and authority for development, implementation and integration of automated library functions where applicable.

b. System Support

Analyzes library processing operations and workflow and develops plans for automating systems where feasible; maintains current computer programs and monitors programming involved in a range of library automation projects developed internally and externally.

c. Acquisitions

Provides centralized services related to the ordering and processing of materials to be added to the library collection. Works with book dealers to develop means of acquiring difficult-to-obtain material such as out-of-print books and serials. Maintains the master record of serial holdings. Receives and authorizes payment for library materials. Solicits, receives, and initiates processing of gifts and exchange materials. Monitors book budget expenditure plan.

1) Search/Verification/Order -- Provides centralized services for searching and verifying all requested titles for which funds are available. Prepares orders for material, corresponds with suppliers as necessary and maintains appropriate records of all transactions.

2) Receiving -- Maintains, through two units, Serials Receiving and Monographic Receiving, records of all ordered material. Verifies delivery and certifies receipt of material. Maintains record of order files, monitors vendor performance, updates outstanding orders and checks in and claims serials received. Integrates material received into processing workflow and authorizes payment of invoices for materials received.

3) Gifts and Exchange -- Organizes and keeps records of all material received as gifts. Searches library records for unsolicited gifts and rejects unauthorized duplicates. Requests materials known or suspected to be free from appropriate sources. Acknowledges gifts as appropriate and integrates accepted material into library processing workflow. Maintains files as appropriate for significant gifts and on-going exchanges.
d. Cataloging

Provides original, adaptive and descriptive cataloging, classification and subject headings for all library materials entering the collection, and makes this material accessible via the public catalogs; monitors and reviews the card catalogs, and inputs material into national on-line union cataloging system.

1) Search/Copy Cataloging -- Searches for cataloging copy from manual and on-line sources, orders catalog cards for material found to have matching cataloging copy, re-catalogs titles already in the collection, resolves catalog card conflicts and forwards to Original Cataloging items for which no cataloging copy is available.

2) Original Cataloging -- Provides classification, subject headings, and establishes added entries for all material for which no cataloging copy can be found; maintains authority files.

3) Catalog Maintenance -- Maintains shelflist, files cards in card catalogs; ensures the card catalogs are kept up-to-date and monitors quality control of filing. Prepares card catalog copy for original cataloging and Asia vascular materials. Withdraws, transfers and provides other record procedures for replaced or reinstated titles.

e. Hamilton Circulation

Prepares library material for the shelves and prepares material for binding when necessary. Provides circulation services for material in Hamilton Library. Authorizes the loaning of library materials. Assists patrons in locating materials not found on the shelves. Maintains records pertaining to the location of materials. Provides security for the collection and the patron. Maintains the order of the physical collection.

1) Physical Processing and Stack Maintenance -- Prepares materials for use by labeling, pasting, stamping, adding call numbers and date due slips; targets material with theft detection devices. Mends damaged materials and makes pamphlets, temporary and special bindings. Prepares all material for binding, maintains records thereon, and returns bound materials to the collection.
Reshelves used and returned books and periodicals and keeps the shelves in order; monitors stack areas and provides the security of the collections and the building. Services coin-operated photocopiers and develops and implements plans for physical expansion of material in the collections.

 Oversees the periodicals reading room, provides directional information regarding periodicals and maintains order of periodicals and requests funding of periodical material when necessary.

2) Circulation Records -- Lends, and maintains records of the whereabouts of the circulating materials; recalls and holds books on request; charges material returned, searches for missing books and orders replacement copies; sends notices and bills for lost and overdue books for both Sinclair and Hamilton, maintains and regularly updates a file of borrowers in the delinquent accounts.

6. **ASIA COLLECTION:**

- Provides the University community and the State with a major resource on Asia for study, research and training. This is accomplished through: selection and acquisition of books, journals, newspapers, non-commercial publications and other printed materials from and about Asia in western and Asian languages; developing and maintaining close contact with libraries and institutions engaged in Asia-related activities throughout the world; making accessible to its clientele the research resources of the collection through provision of specialized reference service, which includes supplying specific information in answer to requests, guidance in the use of the collection and the available aids for research in the Asian field and preparation of other bibliographic aids as time and staff permit.

7. **SPECIAL COLLECTIONS:**

- Provides the University and the State with the most comprehensive collections and services possible relating to Hawaii and the Pacific. The department is responsible for specialized services and the collection development activities required to maintain and develop the Hawaiian Collection and the Pacific Collection (Melanesia, Micronesia, and Polynesia). The Hawaiian Collection serves as a depository for Hawaii State documents.
a. **Public Services**

Provides reference and paging for the Hawaiian and Pacific Collections, and also for the Rare and other small special collections which cannot be properly shelved in open stacks or "closed shelves" of other collections.

b. **University Archives and Manuscripts**

Collects and preserves all University records having legal and historical value and provides access to these materials to interested scholars. Maintains and provides access to specialized manuscript collections.

APPROVED: [Signature]

TITLE: University Librarian

DATE: December 1, 1986
MINOR REORGANIZATION PROPOSAL
LIBRARY SERVICES

Library Systems Office

June, 1987

The following report is submitted under UH Administrative Guidelines AE.101 - University of Hawaii Organizational and Functional Changes to explain the minor reorganization involving insertion of an added layer of supervisory control in the Library Systems Office. Additional supervisory control is necessitated by the increased operational requirements of the Library Systems Office.

Objectives

1. Broaden the function of the Library Systems Office to handle the growing administrative and supervisory technical computer support, and computer facility management support necessary to provide UHM Library and UH System Libraries access to the integrated, on-line library system.

2. Insert an additional layer of supervisory control in the Library Systems Office. Because of broadened responsibility, increased demands for systems analysis, and the need to extend library computer facility management coverage to more hours of the day, seven days of the week, 52 weeks per year, an additional layer of management and supervision is necessary.

Existing Situation

Presently the Library Systems Office consists of one Library Specialist faculty position (S-3), one UH Computer Specialist III position, (currently vacant) and one UH Computer Specialist II position. Over 150 hours per week of student help are also used to cover many of the computer support duties. (A second Library Specialist faculty position (S-2) for computer/library function liaison support has been established on a temporary basis until the formal support this operation needs can be supplied.)

Two additional APT positions have been requested through the University budget process, but have not yet been approved.

Given the current responsibilities listed below, the existing organizational structure and staffing are not adequate to meet all the present workload demands. Consequently, the proposed changes are necessary in order for the Library Systems Office to accomplish its mission.
Appendix A describes the University of Hawaii Library Automation Program. This program not only serves the UH Manoa campus, but as its functions are developed and implemented, also serves other libraries of the University of Hawaii System: Hilo, West Oahu, and the community colleges.

The Library Systems Office is responsible for the following functions with regard to the automation program:

1. Ongoing planning, development and enhancement of the Library Automation Program. Investment in the hardware and software for this program is over $3.5 million to date. The University of Hawaii Library data base will continue to grow and expand. This necessitates continued upgrading and development of the hardware and software to be able to cope with millions of interactive records. At present the data base includes over 700,000 bibliographic records with expansion to 2 million bibliographic records, 40,000 patron records (for circulation of the material) and numerous transaction records necessary to handle the ordering, receipt, and addition to the data base of over 65,000 volumes per year, retrospective conversion of older non-machine readable records of over 100,000 per year, and the circulation of approximately 250,000 titles per year.

2. High level systems analysis and programming to maintain and enhance the system.

3. Round-the-clock management, maintenance and technical support of the Library Computer Facility. This facility currently contains two 32 bit-based supermini-computers, supporting 192 computer ports, sixteen 518 mg disk drives, five 6250 tape drives, three 300 CPM printers and related peripheral equipment (printers, terminals, etc.). The Library's Computer Facility currently runs a two mini-computer and a centralized word processing system and is in the process of implementing an in-house (Sandoff) data communications system. A LAN based microcomputer system is also under development.

4. Management of the centralized data communications system, including database maintenance, usage monitoring, and day to day operation of a private access computer exchange designed to support 512 users—192 computer ports and 192 terminal users in Hamilton/Sinclair libraries and 128 external users (other Manoa campus users including the Law Library, other UH System libraries, other educational institutions as well as governmental and private dial-in users).
5. Management of other automated systems which interface with the main computer system, such as:

a. management of optical disk storage mediums for preservation of records

b. development, implementation and training of office automation support systems, using both the capabilities of the minicomputer system and additional stand alone, but communicating, microcomputer work stations.

c. Loading and provision of access to unique databases for library research use

d. specialized programming to support the interfacing and transparent communication for the above systems

Revised Organization

Responsible management of the above functions requires an additional layer of supervisory/administrative support in addition to the Library Specialist (S-3) position. There will be an intervening supervisory layer in the Library Systems Office between the Library Specialist (S-3) position and the UH Computer Specialist II position (#80230, Incumbent Kwok Bor Cheung). Position # 80230 will report to Position # 80368, UH Computer Specialist III, (currently vacant) which will be redescribed.

Given that no new positions have been allocated for the 1987-89 biennium, the Library Services program must provide the support needed in the Library Systems Office by other means. Two currently vacant Civil Service positions have been identified and held for future conversion to UH Computer specialist positions. The variance process will be used to convert these two positions. A third position will be needed in the future to complete the staffing needs for the Library Systems Office.

Effects to Staffing:

1. Redescription of Position #80368, (currently vacant) UH Computer Specialist III, to increase position's supervisory and administrative responsibilities.

2. Position #80230, UH Computer Spec. II, (incumbent Kwok Bor Cheung) will report to Position #80368 instead of directly to the Library Specialist (S-3) position #8999.

3. Establishment of three additional positions as computer specialist positions to support the growing operational needs.
4. Variance process will be used to convert two existing (vacant) civil service positions to APT as Computer Specialists. (Position #767, Lib.Tech V, SR11, and Position #18026, Lib. Asst. IV, SR03 are both currently vacant and are being held for conversion to APT through the variance process.)

5. A third Computer Specialist position will be established once an appropriate vacancy is identified or an additional FTE is provided to the Library for this purpose.

Alternatives Explored and Rejected

a. Increasing the number of positions reporting directly to the Library Specialist (S-3) widens that position's direct one-on-one supervisory responsibilities beyond what is reasonable for one individual. It would not leave time for that person to do the system wide planning and development work, library liaison and training work necessary. It would also not solve the need for additional high level administrative support and decision making over the 24 hour period of computer facility management required in the Library Systems operation.

b. Providing for Library Systems Office management and administrative support work through other Library organizational units is also not viable, given the need for close coordination, technical computer specialization and shift work assignments required.

Modified Functional Statement

The Library Services Organization Plan is revised to update and reflect the expanded scope of the Library Systems Office. Existing and proposed charts and existing and revised functional narratives (Organization Plan) are attached.

There are no other changes in the Organizational Plan.

APPROVED BY: _______________________
John R. Haak

TITLE: University Librarian

DATE: September 17, 1987