DOCUMENT RESUME

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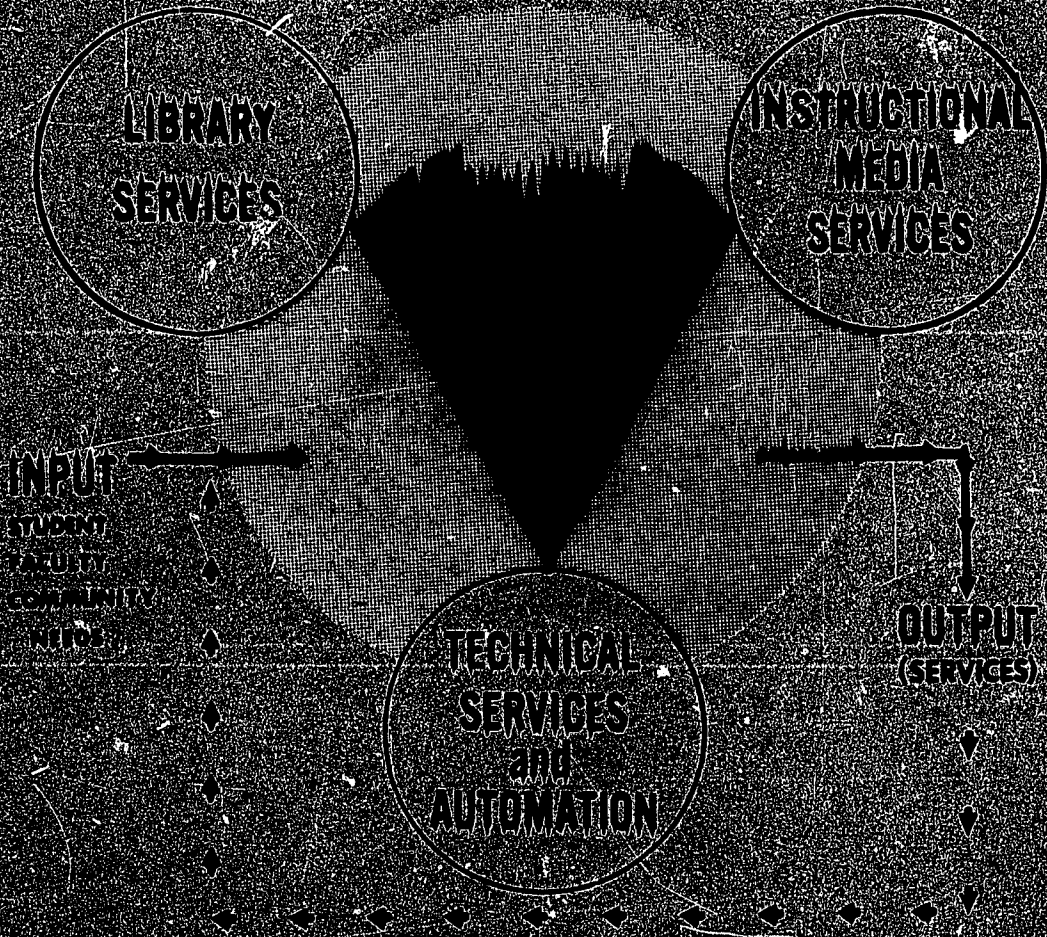   *Systems Approach

ABSTRACT
               The learning resources program at Tarrant Count
Junior College calls for a district-wide resource dedicated to the
support of instruction. Traditional library and media services are
subsumed within this approach. The operational model consists of many
interrelated subsystems most of which are described by flow charts.
The systems viewpoint is utilized for all decisions at whatever
level, for staffing, position classification, budgeting, and
long-range planning. (AB)

LEARNING RESOURCES OPERATIONAL MODEL

June 1971

LIBRARY SERVICES

INSTRUCTIONAL MEDIA SERVICES

INPUT
STUDENT
FACULTY
COMMUNITY
NEEDS

OUTPUT
(SERVICES)

TECHNICAL SERVICES and AUTOMATION

TARRANT COUNTY JUNIOR COLLEGE

SOUTH CAMPUS

NORTHEAST CAMPUS

ED051859

PREFACE

This document is the result of a rather interesting evolu-
tionary process which began during a coffee break one
afternoon several years ago. As I remember it, library
and media staff members (at that time we were separate ser-
vices sharing a building) began discussing the reasons
for our existence. Someone stepped to the chalkboard
and began writing down statements of purpose as they were
generated and discussed.

This introspective interest in our reasons for being per-
sisted and formed the basis for several staff meetings
later on. Further impetus came from the Northeast Campus
administration in the form of a request for a systematic
look at the entire campus operation, including the Learning
Resources program (by then the terminology used to describe
the entity which had resulted from the marriage of library
and media services).

Hence, this document! It is an attempt to show the present
organization and operation of the Learning Resources pro-
gram at T.C.J.C., and to point the direction this program
is taking. It seeks to predict the progress the program
will make during the next five years and the resources that
will be needed to make this progress possible.

This document is already out of date. It will, in fact,
never be completely current for the program it attempts to
picture is ever-changing. This is the way it should be,
for the Learning Resources program is constantly respon-
sive to the changing needs of T.C.J.C. students and fac-
ulty.

Much time and thought has gone into the preparation of this
document. If it should prove to be helpful to present and
future Learning Resources staff members and to other inter-
ested persons, the effort expended will have been worth-
while.

Paul Vagt
Dean of Learning Resources
May, 1971

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INTRODUCTION

The idea underlying a unified "learning resources program" at Tarrant County Junior College calls for a district-wide resource dedicated to the support of instruction. Traditional library and media services are subsumed within this approach, making possible the most efficient use of modern educational technology for the ultimate benefit of each student enrolled at TCJC.

Everyone can stand up and cheer for this theoretical concept, but putting the theory into effective practice is a horrendous task! Nearly forty people devote eight hours per day to the task, and over half a million dollars of the TCJC District's operating funds are expended annually for this purpose, and the job still is not done!

The job obviously never will be completed. Instead, it is becoming increasingly complex as new techniques are developed, more students enroll and additional faculty members are employed. Long range planning becomes critically important and must be based on accurate and pertinent information. Decision making must have this same kind of accurate basis, or it will inevitably lead to disaster. A systematic approach to the Learning Resources program, making use of scientific management and decision making techniques is, therefore, essential as the operation grows.

The Systems Approach to Learning Resources. The operational model on the cover of this document portrays the overall Learning Resources system. Although it has been simplified purposely for ease of comprehension, the model actually consists of many subsystems, most of which are described by means of flow charts on the following pages. Many of these subsystems consist of smaller subsystems themselves. To grasp an accurate picture of the complexity of the Learning Resources program, one must study carefully each of the subsystems and their interactions with each other.

Assuming the subsystems are the right ones for our purposes, the success of the overall program depends largely upon smooth interaction between the subsystems. Personnel and resources must be seen in the light of this interaction. Decisions governing policy and operation must be made with due consideration for this interaction. Changes in subsystems made necessary by changing demands from students and/ or faculty (input to the overall system) must be effected with careful attention to this interaction.

The necessity for seeing the Learning Resources program as consisting of a highly complex unit made up of interrelated subsystems is obvious. Staffing, position classification, budgeting, long range planning; in fact, all decisions at whatever level should be made from the perspective of a systems viewpoint. This document presents the Learning Resources program from this perspective.

2   LEARNING RESOURCES OVERVIEW

Goals
Master System
Organizational Chart
Projections

LEARNING RESOURCES GOALS

1. To assist in every facet of the learning process.

2. To maintain and develop a viable materials collection
   relative to the T.C.J.C. District curriculum.

3. To encourage cultural, recreational, and personal
   enrichment.

4. To provide efficient dissemination of information.

5. To evaluate and improve the effectiveness of the
   Learning Resources Program.

MASTER SYSTEM

INPUT

STUDENT NEEDS FOR
LEARNING AND CULTURAL GROWTH

FACULTY NEEDS FOR
INSTRUCTIONAL DESIGN
ASSISTANCE AND SUPPORT

COMMUNITY NEEDS FOR
RESOURCES & SERVICES

LIBRARY SERVICES

INSTRUCTIONAL MEDIA SERVICES

DEAN OF LEARNING RESOURCES

ADMINISTRATION
BUDGET
PLANNING
EVALUATION

REFERENCE
SERVICES

BIBLIOGRAPHICAL
SERVICES

CIRCULATION
SERVICES

INTER-LIBRARY
LOAN

INSTRUCTIONAL DESIGN

LOCAL PRODUCTION

PURCHASE & RENTAL

DISTRICT FILM CENTER

STORAGE & RETRIEVAL

SCHEDULING

DISTRIBUTION

MAINTENANCE & REPAIR

TECHNICAL SERVICES AND AUTOMATION

PROCESSING
CENTER

SYSTEM ANALYSIS
AND DESIGN

USER SERVICES

BIBLIOGRAPHICAL
SERVICES

OUTPUT

TO ASSIST IN EVERY FACET OF THE
LEARNING PROCESS

TO MAINTAIN AND DEVELOP A VIABLE
MATERIALS COLLECTION RELATIVE TO
THE TCJC CURRICULUM

TO ENCOURAGE CULTURAL, RECREATIONAL,
AND PERSONAL ENRICHMENT

TO PROVIDE EFFICIENT DISSEMINATION
OF INFORMATION

TO EVALUATE AND IMPROVE THE EFFECTIVE-
NESS OF THE LEARNING RESOURCES PROGRAM

LEARNING RESOURCES PROJECTIONS

Systematic planning for the future has first priority in current
Learning Resources projections. In the past, planning has usually
been left until budget preparation required crash programs to meet
deadlines. Planning under these circumstances is meaningless.
Staff meetings devoted strictly to looking ahead will be held on
regular schedules next year.

Several areas which require careful planning are already evident.
One of these is the organization of district services. The entire
automation and processing operation is included under this heading
and is treated in the document on pages 48-54. In addition, plan-
ning for a district-wide service includes a graphics production
facility, the film library, storage for little used materials, and
the over-all function of the office of Dean of Learning Resources.
The addition of a third campus and possibly a fourth to the present
multi-campus system makes this a truly critical area of planning.

The growing need for satellite centers to support instruction is
another area demanding careful attention because of the requirements
for staff and resources inherent in this type of service. Instruc-
tional development already taking place in biology, behavioral
sciences, nursing, electronics, physical education and other sub-
ject areas is requiring satellite centers of various designs.

Instructional development itself places new demands on the services
of the Learning Resources staff. Professional assistance in the
design of instruction, as well as the production of materials, is
a crucial service the Learning Resources program must provide. This
too requires careful planning.

Specific projections for staff, space, and resources in each of these
and other areas are discussed in the appropriate sections of this doc-
ument.

8

DEAN OF
LEARNING RESOURCES

———South———

———Northeast———

Director of Instructional Media Services

Coordinators

Assistants

Attendants

Clerical

Part-Time

Director of Library Services

Assistant Director

Assistant

Clerical

Part-Time

Director of Technical Services and Automation

Assistant Director

Assistants

Clerical

Part-Time

Director of Instructional Media Services

Coordinators

Assistants

Attendants

Clerical

Part-Time

Director of Library Services

Assistant Director

Assistant

Attendant

Clerical

Part-Time

TARRANT COUNTY JUNIOR COLLEGE DISTRICT
CAMPUS ORGANIZATION

BOARD OF TRUSTEES

CHANCELLOR

PRESIDENT

Dean of Instruction
- Division Chairmen
- Department Chairmen and Coordinators
- Instructional Faculty

Dean of Learning Resources
- Director of Instructional Media Services
  - Coordinators
  - Assistants
  - Attendants
- Director of Technical Services and Automation
  - Assistant Director
    - Assistant
- Director of Library Services
  - Assistant Librarian
    - Assistant
    - Attendant

Dean of Student Services
- Dir. of Counseling Services
  - Counseling Staff
- Dir. of Financial Aids
- Dir. of Student Activities
- Dir. Health Services
- Dir. Publications
- Dir. Placement

3 DISTRICT TECHNICAL SERVICES AND
   AUTOMATION DIVISION

Objectives
Subsystems Flow Charts
Job Descriptions
Job Assignments
Levels of Authority and Decision Making
Position Responsibilities
Criteria for Position Appointment
Projections

DISTRICT TECHNICAL SERVICES AND
AUTOMATION DIVISION OBJECTIVES

1) To support the learning resources goals through the planning, implementing and maintaining of a comprehensive automation program.

2) To assist in providing maximum and superior learning resources services to students, faculties and staffs with a minimum of library personnel.

3) To provide accurate, complete and efficient ordering, receiving, cataloging, classifying and processing of all learning resource materials.

4) To make available for public use an accurate record (catalog) of all learning resource materials.

5) To provide each staff with reports and analyses of their services in order that those services might be interpreted properly, refined and improved.

6) To remove from each staff the burden of performing many routine and mundane tasks in order that the staff might utilize their talents to the ultimate in working with students, faculty, staff and materials.

7) To remove from the students, faculty, and staff all barriers to their intelligent, rapid and pleasant use of the resources.

RECEIVING AND APPROVING REQUESTS FOR PURCHASE
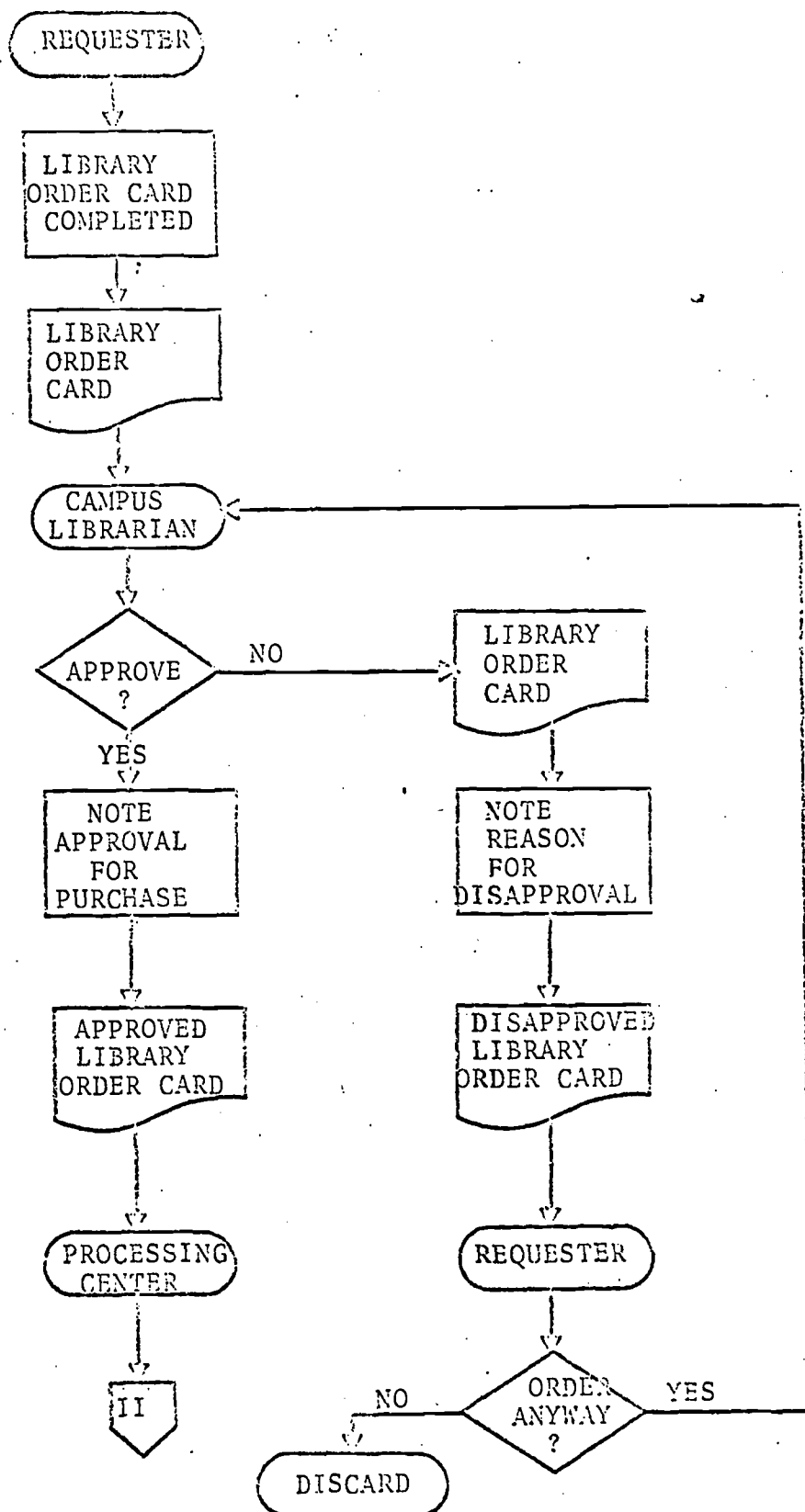
II
SEARCHING AND VERIFYING INFORMATION ON LIBRARY ORDER CARDS/1
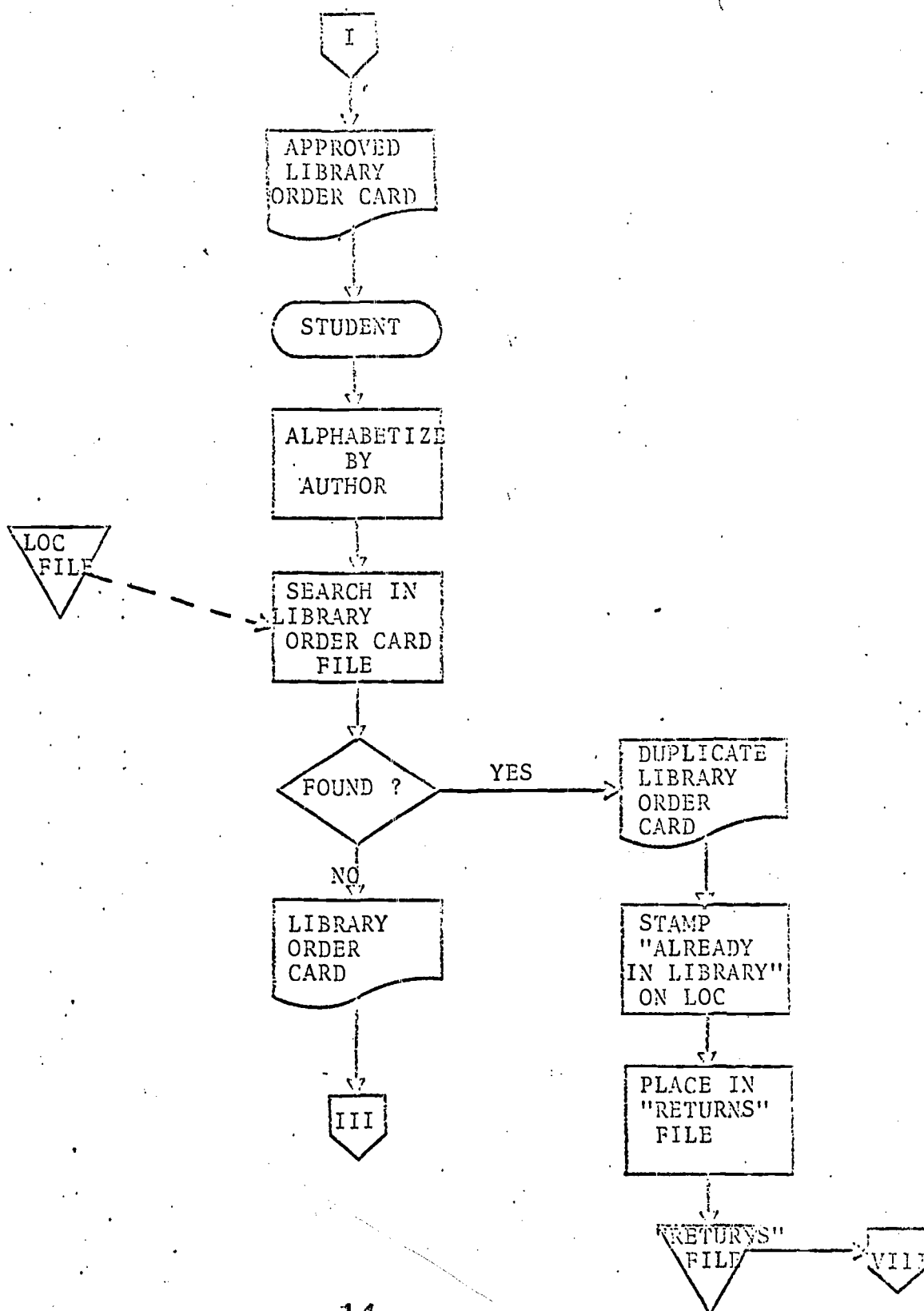
I

APPROVED
LIBRARY
ORDER CARD

STUDENT

ALPHABETIZE
BY
AUTHOR

LOC
FILE

SEARCH IN
LIBRARY
ORDER CARD
FILE

FOUND ?   YES

NO

LIBRARY
ORDER
CARD

III

DUPLICATE
LIBRARY
ORDER
CARD

STAMP
"ALREADY
IN LIBRARY"
ON LOC

PLACE IN
"RETURNS"
FILE

"RETURNS"
FILE   VII

III
SEARCHING AND VERIFYING INFORMATION ON LIBRARY ORDER CARDS/2

III

LC PROOFSLIP

LIBRARY ORDER CARD

TRANSFER INFORMATION TO LOC FROM LC PROOFSLIP

PRICE AVAILABLE? — NO → SEARCH IN BIP, PUB. CATALOGS, ETC.

YES

CLIP LC PROOFSLIP TO LOC ← YES — PRICE FOUND?

NO

ESTIMATE PRICE

LIBRARY ORDER CARD AND LC PROOFSLIP

V.

V
EDITING AND CODING INFORMATION ON LIBRARY ORDER CARDS

```
  ┌─III─┐      ┌─IV─┐
  └──┐──┘      └──┐─┘
     │            │
     └────┐  ┌────┘
          ▼  ▼
     ┌──────────────┐
     │ VERIFIED     │
     │ AND SEARCHED │
     │ LIBRARY      │
     │ ORDER CARDS  │
     └──────┬───────┘
            │
            ▼
     ╭──────────────╮
     │  SUPERVISOR  │
     ╰──────┬───────╯
            │
            ▼
     ┌──────────────┐
     │ INFORMATION  │
     │ CHECKED AND  │
     │ EDITED       │
     └──────┬───────┘
            │
            ▼
     ┌──────────────┐
     │ SUBJECT      │
     │ HEADINGS     │
     │ CHECKED AND/ │
     │ OR CORRECTED │
     └──────┬───────┘
            │
            ▼
         ◇ CROSS                          ┌──────────┐
         REFERENCE ──── YES ────────────▶ │ PREPARE  │
         NEEDED                           │ LIBRARY  │
          ? ◇                             │ ORDER    │
            │                             │ CARD     │
           NO                             └────┬─────┘
            │                                  │
            ▼                                  ▼
     ┌──────────────┐               ┌──────────────────┐
     │ ASSIGN       │               │ CROSS            │
     │ ACCESSION    │               │ REFERENCE        │
◇ ALL  NUMBER, FUND ◀───────────────│ LIBRARY          │
 INFO.COMPLETE      │               │ ORDER CARD       │
  ?  & VENDOR CODES │               └──────────────────┘
 NO │               │
    │     │ YES
    │     ▼
┌──────────┐   ┌──────────────┐   ┌───────────────┐
│ COMPLETE │   │ BATCH FOR    │   │ PROCESSED     │
│INFORMATION│─▶│ KEYPUNCHING  │─▶ │ LIBRARY       │
└──────────┘   └──────────────┘   │ ORDER CARDS   │
                                  └───────┬───────┘
                                          │
                                          ▼
                                   ╭──────────╮
                                   │ DIRECTOR │───▶ ◤VI◥
                                   ╰──────────╯
```

VI
PREPARING PUNCHED INPUT CARDS FROM PROCESSED LIBRARY ORDER CARDS
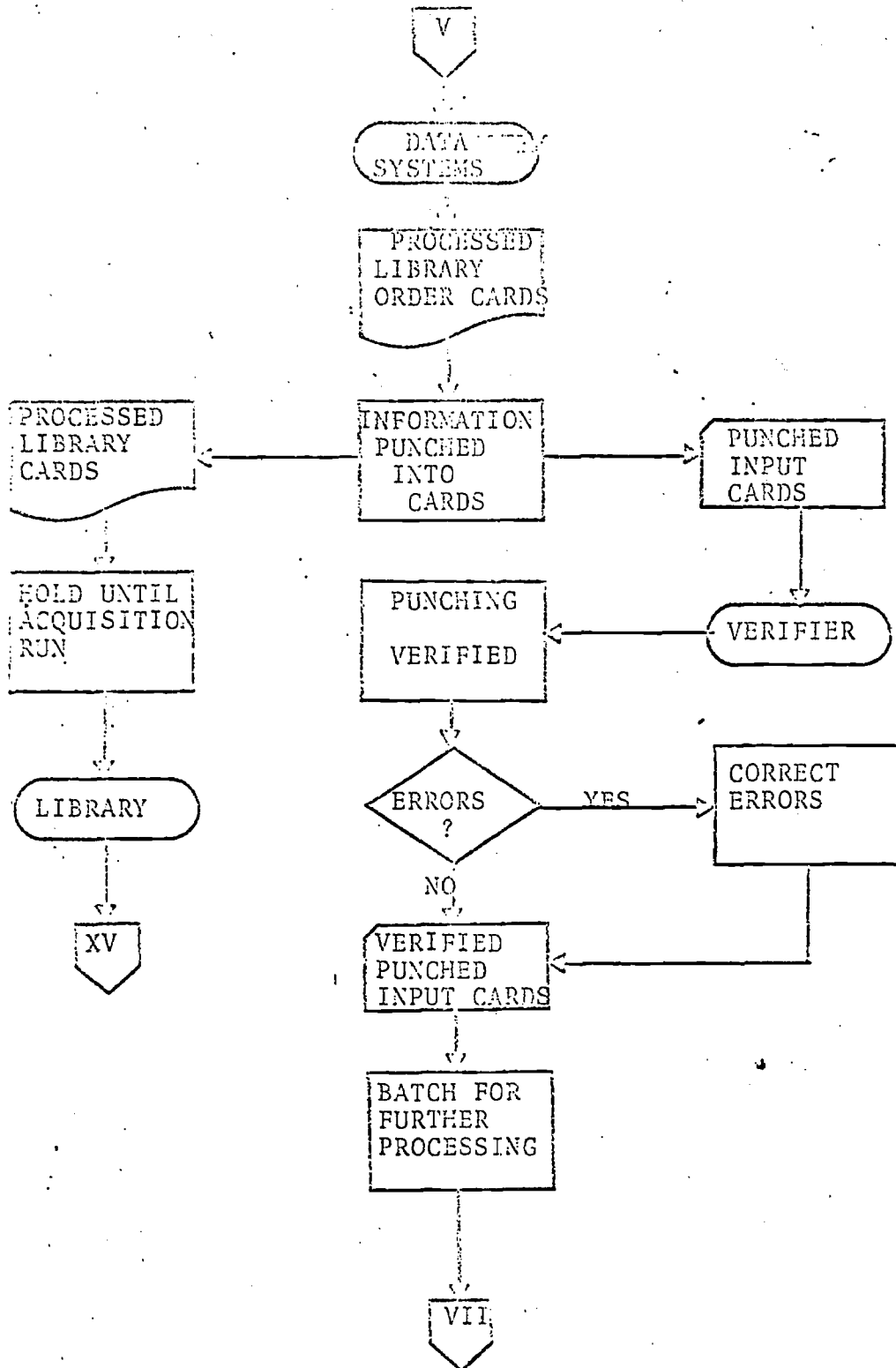
VII
TRANSFERRING INFORMATION IN PUNCHED INPUT CARDS ONTO STORAGE MEDIA

VI

PROGRAMS

VERIFIED
PUNCHED
INPUT CARDS

DISK
PACK

VERIFIED
PUNCHED
INPUT CARDS

PUNCHED
INPUT
CARDS
LOADED

FILE

DETECTABLE
ERRORS
?

YES

PRINT INFO.
FOR LIBRARY
ORDER CARD
IN ERROR

NO

NEW
RECORDS

INPUT
MONITORING
REPORTS

XI

XI
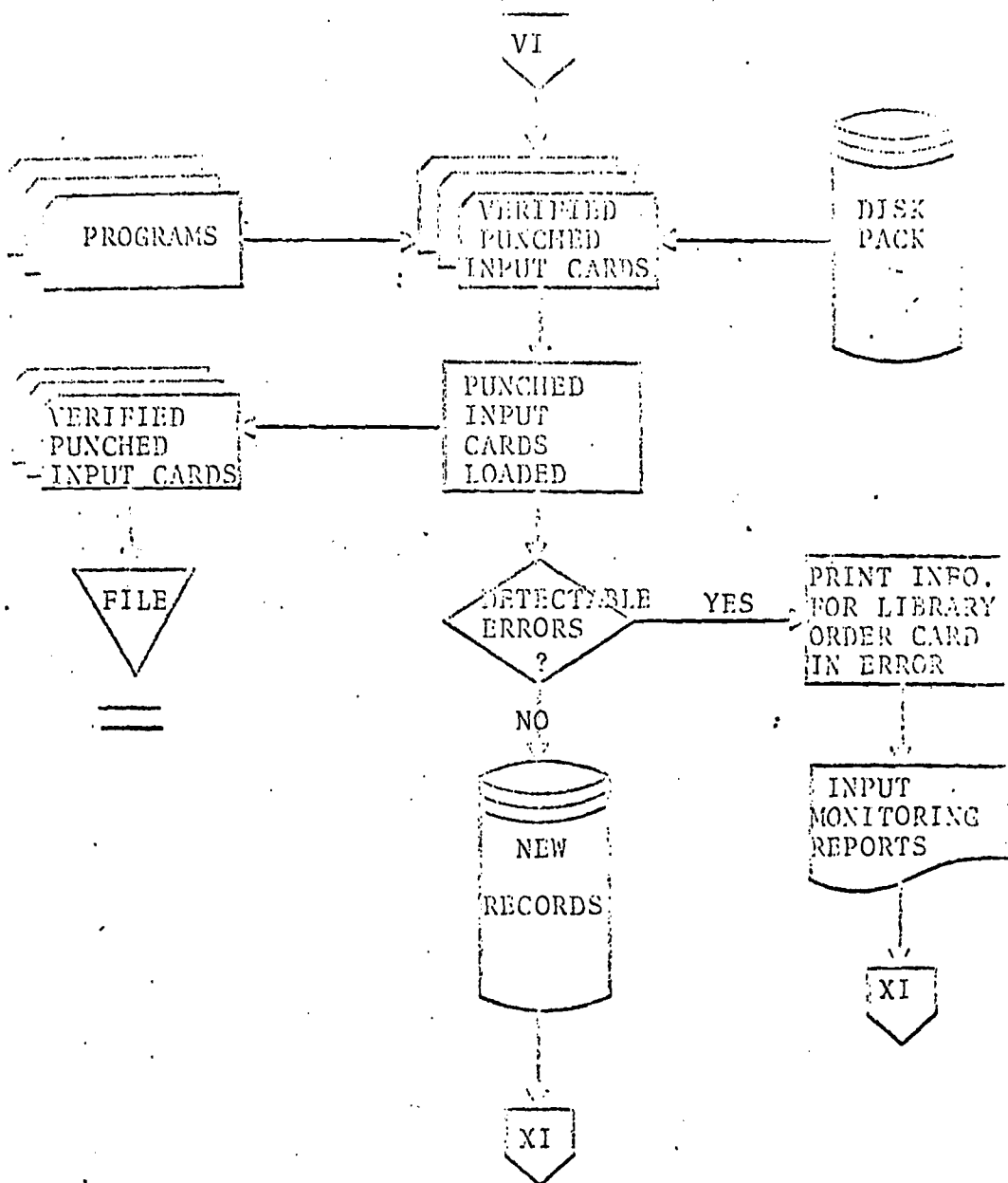
VIII
HANDLING RETURNS AT THE END OF EACH MONTH

```
                          II

                       "RETURNS"
                         FILE


                   LIBRARY ORDER
                   CARDS SORTED
                   BY CAMPUS
                   AND FUNDS


                     SORTED
                     LIBRARY
                   ORDER CARDS


                     NOTE
                   REASON FOR
                   RETURN ON
                   EACH


  ATTACH           COUNT TOTAL          STATISTICS
  FORM TO          RETURNS AND          BOOK
  RETURNS          RECORD
                   STATISTICS


  RETURNS          REQUESTER


  DISCARD    NO      STILL      YES    NOTE REASON
                     WANT              AND RETURN
                       ?               TO STEP 1


                                           I
```
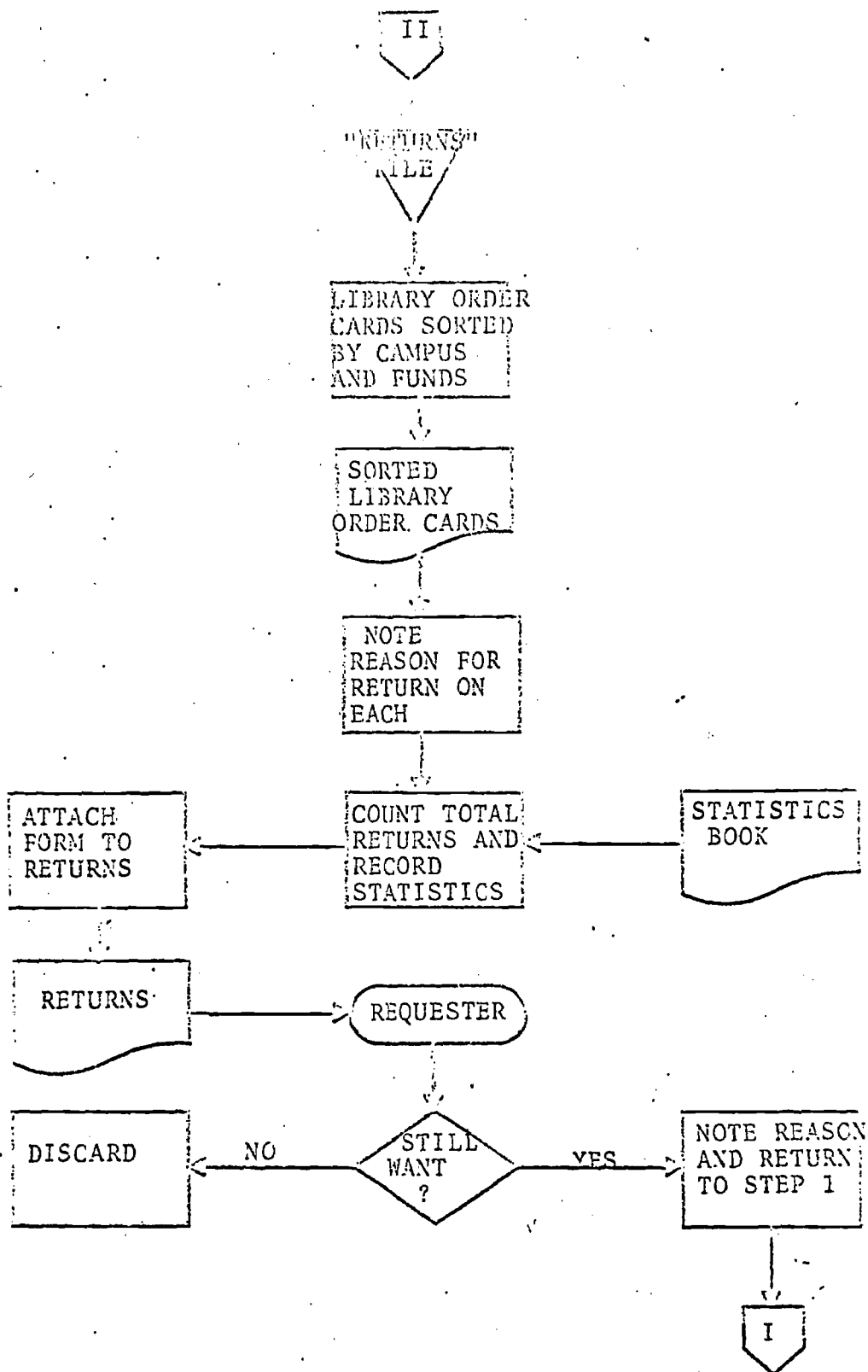
IX
PREPARING MAINTENANCE FORMS AND PUNCHED INPUT CARDS

```
                                    ┌──────────────┐
                                    │ ERROR        │
                                    │ LOCATED IN   │
                                    │ TAPE         │
                                    │ RECORD       │
                                    └──────────────┘
                                           │
   ┌──────────────┐              ┌──────────────┐
   │ MAINTENANCE  │  ◄───────────│ MAINTENANCE  │
   │ FORM         │              │ FORM         │
   │              │              │ COMPLETED    │
   └──────────────┘              └──────────────┘

   ┌──────────────┐
   │ BATCH        │              ( KEYPUNCHER )
   │ FOR          │ ───────────►
   │ KEYPUNCHING  │
   └──────────────┘
                                       │
   ┌──────────────┐      ┌──────────────┐      ┌──────────────┐
   │ MAINTENANCE  │ ────►│ INFORMATION  │ ────► │ PUNCHED      │
   │ FORMS        │      │ PUNCHED      │       │ INPUT        │
   │              │      │ INTO         │       │ CARDS        │
   └──────────────┘      │ CARDS        │       └──────────────┘
         │               └──────────────┘
         │
   ( DIRECTOR )          ┌──────────────┐      ( VERIFIER )
                         │ PUNCHING     │ ◄────
                         │ VERIFIED     │
                         └──────────────┘
                                │
   ┌──────────────┐      ◄──NO──    ──YES──►  ┌──────────────┐
   │ VERIFIED     │          < ERRORS? >      │ CORRECT      │
   │ PUNCHED      │ ◄────────                  │ ERRORS       │
   │ INPUT CARDS  │                            └──────────────┘
   └──────────────┘
         │
   ┌──────────────┐
   │ BATCH        │
   │ FOR          │
   │ MAINTENANCE  │
   │ RUN          │
   └──────────────┘
         │
       \ X /
```

X
UPDATING TAPE RECORDS

XI
PREPARATION OF INPUT MONITORING REPORTS/1

```
                           ┌─────┐
                           │ VII │
                           └──┬──┘
                              ↓
                        ┌──────────┐
                        │ NEW      │
                        │ RECORDS  │
                        └──────────┘
                              ↓
                           ╭──────╮
                           │ SORT │
                           ╰──────╯
                              ↓
                          ◇ INPUT
                          ◇ ERRORS  ◇──YES──→ ┌──────────────┐    ┌──────────────┐
                          ◇ DETECTED?         │ PRINT CARD   │    │ INPUT CARD   │
                                              │ IMAGE AND    │    │ ERROR        │
                              │NO             │ EXPLANATION  │    │ LISTING      │
                              ↓               └──────────────┘    └──────────────┘
┌──────────────┐          ◇ REQUIRED
│ PRINT CARD   │  ←─YES──  ◇ P.O. ITEMS        ┌────┐        ╭──────────╮
│ IMAGE AND    │          ◇ MISSING?           │ XV │←────── │ LIBRARY  │
│ EXPLANATION  │                               └────┘        ╰──────────╯
└──────────────┘              │NO
                              ↓
┌──────────────┐          ┌──────────────┐
│ REQUIRED PO  │          │ CHECK FOR    │
│ ITEMS MISSING│          │ DUPLICATE    │
│ LISTING      │          │ RECORDS      │
└──────────────┘          └──────────────┘
      │                         ↓
      ↓                      ◇ DUPLICATE   YES   ┌──────────────┐    ┌──────────────┐
 ╭──────────╮                ◇ FOUND?     ────→  │ PRINT CARD   │    │ PUNCH A      │
 │ LIBRARY  │                                    │ IMAGE AND    │    │ CARD FOR     │
 ╰──────────╯                    │NO             │ EXPLANATION  │    │ EACH         │
      │                          ↓               └──────────────┘    │ RECORD       │
      ↓                      ┌──────────┐              ↓             └──────────────┘
   ┌────┐                    │ NEW      │        ┌──────────────┐          ↓
   │ XV │                    │ RECORDS  │        │ DUPLICATE    │    ┌──────────────┐
   └────┘                    └──────────┘        │ CANCELLED    │    │ DUPLICATE    │
                                  ↓              │ REPORT       │    │ REQUEST      │
                                                 └──────────────┘    │ CARD         │
                               ┌─────┐                               └──────────────┘
                               │ XII │                ↓
                               └─────┘          ╭──────────╮         ┌──────┐
                                                │ LIBRARY  │──────── │ XVIII│
                                                ╰──────────╯         └──────┘
```
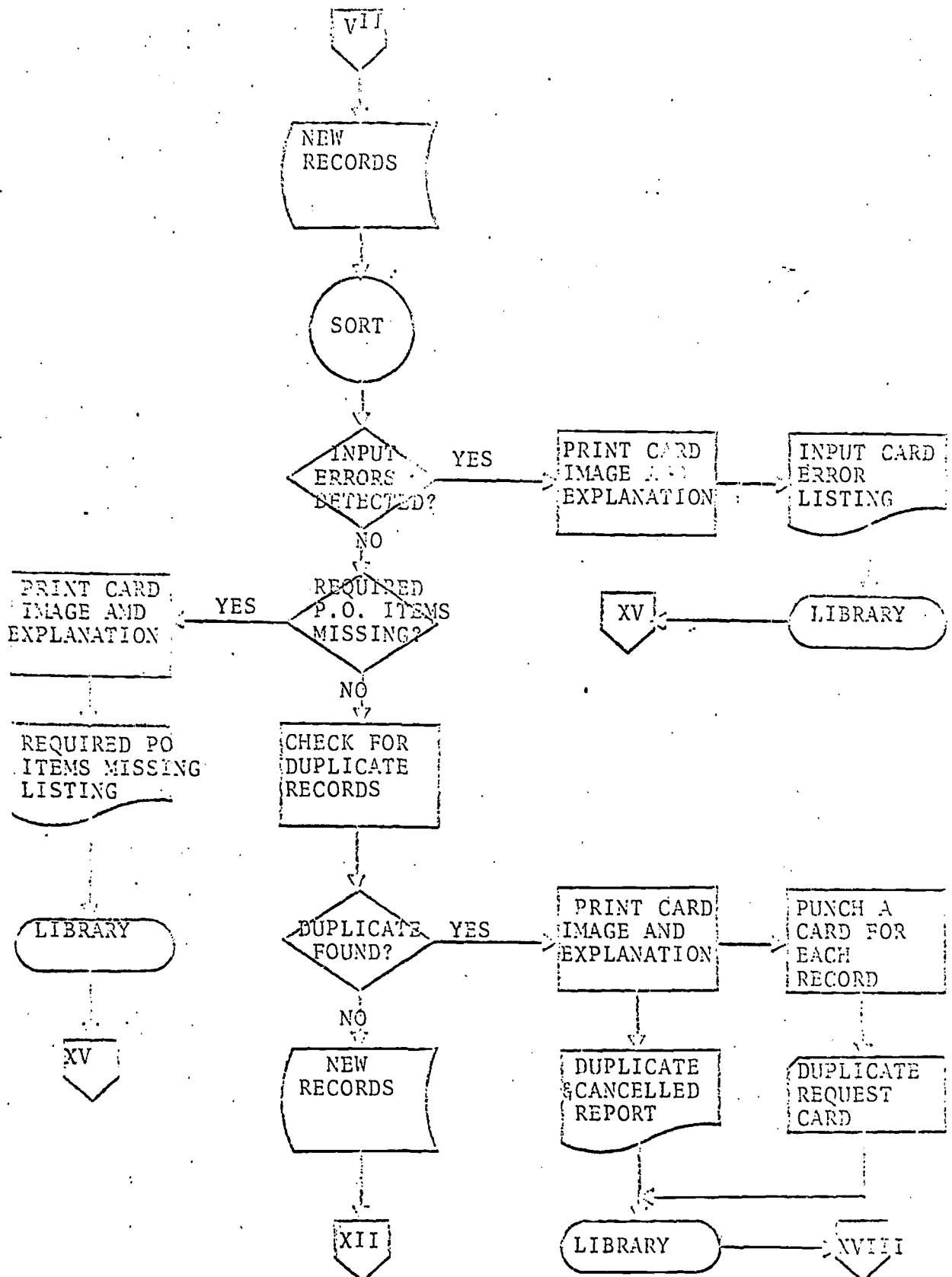
XII
PREPARATION OF INPUT MONITORING REPORTS/2

```
                              ┌─────┐
                              │ XI  │
                              └─────┘
                                 │
                                 ▼
                            ╭─────────╮
                            │ NEW     │
                            │ RECORDS │
                            ╰─────────╯
                                 │
                                 ▼
                            ┌───────────┐
                            │CHECK FOR  │
                            │SUFFICIENT │
                            │FUNDS      │
                            └───────────┘
                                 │
                                 ▼
                            ╱─────────╲
                           ╱ SUFFICIENT ╲
                          ╱   FUNDS      ╲    NO      ┌─────────────┐
                          ╲  AVAILABLE   ╱─────────►  │PRINT CARD   │
                           ╲     ?      ╱             │IMAGE AND    │
                            ╲─────────╱               │EXPLANATION  │
                                 │                    └─────────────┘
                                YES                         │
                                 ▼                          ▼
  ┌──────────────┐      ┌─────────────┐            ┌─────────────┐
  │UPDATE        │      │PRINT UPDATE │            │LIBRARY      │
  │MASTER ERROR  │◄─────│MASTER       │            │INSUFFICIENT │
  │LISTING       │      │ERROR        │            │FUNDS REPORT │
  ╰──────────────╯      │LISTING      │            ╰─────────────╯
         │              └─────────────┘                   │
         ▼                     │                          ▼
   ╭───────────╮               ▼                    ╭───────────╮
   │  LIBRARY  │          ╭─────────╮               │  LIBRARY  │
   ╰───────────╯          │ NEW     │               ╰───────────╯
         │                │ RECORDS │                     │
         ▼                ╰─────────╯                     ▼
      ┌─────┐                  │                       ┌─────┐
      │ XV  │                  ▼                       │ XV  │
      └─────┘               ┌──────┐                   └─────┘
                            │ XIII │
                            └──────┘
```
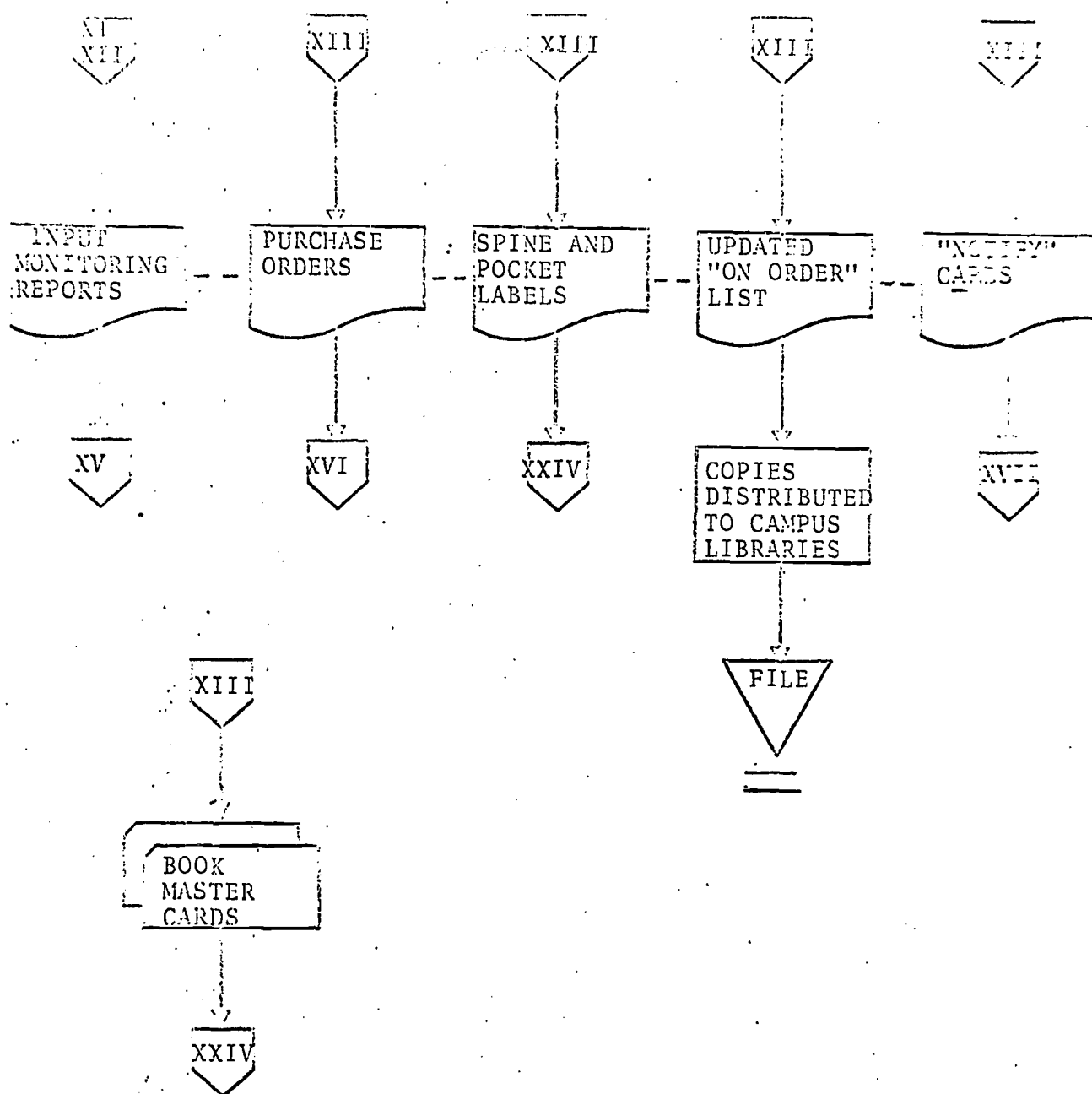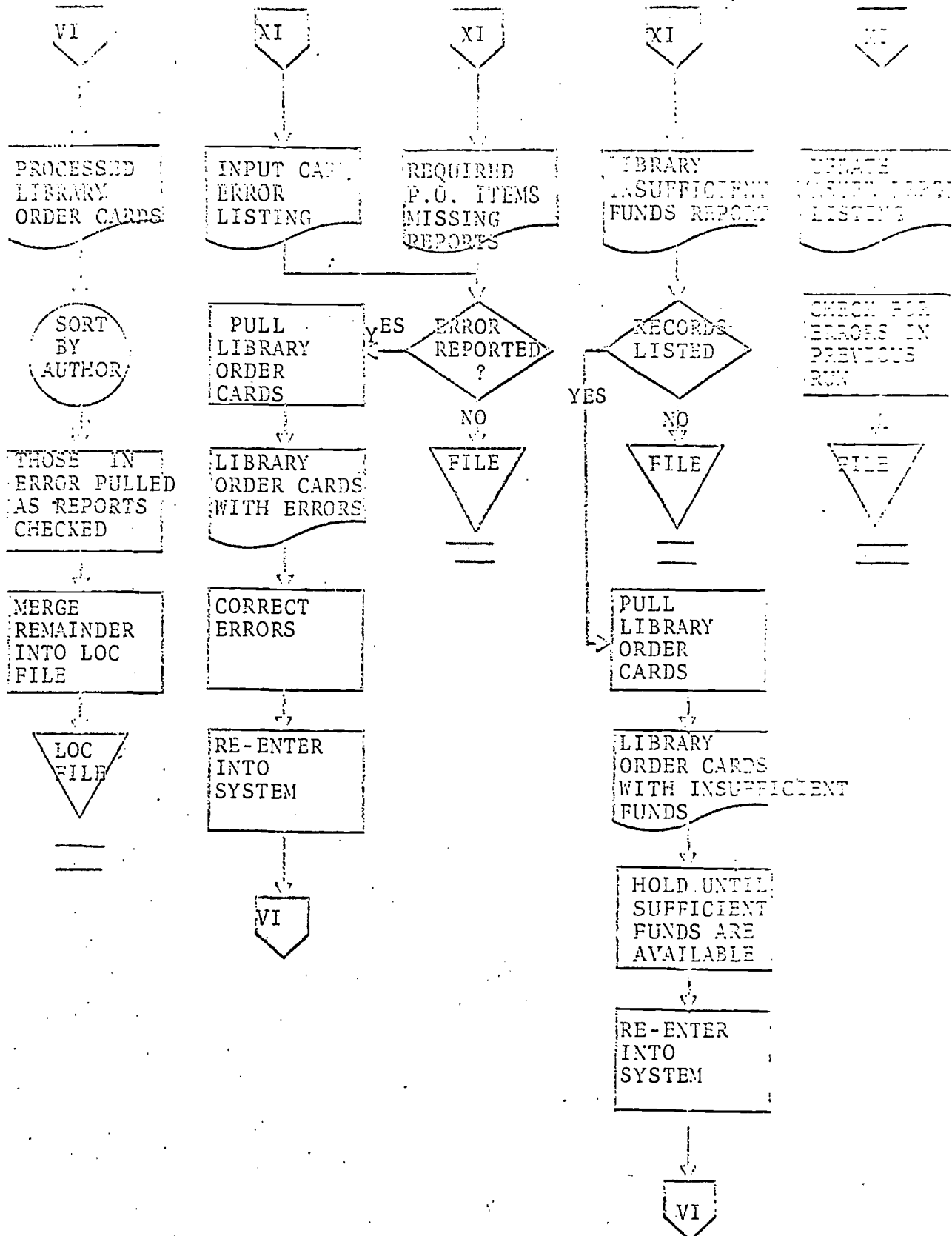
XIII
SYSTEM COMPONENT CONVERGENCE

XIV
DISPOSITION OF REPORTS FROM SYSTEM COMPONENT CONVERGENCE
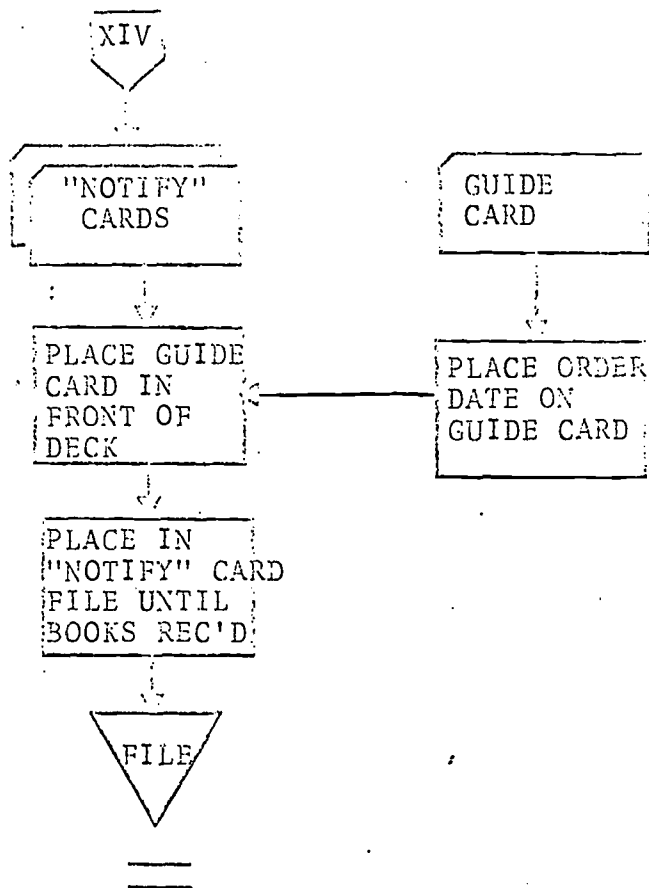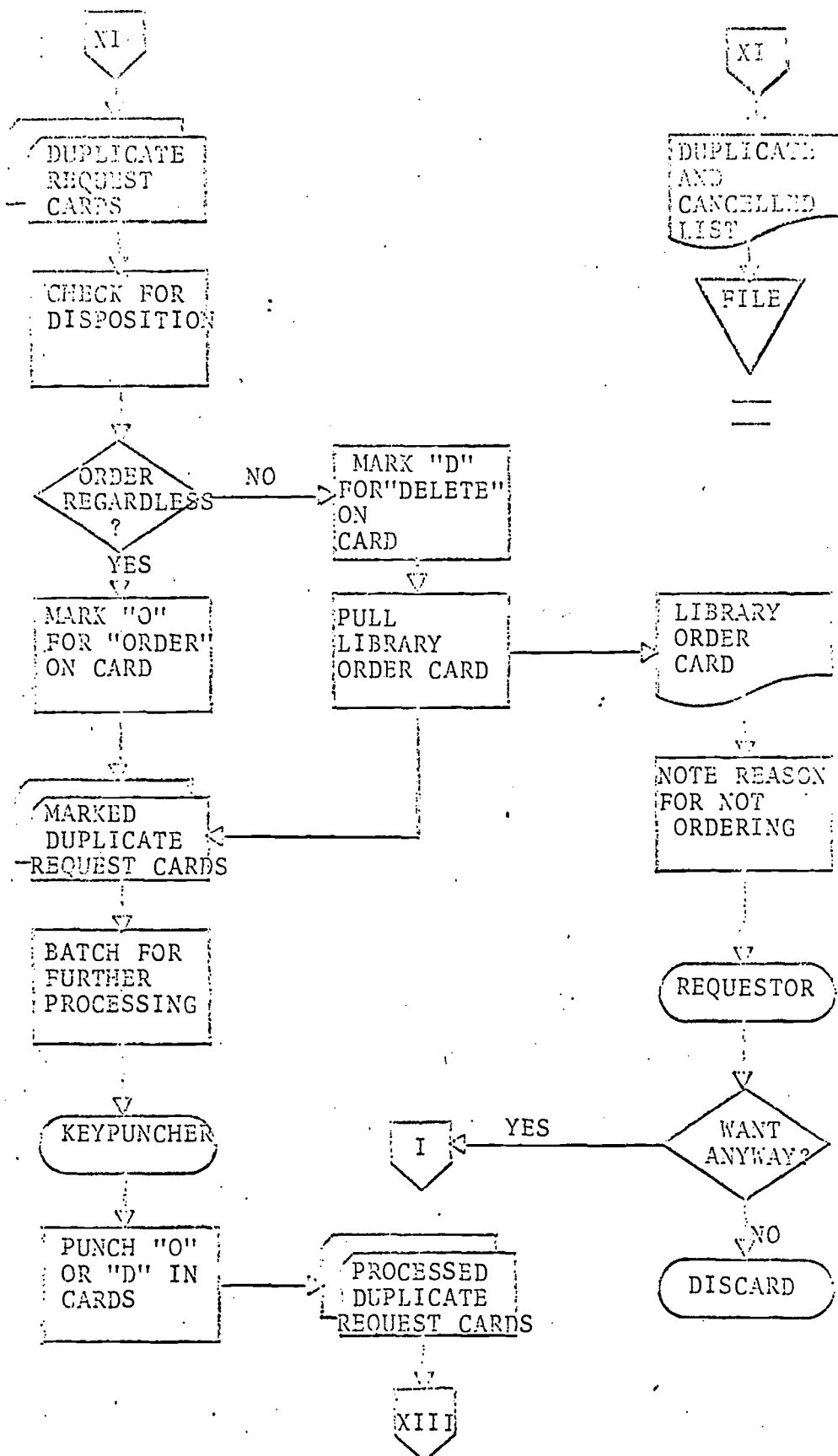
XV

DISPOSITION OF INPUT MONITORING REPORTS

VI	XI	XI	XI	---

| PROCESSED LIBRARY ORDER CARDS | INPUT CARD ERROR LISTING | REQUIRED P.O. ITEMS MISSING REPORTS | LIBRARY INSUFFICIENT FUNDS REPORT | UPDATE INSUFFICIENT LISTING |

SORT BY AUTHOR

PULL LIBRARY ORDER CARDS

YES ← ERROR REPORTED ?

RECORDS LISTED

CHECK FOR ERRORS IN PREVIOUS RUN

THOSE IN ERROR PULLED AS REPORTS CHECKED

LIBRARY ORDER CARDS WITH ERRORS

NO → FILE

YES

NO → FILE

FILE

MERGE REMAINDER INTO LOC FILE

CORRECT ERRORS

PULL LIBRARY ORDER CARDS

LOC FILE

RE-ENTER INTO SYSTEM

LIBRARY ORDER CARDS WITH INSUFFICIENT FUNDS

VI

HOLD UNTIL SUFFICIENT FUNDS ARE AVAILABLE

RE-ENTER INTO SYSTEM

VI

XVI
DISPOSITION OF PURCHASE ORDERS

XIV

PURCHASE
ORDERS

LIBRARIAN

GENERAL CHECK;
SIGN LAST
PAGE OF
EACH ORDER

ORIGINAL
COPY

CARBON
COPY

ENVELOPE ← MAIL

PLACE IN
FOLDER

VENDOR

FILE

XVII
DISPOSITION OF "NOTIFY" CARDS

```
        ┌──────┐
        \ XIV /
         \  /
          \/

   ┌──────────────┐          ┌──────────────┐
   │  "NOTIFY"    │          │  GUIDE       │
   │  CARDS       │          │  CARD        │
   └──────────────┘          └──────────────┘

   ┌──────────────┐          ┌──────────────┐
   │PLACE GUIDE   │          │PLACE ORDER   │
   │CARD IN       │◄─────────│DATE ON       │
   │FRONT OF      │          │GUIDE CARD    │
   │DECK          │          └──────────────┘
   └──────────────┘

   ┌──────────────┐
   │PLACE IN      │
   │"NOTIFY" CARD │
   │FILE UNTIL    │
   │BOOKS REC'D   │
   └──────────────┘

        \ FILE /
         \    /
          \  /
           \/
         ═════
```

XVIII.
DISPOSITION OF DUPLICATE REQUEST CARDS

XI

DUPLICATE REQUEST CARDS

CHECK FOR DISPOSITION

ORDER REGARDLESS ? —— NO ——> MARK "D" FOR "DELETE" ON CARD

YES

MARK "O" FOR "ORDER" ON CARD

PULL LIBRARY ORDER CARD ——> LIBRARY ORDER CARD

MARKED DUPLICATE REQUEST CARDS

BATCH FOR FURTHER PROCESSING

KEYPUNCHER

PUNCH "O" OR "D" IN CARDS

PROCESSED DUPLICATE REQUEST CARDS

XIII

XI

DUPLICATE AND CANCELLED LIST

FILE

NOTE REASON FOR NOT ORDERING

REQUESTOR

I <—— YES —— WANT ANYWAY?

NO

DISCARD

ERIC

XIX
RECEIPT OF MATERIALS/1

```
+----------------+
: SHIPMENT       :
: FROM           :
: VENDOR         :
+--------------__/
        |
        v
+----------------+
: UNPACK AND     :
: PLACE ON       :
: TRUCK IN       :
: INVOICE ORDER  :
+----------------+
        |
        v
      / INVOICE \        +-------------+
     <  HERE?    >--NO----: HOLD        :
      \         /         : MATERIAL    :
        \     /           : FOR         :
          v               : INVOICE     :
         YES              +-------------+
          |                      |
          v                      v
+----------------+     +----------------+
: SHIPMENT       :     : INVOICE        :
: FROM           :-----: FOR            :
: VENDOR         :     : SHIPMENT       :
+--------------__/     +--------------__/
        |                      |
        v                      v
      /  XX  \               /  XX  \
     +--------+             +--------+
```

XXI
RECEIPT OF MATERIALS/3

XX

INVOICE
FOR
SHIPMENT

CHECK TOTALS
BY ADDING
MACHINE &
AGAINST "NOTIFY"
CARDS

ERROR
?
YES → LOCATE
AND
CORRECT

NO

DIRECTOR

SIGN AND
DATE
ORIGINAL

APPROVED
INVOICE

BOOKEEPER

XX

MATERIAL
FROM
VENDOR

SECOND
"NOTIFY"
CARD

PLACE IN
BOOK FOR
IDENTIFI-
CATION

MATERIAL
WITH
"NOTIFY"
CARD

XXII

XX

"NOTIFY"
CARDS

FIRST
"NOTIFY"
CARD

MARK SENSE
LIST PRICE,
DISCOUNTED
PRICE & DATE
OF RECEIPT

CHECK TOTALS
BY ADDING
MACHINE

LOCATE
AND
CORRECT
← YES ERROR?

NO

MARK SENSED
"NOTIFY"
CARDS

BATCH
FOR
FURTHER
PROCESSING

XIII

XXII
RECEIPT OF MATERIALS AND CHECKING FOR ERRORS

XXI

MATERIAL
WITH
"NOTIFY"
CARD

CLERK

DIVIDE
BY
CAMPUS

MATERIAL
FOR
CAMPUS 1

MATERIAL
FOR
CAMPUS 2

MATERIAL
FOR
CAMPUS ?

CHECK EACH
ITEM FOR
ERRORS IN
"ON ORDER" LIST

ERROR
FOUND?

YES

PULL LOC
AND NOTE
CORRECTION
TO BE MADE

LIBRARY
ORDER
CARD

NO

MATERIAL

PREPARE
MAINTENANCE
FORM

FILE

XXIII

IX

XXIII
PASTING POCKETS AND DATE-DUE SLIPS IN MATERIALS AND STAMPING

```
                    ┌─XII─┐
                    └──┬──┘

                 ┌──────────┐
                 │ MATERIALS │
                 └──────────┘
                      │
                  ( STUDENT )                      ┌──────────┐
                      │                            │ POCKETS  │
                 ┌──────────┐                      └──────────┘
                 │ PASTE    │
                 │ POCKETS &│───────────┤
                 │ DATE-DUE │
                 │ SLIPS IN BKS                    ┌──────────┐
                 └──────────┘                      │ DATE-DUE │
                      │                            │ SLIPS    │
                 ┌──────────┐                      └──────────┘
                 │ PROPERTY │
                 │ STAMP    │
                 └──────────┘
                      │
                   ┌─XXIV─┐
                   └──────┘
```

XXIV
FINAL PREPARATION OF MATERIALS FOR SHELVES

```
                          ┌──────┐
                          │ XXIII│
                          └──────┘
                              │
                        ┌─────▼─────┐
                        │ MATERIALS │
                        │ FROM      │
                        │ VENDOR    │
                        └─────┬─────┘
                              │
                        ┌─────▼─────┐
                        │   CLERK   │
                        └─────┬─────┘
                              │
                    ┌─────────▼─────────┐         ┌───────────┐              ┌──────┐
                    │ PLACE LABEL       │◄────────│ SPINE AND │◄─────────────│ XIV  │
                    │ ON POCKET         │         │ POCKET    │              └──────┘
                    │ AND SPINE         │         │ LABEL     │
                    └─────────┬─────────┘         └───────────┘
                              │
                    ┌─────────▼─────────┐         ┌───────────┐              ┌──────┐
                    │ PLACE BOOK        │◄────────│ BOOK      │◄─────────────│ XIV  │
                    │ MASTER CARD       │         │ MASTER    │              └──────┘
                    │ IN POCKET         │         │ CARD      │
                    └─────────┬─────────┘         └───────────┘
                              │
                    ┌─────────▼─────────┐
                    │ PLACE COAT        │
                    │ OF GLUE           │
                    │ OVER SPINE        │
                    │ LABELS            │
                    └─────────┬─────────┘
                              │
                    ┌─────────▼─────────┐
                    │ PROCESSED         │
                    │ MATERIALS         │
                    └─────────┬─────────┘
                              │
                    ┌─────────▼─────────┐
                    │    SUPERVISOR     │
                    └─────────┬─────────┘
                              │
                    ┌─────────▼─────────┐
             ┌─────►│ REVIEW            │
             │      │ WORK              │
             │      └─────────┬─────────┘
             │                │
    ┌────────┴───┐      ┌─────▼─────┐      ┌───────────┐
    │ CORRECT    │◄YES──│  ERROR?   │──NO─►│ SEND TO   │──────►( LIBRARIES )
    │ ERROR      │      └───────────┘      │ CAMPUS    │
    └────────────┘                         │ LIBRARIES │
                                           └───────────┘
```

ITEM TO BE CIRCULATED

LIBRARY USER

PRESENT AT CHARGING STATION

ID BADGE

ITEM TO BE CIRCULATED

CLERK

ID BADGE

REMOVE BOOK MASTER CARD

BOOK MASTER CARD

INSERT INTO STANDARD REGISTER SOURCE RECORD PUNCH

"ZIPCARD" SET

ITEM TO BE CIRCULATED

STANDARD REGISTER SRP

STAMP OVERDUE ON SLIP IN BOOK

ID BADGE

TRANSFER INFORMATION INTO "ZIPCARD" SET

BOOK MASTER CARD

"ZIPCARD"

LIBRARY USER

ITEM CIRCULATED

TEAR APART

DISCHARGE CARD

CHARGE CARD

XXVII

BATCH FOR FURTHER PROCESSING

DATA SYSTEMS

XXVI
CIRCULATION: DISCHARGING MATERIALS

XXVII
CIRCULATION: UPDATING CIRCULATION TAPE

XXVI XXV

DISCHARGE CARDS   CHARGE CARDS

PUNCH DISCHARGE CODE IN COLUMN 1   PUNCH CHARGE CODE IN COLUMN 1

SORT

UPDATE TAPE   CIRCULATION TAPE

PRINT CIRCULATION REPORTS   UPDATED CIRCULATION TAPE

CIRCULATION LIST (BY ID)   CIRCULATION LIST (BY CLASS)   CIRCULATION LIST (BY RESERVE)   CIRCULATION STATISTICS

LIBRARY

39

XXVIII
CIRCULATION: PREPARATION OF OVERDUE NOTICES

CIRC.
TAPE

ITEMS
OVERDUE
LOCATED

OVERDUE
NOTICES
PRINTED

OVERDUE
NOTICES

CIRC.
TAPE

LIBRARY

CHECK ON
SHELVES FOR
BOOKS

ORIGINAL
COPY OF
NOTICE

OVERDUE
NOTICES
PREPARED
AND MAILED

CARBON OF
NOTICE

LIBRARY
USER

FILE

JOB DESCRIPTIONS

The traditional method of writing a job description is that
of describing what each employee does while on the job. This
document reflects a departure from that type of system. We
have attempted to isolate and describe every job within each
of the three service areas. Each job is given a numeric identi-
fication and is assigned to an individual in the organization
as a primary or secondary job.

The advantages of this system are three-fold. (1) If an em-
ployee who has certain skills leaves the organization, one
need not rewrite job descriptions to fit his replacement.
(2) If one finds an employee is incapable of adequately per-
forming his primary job(s), new assignments can be made with-
out rewriting job descriptions. (3) It provides a framework
within which cross-training may be effectively accomplished.
Secondary job assignments facilitate cross-training and insure
back-up during periods of overload or absence.

JOB DESCRIPTION

I. PROCESS SUPERVISION

    a. Oversee the flow of materials through the
        Technical Service's process.
    b. To assign priorities for the processing of
        materials.
    c. To supervise the activities of subordinates
        assigned to the processing area.
    d. To assign specific tasks to subordinates
        assigned to the processing area.
    e. To train subordinates in the performance
        of tasks assigned.

II. ORIGINAL CATALOGING

    a. To perform original cataloging on all materials
        as necessary.
    b. To have a thorough knowledge of the Library
        of Congress classification scheme.
    c. To have a thorough knowledge of the Cutter
        Tables and their proper use.
    d. To have a thorough knowledge of Library of
        Congress Subject Headings and their proper use.
    e. To establish and maintain authority files
        as necessary.
    f. To have a thorough knowledge of the special
        cataloging requirements necessary for computer
        processing.

III. BIBLIOGRAPHIC VERIFICATION

    a. To receive requests for materials from faculty
        members after approval by the L.R.C. Directors.
    b. To maintain statistical records concerning
        the number of material requests received and
        the number of requests returned each month.
    c. To correct and verify the bibliographical
        information transcribed on the Library Order
        Card form.
    d. To supervise students assigned to assist
        with bibliographic verification.

IV. ORDER VERIFICATION

    a. To receive the weekly book shipments.
    b. To arrange book invoices in proper order,
        remove the book jackets and arrange the books
        on book trucks in an order corresponding to
        the invoices.
    c. To verify that the books received are the

books ordered and billed and are in the proper
quantity.

 d. To remove the proper computer "notify" cards
for each book and to correctly Mark Sense the
list and discount prices and the date received
on the cards.

 e. To verify the invoices and Mark Sensed computer
"notify" cards by making an adding machine
tape for each invoice.

 f. Correspond with the vendor and return all items
shipped in error.

 g. Give verified invoices and mark sensed "notify"
cards to supervisor for review.

 h. To file all vendor reports.

 i. To order direct from publisher all titles
listed in BOOKS IN PRINT or PUBLISHERS TRADE
LIST ANNUAL when reported out of stock indef-
initely or out of print by the vendor.

 j. To process all 90-day claim notice reports.

V. INVOICE APPROVAL

 a. To verify that the invoice amounts correctly
represent the materials received.

 b. To approve for payment all verified invoices.

VI. DUPLICATE CHECKING

 a. To search historical shelflist files for
duplicate requests for materials.

 b. To eliminate, to a reasonable extent, the
processing of materials already owned by a
LRC unit.

 c. To insure that the verified cataloging data
corresponds exactly for materials purchased
by more than one LRC unit.

VII. CARD CODING

 a. To review bibliographic data completeness.

 b. To code all verified Library Order Cards with
correct information regarding copies per campus,
campus requesting the items, number of items
requested, reference index designator, type of
media, vendor, by-pass code, and fund to the
charged.

 c. To stamp accession numbers on verified and
computer coded LOC cards.

VIII. PROOF SHEET FILING

 a. Receive proof sheets from Library of Congress.

b.   Sort and discard all foreign publications
with the exception of Great Britian.
c.   Sort and discard all publications classified
as juvenille fiction.
d.   Sort and discard all state publications with
the exception of the State of Texas.(Some special
subject areas excepted.)
e.   Alphabetize proofsheets by main entry.
f.   Interfile proofsheets in proofsheet file.

IX.   LIBRARY ORDER CARD FILING

a.   Receive verified LOC cards from Data Systems
after recording data in master tape file.
b.   Remove all LOC cards reported in error by
the computer, correct and re-submit to Data
Systems.
c.   Alphabetize LOC cards by main entry.
d.   Interfile LOC cards in LOC file.

X.   MATERIAL PREPARATION

a.   Property stamp each book for the correct
library on all exterior page edges.
b.   Paste printed book pockets in books.
c.   Paste date due slips in book.
d.   Place call number label on spine of book and
cover with library paste.
e.   Place call number and accession number label
on book pocket.
f.   Insert machine readable master book(circulation)
card in book pocket.
h.   Prepare books for delivery to correct campus
library.
i.   Label for distribution any special produced
materials.
j.   Manually produce and replace call number labels
as required.

XI.   MASTER TAPE FILE MAINTENANCE

a.   Prepare maintenance forms for any item received
where the bibliographic data varies from that
in the master tape file.
b.   Prepare maintenance forms for all records
entered on the master tape file with key-
punch errors.
c.   Prepare maintenance forms for all records
in the master tape file requiring adjustment
in spacing or wording in order to provide uniform
catalog entries.
d.   Prepare maintenance forms to delete all records

no longer required in the master tape file.
c. Prepare maintenance forms for all necessary
   budget adjustments.

XII. MANUAL CATALOG PREPARATION

a. Type bibliographic lists for all classified
   material that does not appear in the library
   catalog.
b. Originate and maintain any necessary manual
   files to support the bibliographic listing
   activity.

XIII. MICROFILM CASSETTE·LOADING

a. Have a knowledge of the operation of the
   Memorex 1650 previewer.
b. Receive microfilm catalog copies from producer
   and verify the quantity received.
c. Divide the microfilm into subject, author
   and title sections.
d. Load the microfilm into Memorex cassettes.
e. Label loaded cassettes as to section of library
   catalog.
f. Distribute cassettes to microfilm readers.

XIV. STANDING ORDERS

a. Receive item.
b. Verify that the item is a standing order from
   the Standing Order List.
c. Determine if item is pre-paid or if invoice
   is expected.
d. Prepare an LOC card and code with full system
   required data.
e. Verify the bibliographic data.
f. Place the item in the regular processing cycle.

XV. GIFTS AND PRE-PAID MATERIALS.

a. Receive item.
b. Verify that the item is a gift or pre-paid
   order.
c. Prepare an LOC card and code with full system
   required data.
d. Verify the bibliographic data.
e. Place the item in the regular processing cycle.

XVI. COMPUTER SCHEDULING

a. Prepare and distribute a schedule of desired

computer runs for a full semester.

b. Interact daily with Data Systems personnel to achieve as close to ideal scheduling as possible.

c. Be constantly aware of the needs of the LRC staff and schedule computer runs to meet these needs.

d. Review for accuracy and count for statistical purposes all data to be sent to the Computer Center.

e. Transport all data to the computer center on a schedule which permits maintaining the run schedule.

f. Transport all computer-produced data to technical services.

g. Review for completeness and accuracy all computer-produced data.

h. Distribute all computer-produced data to appropriate LRC staff.

i. Prepare and review for accuracy any data necessary for special(single purpose) computer runs.

ASSIGNMENTS

Name	Position	Primary	Secondary
Justin Kniemeyer	Director	1-16	
Virginia Clarke	Assistant Director	1-16	
Doris Johnson	Library Assistant	1,3,4,6,7,10,11. 13,14,15	8,9
M. Kay Stansbery	Clerk	2,3,4,6,7,9,10,12, 14,15	
Vicki Barnett	Clerk	4,10,11,14	3,6,8,9,13
Wanda Wilkinson	Clerk	3,6,7,8,9,10,15	4,11,13

ASSIGNMENT TITLES

1. Process supervision

2. Original cataloging

3. Bibliographic verification

4. Order verification

5. Invoice approval

6. Duplicate checking

7. Card coding

8. Proof slip filing

9. Library order card filing

10. Material preparation

11. Master tape file maintenance

12. Manual catalog preparation

13. Microfilm cassette loading

14. Standing orders

15. Gifts and pre-paid materials

16. Computer scheduling

DISTRICT AUTOMATION SERVICES

LEVELS OF AUTHORITY AND DECISION MAKING

LEGEND:

1. Division policy
2. Computer scheduling
3. Systems decisions
4. Invoice approval
5. News releases
6. Equipment recommendation
7. Employment recommendation
8. Purchase authority
9. Original cataloging
10. Employment of students
11. Processing priorities
12. Budget updating
13. Supply inventory
14. Bibliographic verification
15. Catalog entry correctness
16. File sequencing

Level	Decisions	Position
I	DECISIONS 14-16	STUDENT WORKERS
II	DECISIONS 11,12,14-16	CLERK — Kay Stansbery; STUDENT WORKERS; CLERK — Wanda Wilkinson; CLERK — Vicki Barnett
IV	DECISIONS 7,10-15	LIB. ASST. — Doris Johnson
V	DECISIONS 1,3,5,6,9-11,13-15	ASST. DIR. — Virginia Clarke
VI	DECISIONS 1-16	DIRECTOR — Justin Kniemeyer
VII	DECISIONS 1-16	DEAN LRC — Paul Vagt

POSITION RESPONSIBILITIES

Responsibilities are inherent to every position. However, there are certain responsibilities that can be assigned only to a particular position level.

LEVEL VII: Dean of Learning Resources.

While the Dean has ultimate responsibility for all activities within District Automation Services, the specific responsibilities of this position are beyond the scope of this particular document and will therefor be excluded.

LEVEL VI: Director

1. To determine division policy and to insure that the policy is followed.
2. To schedule all activities with the computer center and to provide liasion between the computer center and learning resource personnel.
3. To perform systems analysis of the Learning Resources Centers as a whole and to make recommendations.
4. To approve all invoices for payment.
5. To assign personnel to positions suiting their qualifications and according to job requirements within the division.
6. To interview all prospective employees and make staff employment recommendations.
7. To serve as a consultant to the learning resources personnel.
8. To call and chair District Automation Services staff meetings.
9. To perform research in those areas that will benefit the services offered through the Learning Resources Centers.
10. To serve in local, state and national organizations.
11. To evaluate the effectiveness of new programs and/or materials.
12. To attend and participate in all directors' meetings.
13. To design and conduct in-service programs.

LEVEL V: Assistant Director

1. To assist in determining division policy and its proper inactment.
2. To assist in making system's decisions regarding Learning Resource activities.
3. To provide all necessary original cataloging for the processing center.

4. To interview and recommend the employment
   of students necessary.
5. To assign processing priorities to those
   materials flowing through the cataloging
   department.
6. To maintain an accurate supply inventory of
   those consumable supplies used in her activities
   and to make recommendations for purchase to the
   director.
7. To supply accurate bibliographic verification
   for those materials processed through her
   department.
8. To verify correct catalog entries for those
   items processed through her department.
9. To oversee the performance of assigned workers.
10. To serve as a consultant to the Learning
    Resources staff.
11. To serve in local, state, and national organ-
    izations.
12. To complete all required reports.
13. To assist in the evaluation of the effectiveness
    of new programs and/or materials.

LEVEL IV: Library assistant.

1. To interview and recommend students for employ-
   ment.
2. To assign processing priorities to those materials
   flowing through the processing center.
3. To insure that the Learning Resources Center
   budget is updated according to the information
   supplied by vendors.
4. To maintain an accurate supply inventory and
   to make recommendations for the purchase
   of supplies to the director.
5. To insure that correct bibliographic verification
   is performed for all materials being ordered.
6. To insure that all catalog entries are correct.
7. To perform maintenance to all catalog entries
   that are incorrect.
8. To oversee and supervise the performance of
   assigned workers.
9. To serve as a consultant to the Learning
   Resources staff regarding materials being
   processed through the processing center.
10. To complete any and all reports required of
    the processing center.
11. To evaluate the effectiveness of any new
    programs and/or materials instituted in the
    processing centers.
12. To assist faculty and students in every
    way possible consistant with this decision-
    making level.

LEVEL II: Clerk

1. To assign processing priorities to those
   materials requiring their personnel handling.
2. To insure correct information for budget
   updating.
3. To perform accurate bibliographic verifi-
   cation for all materials being placed on
   order.
4. To insure that correct catalog entries are
   made.
5. To perform filing activities in a correct
   manner.
6. To oversee the performance of assigned
   student workers.
7. To suggest efficiency measures.
8. To complete all reports required of their
   positions.
9. To assist the faculty and students in every
   way possible consistant with this decision-
   making level.

LEVEL I: Student workers.

1. To perform accurate bibliographic verification
   of all materials being ordered.
2. To assist in insuring correct cataloging
   entries are made.
3. To perform all filing activities correctly
   and efficiently.
4. To immediately notify superiors when encounter-
   ing difficulty.
5. To assist faculty and students in every way
   possible consistant with this decision-making
   level.

CRITERIA FOR POSITION APPOINTMENT

LEVEL VII: Dean of Learning Resources.

The criteria for appointment to this position is beyond the scope of this document and therefore will be excluded.

LEVEL VI & V: Director and Assistant Director.

Persons appointed to these positions must have earned a Master's Degree as a minimum. Work experience in the field of library is highly desirable but not necessarily mandatory. The position requires a close working relationship with staff, faculty, students and administration. Therefore, the person occupying these positions must be friendly, helpful and sincere. The persons occupying these positions should also have some knowledge of library automation, automation techniques, and the methods of systems analysis.

LEVEL IV: Library Assistant.

A college degree is required for this position. In addition, a degree of proficiency and/or working experience in each specialized area is required. Person incumbent to this position should also have supervisory skills and knowledge of office management practices.

LEVEL II: Clerk

No college degree is required for this position, however, a degree of proficiency and/or working experience in each specialized area is required.

LEVEL I: Student Workers.

These individuals must be students of Tarrant County Junior College. They may be employed through the work/study program or as student assistants. They must be eager to work, courteous to the faculty, staff, employees and other students. No previous experience is necessary, however, any specialized skills will be utilized.

AUTOMATION SERVICES PROJECTIONS

Plans for the next five years are still in a state of flux,
but increasing use of automated service is inevitable as
demands on the present system expand.

Preliminary thinking for the immediate future is reflected
in the following pages.

February 8, 1971

District Automation Services
Learning Resources Centers

Justin M. Kniemeyer, Director

There are eight areas I feel we should concern
ourselves with. Several of these areas are inter-
connected and are capable of offering peculiar advan-
tages that could not be presented if offered above.
Some of the items we should discuss do not, on the
surface, seem to offer advantages in terms of actual
cost savings. However, I think we will find that a
more subtle or hidden type of cost savings is available
to the Tarrant County Junior College District on the
whole.

The areas discussed in the paper are not arranged
in any sort of priority except that those items dis-
cussed first are generally felt to be the most critical.

First the District Automation Services requires
from Data Systems an effective and realistic scheduling
of computer services for batch processing of LRC pro-
grams and a firm committment to meet this schedule. The
District Automation Services Technical Services De-
partment is not staffed adequately to provide any
means of manual manipulation of materials. The technical
service application is completely and wholly dedicated
to and dependent upon receiving complete and adequate
support from Data Systems. When the department does

not receive scheduled computer services, the entire
system breaks down and becomes unmanageable. If
effective computer services scheduling and if the
schedule is met, the Technical Services Department
will be capable of utilizing its personnel in the
most efficient manner and thus produce a cost saving
for TCJCD.

Next, it is mandatory that District Automation·
Services receive programming support in order to effect
normal maintenance and updating of existing programs.
In its current state the library automation system
is beginning to deteriorate. For example, eight hours
of computer time is required to run the weekly library
acquisitions; two hours of computer time is required
to run the daily library circulation; four hours of
computer time is required to run the monthly budget
report; as of this date there is an error in the budget
program which does not permit the budget to be run at
all. This list of examples could be continuedfor some
length but I don't believe any special purpose would
be accomplished. I place immediate programming-support
as the highest priority item for District Automation
Services. Without programming assistance I believe
that District Automation Services will soon have to
begin resorting to a more manual mode of operation in
order to continue to provide service to the Learning
Resources Centers to the extent they deserve.

There are several major(equipment) areas that I believe can be assisted toward a more economical mode of operation as Data Systems operation pertains specifically to District Automation Services.

First, we should implement an improved method of inputting bibliographic data into the computer. I recommend that we install in the Technical Services Department one Honeywell KEYTAPE unit with the following options:

1. 9 track 800 BPI tape unit.
2. Standard 64 character keyboard.
3. KEYTAPE serial printer.
4. Automatic program load.
5. 400 character buffer.

The cost of this unit on a one year lease agreement is $3,648.00. This unit would provide for direct input of bibliographic data without card punching. The unit will also permit the off-line production of Library Order Cards from keyed data and eliminate the production of these cards manually in a separate step.

Secondly, I recommend we install an improved circulation system in the campus libraries. I recommend a system manufactured by the Colorado Instruments, Inc. The circulation system would replace the Standard Register equipment currently installed and the need to purchase ZIP CARDS. The Colorado Instruments system consists of:

1. One central controller multiplexer
2. Two 9 track 800 BPI tape recorders
3. Four circulation consoles.
4. One leased telephone line between campuses.

The cost of leasing this equipment on a five year 1
lease plan is $12,060.00 per year.

This system permits a rapid, accurate, and quiet
circulation transaction. Transactions from both, or
all, campuses are recorded on one recording unit as
they occur. We will eliminate the delay of transporting
cards to Data Systems. In eliminating punched cards,
the system increases the accuracy of the data being
recorded and provides direct data input into the computer.
All of the circulation materials currently employed
by the LRC's can be continued to be used without mod-
ification. Slight program modifications will be required
in order to utilize the equipment.

Next, I recommend that a current awareness project
be initiated utilizing the MARC II tapes prepared by
the Library of Congress. The MARC II subscription is
available for $800.00 annually. The FAC-CAP FACULTY
CURRENT AWARNESS PROGRAM will ultimately provide each faculty
member and administrator with a weekly bibliographic
listing of materials written in English that have been cat-
aloged by the Library of Congress during the preceding week.
These lists can then be used by the faculty member or
administrator as buying, and ultimately reading, guides. In

turn, the bibliographic data in machine readable form
on the MARC II tapes should be used to provide direct
input into the library acquisitions programs. This
action will further reduce the amount of keying required
to place an item on order and also will reduce the
time spent verifying an order by a Technical Services
Department employee. Thus cost savings can be realized
in both Data Systems and Technical Services.

District Automation Services is currently conducting
a Pilot project in the utilization of a microfilm medium
for the public Library Catalog. All indications are
that the experiment will be successful and should be
continued. The L R C has already experienced a consider-
able cost saving over catalog production in a bound
book medium. I project that an even greater cost saving
can be realized if Data Systems were to install a COM
unit of the MEMOREX 1620 size that I recommended to
them. A COM unit would be of great use to many depart-
ments within the TCJC District. Many areas are ex-
periencing storage space problems for records produced
by the computer. If a COM unit were installed, the
resulting computer output, in terms of size, would
be reduced twenty-four times.

There are other areas that we should be investigating
for possible cost savings, but I believe the areas

mentioned above are of prime importance and that steps
should be taken to install, implement or revise as
necessary at the earliest possible time. Large equip-
ment purchases are not possible under the current budget
but should be recommended for the next annual budget.
I recommend that programming support be provided immed-
iately. If a new programmer is required, I recommend
that one be hired now. I do not believe that we can
afford to wait until September for programming support.

4   LIBRARY SERVICES

        Objectives
        Subsystem Flow Charts
        Job Descriptions
        Job Assignments
        Levels of Authority and Decision Making
        Position Responsibilities
        Criteria for Position Appointment
        Projections

Library Services Objectives

Goal I. To assist in every facet of the learning process.
  Obj. 1. Conduct LRC orientation classes each semester
      or as the need arises.
    2. Conduct classes in reference and research
      techniques.
    3. Serve as a member of the instructional develop-
      ment team.
    4. Insure that reference personnel are readily
      available to faculty members.
    5. Upon request, develop and maintain reserve
      collections.

Goal II. To maintain and develop a viable materials collec-
      tion relative to the T.C.J.C. District curriculum.
  Obj. 1. Insure faculty involvement in the collection
      development by allocating purchase funds to
      departments.
    2. Provide for student participation in materials
      selection through utilization of suggestion
      boxes.
    3. Insure a well-rounded collection including
      vocational, technical and university-parallel mate-
      rials at varied levels of reading comprehension.
    4. Provide materials in the collection reflecting
      major cultural and ethnic viewpoints.
    5. Utilize state and national standards as mate-
      rial selection criteria.
    6. Secure additional copies of materials most in
      demand.

Goal III. To encourage cultural, recreational, and per-
      sonal enrichment.
  Obj. 1. Provide free access to materials through the
      open stock concept.
    2. Provide space for cultural displays.

Goal IV. To provide efficient dissemination of information.
  Obj. 1. Provide a comprehensive and easy to use index
      to the Learning Resources collection.
    2. Provide an efficient system for circulating
      materials.
    3. Prepare subject and interdisciplinary bibliographies
      as needed.
    4. Provide a method for informing faculty of the
      status of their orders and budgets.
    5. Provide comprehensive reports to the Learning
      Resources Committee.

Goal V. To evaluate and improve the effectiveness of the
        Learning Resources Program.
    Obj. 1. Utilize state and national standards for
            periodic evaluation.
         2. Develop and make use of an instrument for the
            evaluation of the library services.
         3. Make operational and policy changes should the
            need be indicated as a result of evaluation
            responses.
         4. Solicit suggestion from the Learning Resources
            Committee.

REFERENCE SERVICES
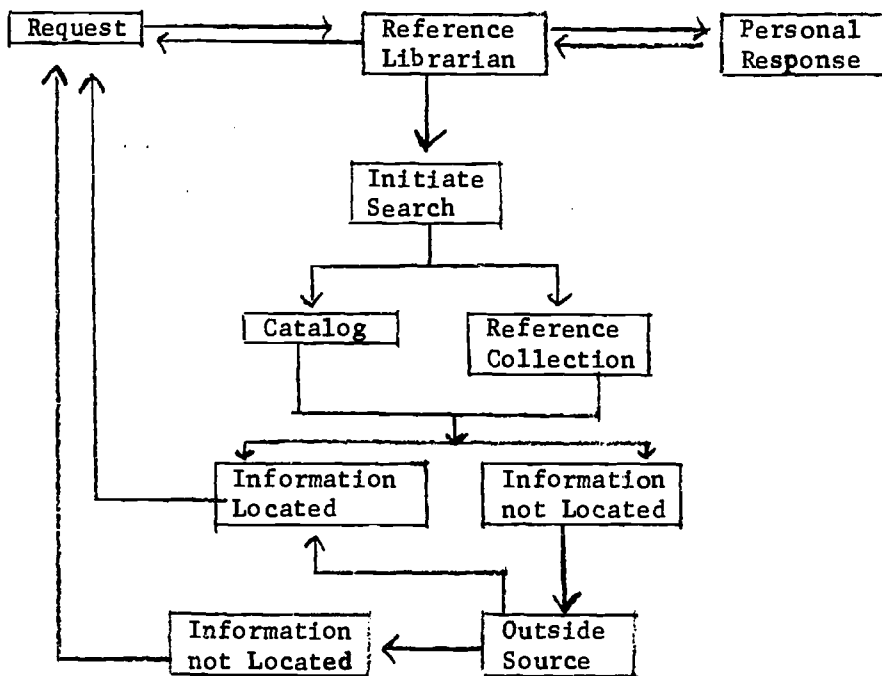
CIRCULATION

SPECIAL MATERIALS COLLECTION

```
┌─────────────────────┐
│Assistant Director   │
│        of           │
│Library Services     │
└─────────────────────┘
           │
           ▼
     ┌──────────┐
     │Material  │─────────────────────────────────▶┌─────────┐
     │Ordered   │                                   │Payment  │
     └──────────┘                                   └─────────┘
           │
           ▼
     ┌──────────┐
     │Material  │
     │Received  │
     └──────────┘
           │
           ▼
     ┌──────────┐
     │Property  │
     │Stamped   │
     └──────────┘
           │
           ▼
     ┌──────────┐
     │Processed │
     └──────────┘
           │
           ▼
     ┌──────────┐
     │Filed     │
     └──────────┘
```

BIBLIOGRAPHIC SERVICE

```
                    ┌─────────┐
                    │ Request │
                    └─────────┘
                         │
                         ▼
              ┌────────────────────┐
              │ Assistant Director │
              └────────────────────┘
                         │
                         ▼
               ┌───────────────────┐
               │ Searches Indexes  │
               └───────────────────┘
                         │
                         ▼
                  ┌─────────────┐
                  │ Compilation │
                  └─────────────┘
                         │
                         ▼
                     ┌────────┐
                     │ Typist │
                     └────────┘
                         │
                         ▼
                  ┌─────────────┐
                  │ Duplication │
                  └─────────────┘
                         │
                         ▼
                ┌──────────────┐
                │ Distribution │
                └──────────────┘
```

INTERLIBRARY LOANS

```
                                    ┌─────────┐
                                    │ Faculty │ ◁──────────────────┐
                                    │ Request │                    │
                                    └─────────┘                    │
                                         │                         │
                                         ▼                         │
                                  ┌──────────────┐                 │
                                  │ Loan form    │                 │
                                  │ Completed    │                 │
                                  │ and Verified │                 │
                                  └──────────────┘                 │
                                         │                         │
                                         ▼                         │
┌───────────┐          ┌──────────────┐       ┌───────────┐
│ Material  │          │ Lending      │       │ Materials │
│ Returned  │ ───────▷ │ Institution  │ ────▷ │ not       │
│ to Library│          └──────────────┘       │ Available │
└───────────┘                 │               └───────────┘
      ▲                       ▼
      │                ┌───────────┐
┌───────────┐          │ Materials │
│ Loan      │          │ Mailed    │
│ term      │          └───────────┘
│ Completed │                │
└───────────┘                ▼
      ▲                ┌───────────┐
      │                │ Materials │
┌───────────┐          │ Received  │
│ Material  │          └───────────┘
│ Charged to│  ◁────          │
│ Faculty   │                 ▼
└───────────┘          ┌────────────┐
                       │ Faculty    │
                       │ Notified   │
                       │ of Arrival │
                       └────────────┘
```

JOB DESCRIPTIONS

The traditional method of writing a job description is that
of describing what each employee does while on the job. This
document reflects a departure from that type of system. We
have attempted to isolate and describe every job within each
of the three service areas. Each job is given a numeric identi-
fication and is assigned to an individual in the organization
as a primary or secondary job.

The advantages of this system are three-fold. (1) If an em-
ployee who has certain skills leaves the organization, one
need not rewrite job descriptions to fit his replacement.
(2) If one finds an employee is incapable of adequately per-
forming his primary job(s), new assignments can be made with-
out rewriting job descriptions. (3) It provides a framework
within which cross-training may be effectively accomplished.
Secondary job assignments facilitate cross-training and insure
back-up during periods of overload or absence.

JOB DESCRIPTION

I. Circulation of Materials

    1. Charging and discharging of books
    2. Checking and mailing of overdue notices
    3. Handling of transcript holds
    4. Collection of fines
    5. Shelving of materials
    6. Copying of microfilm
    7. Checking error list (computer print out)
    8. Compute and collect fines

II. Periodicals Control

    1. Checking in of materials (includes periodicals and microfilm)
    2. Property stamping
    3. Shelving of materials
    4. Preparation for bindery
    5. Making claims for missing items
    6. Checking invoices for payment
    7. Renewal of subscriptions
    8. Maintenance of periodical file for public use
    9. Acquisition of periodicals and microfilm

III. Reference Services

    1. Assist students and faculty in use of library materials
    2. Prepare subject bibliographies
    3. Select materials for Reference Collection
    4. Maintenance of special materials files
    5. Assist students and faculty with research problems
    6. Interpret policy and procedure to patrons and staff

IV. Secretary

    1. Receive incoming calls
    2. Handle correspondence
    3. Keep student time
    4. Type coding sheets for orders
    5. Keep budget records
    6. Maintain files

V. Reserve Collection

    1. Receive requests from faculty
    2. Prepare material for reserve shelf
    3. Maintain reserve file
    4. Shelve reserve materials
    5. Circulation of reserve material

VI. <u>Interlibrary Loan</u>

    1. Receive requests from faculty
    2. Verify
    3. Order material
    4. Maintain records
    5. Return material to point of origin

VII. <u>Special Collections</u>

    1. Maintenance of files
    2. Selection of material
    3. Acquisition of material for special collections

JOB ASSIGNMENT

LIBRARY SERVICES-SOUTH

Name	Position	Primary	Secondary
John Lolley	Director	1-7	
Pat Iredell	Asst. Director	3,5,6,7	1-7
Dixie Heath	Asst. (periodicals)	2	3
Ralph Mann	Asst. (circulation)	1	3
Doris Glady	Secretary	4	3

LIBRARY SERVICES-NORTHEAST

Name	Position	Primary	Secondary
Tommy Ozburn	Director	1-7	
Charles Hickox	Asst. Director	3,5,6,7	1-7
Jerry Parr	Asst. (periodicals)	1,2	3
Juanelle Quisenberry	Secretary	4	3

LEVELS OF AUTHORITY AND DECISION-MAKING

LIBRARY SERVICES-SOUTH

72

VII	VI	V	IV	III	II	I
Dean	Director	Assist. Director	Assistant	Attendant	Clerical	Part-Time
Decisions 1-12	Decisions 1-12	Decisions 1,3,6,7			Decisions 14	

Paul Vagt

John Lolley

Pat Iredell

Decisions 8,10,11 — Dixie Heath

Decisions 2,13 — Ralph Mann

Doris Glady

Student Workers

Robert Lynch

George Leech

Marvin Alexander
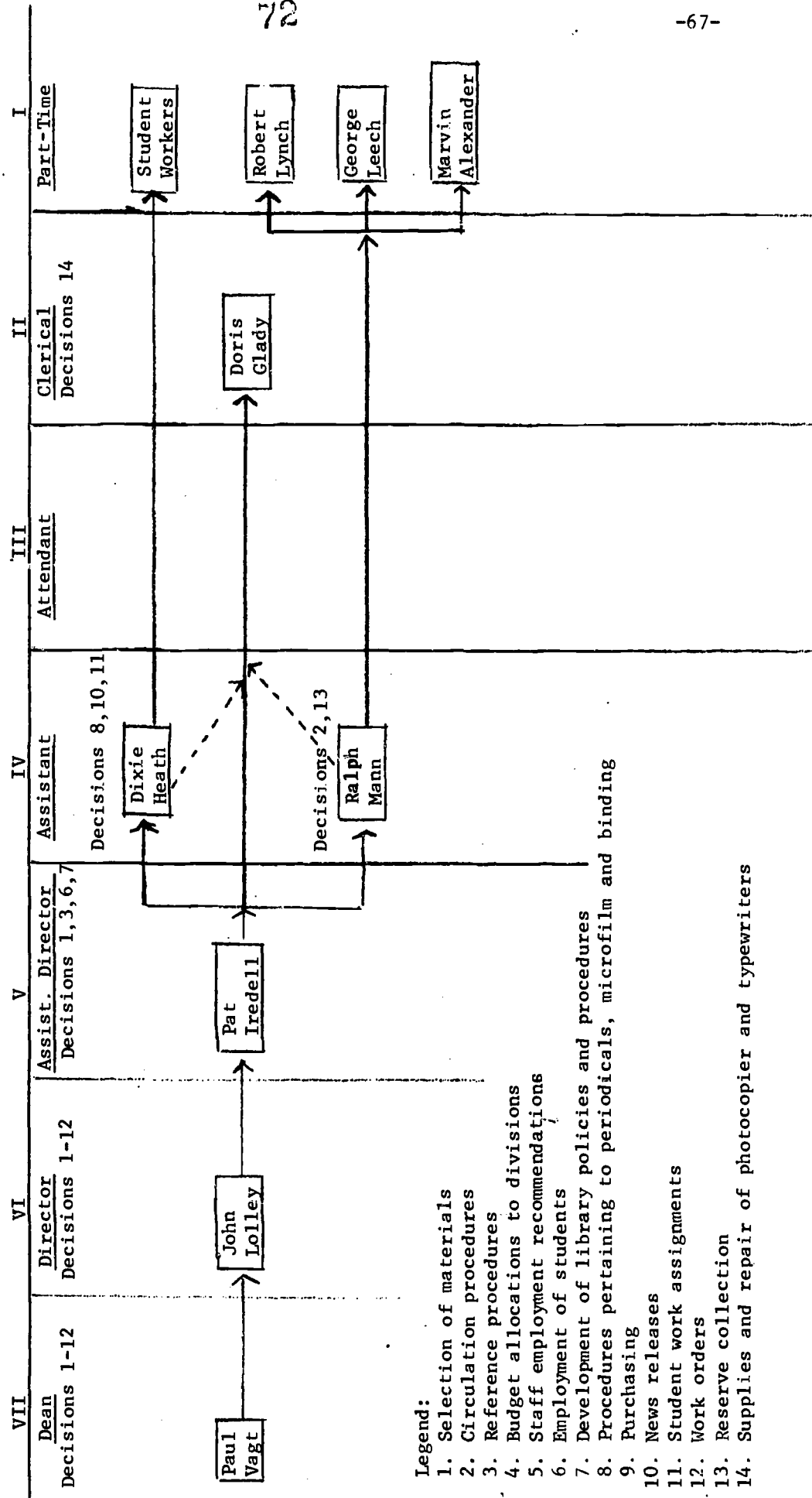
Legend:
1. Selection of materials
2. Circulation procedures
3. Reference procedures
4. Budget allocations to divisions
5. Staff employment recommendations
6. Employment of students
7. Development of library policies and procedures
8. Procedures pertaining to periodicals, microfilm and binding
9. Purchasing
10. News releases
11. Student work assignments
12. Work orders
13. Reserve collection
14. Supplies and repair of photocopier and typewriters

LEVELS OF AUTHORITY AND DECISION-MAKING

LIBRARY SERVICES-NORTHEAST

VII	VI	V	IV	III	II	I
Dean	Director	Assist.Director	Assistant	Attendant	Clerical	Part-Time
Decisions 1-12	Decisions 1-12	Decisions 1,3,6,7,11	Decisions 2,8,11		Decisions 10	

Paul Vagt

Tommy Ozburn

Charles Hickox

Jerry Parr

Juanelle Quisenberry
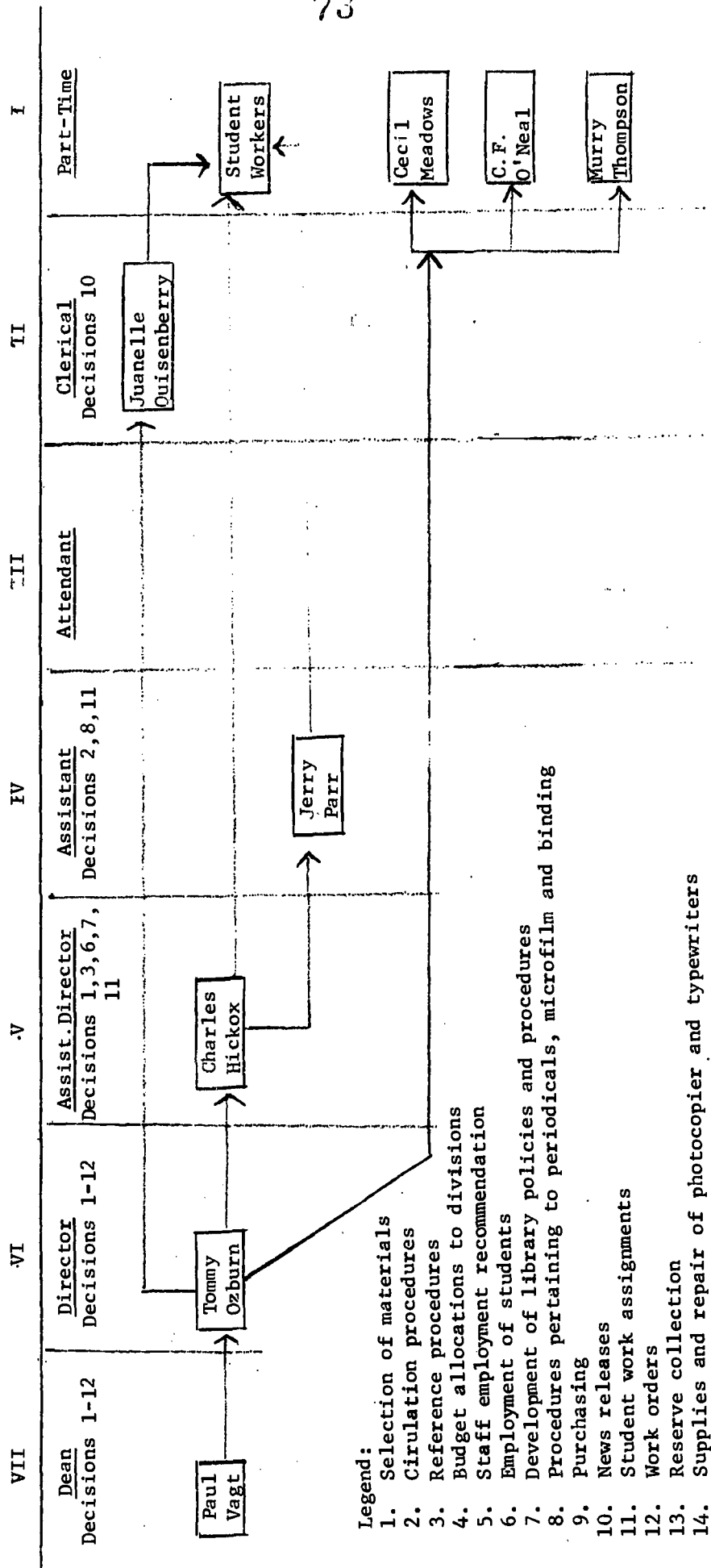
Student Workers

Cecil Meadows

C.F. O'Neal

Murry Thompson

Legend:
1. Selection of materials
2. Cirulation procedures
3. Reference procedures
4. Budget allocations to divisions
5. Staff employment recommendation
6. Employment of students
7. Development of library policies and procedures
8. Procedures pertaining to periodicals, microfilm and binding
9. Purchasing
10. News releases
11. Student work assignments
12. Work orders
13. Reserve collection
14. Supplies and repair of photocopier and typewriters

POSITION RESPONSIBILITIES

LIBRARY SERVICES

Level VI: Director

   1. Establish policies and procedures
   2. Develop library orientation for faculty and students
   3. Supervise and direct library personnel
   4. Assist and advise faculty in instructional development
      which includes library services
   5. Evaluate effectiveness of services
   6. Co-chair Learning Resources Committee
   7. Assign duties to personnel according to job description
   8. Serve on campus and/or district committees
   9. Prepare annual report
  10. Interview and recommend staff employment

Level V: Assistant Director of Library Services

   1. Supervise assigned workers
   2. Serve as Reference Librarian
   3. Serve on campus and/or district committees
   4. Maintain and expand special materials collections
   5. Assist in selection for general collection
   6. Maintain reference collection
   7. Interpret policy and procedure to patrons and staff
   8. Train student assistants
   9. Participate in Library Orientation programs
  10. Supervise library in absence of director

Level IV: Library Assistant

   1. Train and supervise student assistants in assigned area
   2. Suggest efficiency measures
   3. Assist students and faculty with simple research problems
   4. Equipment maintenance
   5. Maintain and supervise assigned area

Level II: Secretary

   1. Maintain friendly relations with staff and patrons
   2. Make monthly budget reports
   3. Assist faculty and students with simple reference problems

Level I: Part-Time Students

   1. Maintain friendly attitude
   2. Notify staff when problems occur

Level I: Exit Control Personnel

   1. Compute and collect fines
   2. Keep receipt book in order
   3. Make change
   4. Check outgoing books for errors

CRITERIA FOR POSITION APPOINTMENT

LIBRARY SERVICES

Level VI: Director
Graduation from an accredited college or university
supplemented by an MLS degree from an accredited college
of library science. At least five years of library
experience in a supervisory capacity with at least two
years spent in an administrative position.

Level V: Assistant Director
Graduation from an accredited college or university
supplemented by an MLS degree from an accredited
college of library science. At least one year of ex-
perience in an academic library.

Level IV: Assistant
Graduation from an accredited college or university
and knowledge, skills, and experience in the area of
his/her assignment.

Level II: Clerical
Skills in typing, bookkeeping, and filing.

Level I: Part-time
Student workers may be employed through the Work Study
Program or as Student Assistants. Each must demonstrate
an eagerness to work and be courteous to faculty, staff,
and to other students. Some positions at this level re-
quire a more mature individual; therefore, older, usually
retired, persons are employed. They too must demonstrate
an eagerness to work and be courteous to those with whom
they come in contact.

PROJECTIONS

No projections for future library services would be complete without
a statement concerning the collection. According to the "Standards for
Junior College Libraries," a two-year institution of up to 1,000 Full
Time Equivalency should have a minimum of 20,000 volumes. At the time
of this writing, the South Campus has passed that mark and the Northeast
Campus is very close. The standards further recommend an increase of
5,000 books for every 500 FTE beyond a thousand. An example of the
projection for the library collection on the South Campus would be
about 70,000 volumes for a 6,000 FTE, which is the figure that has been
suggested as a maximum FTE for the South Campus. These figures say
nothing of quality. Naturally all projections should conform to the
overall goals of the LRC as listed at the beginning of this document.

Other areas that should be considered in a projected view of the
LRC are:

1. A weeding policy based on a computer print-out of the
   circulation of each piece of material. Those materials
   which have not circulated enough times to warrant
   their continued inclusion in the collection should
   be removed and placed in a control storage area.
   They would remain in the catalog, however, but
   would be designated as being housed in the control
   storage area and would be available for circulation
   to the district campus libraries upon call.

2. In accordance with the Instructional Media's plans
   to broaden their coverage to include satellite
   areas, the library services should supplement this
   coverage. Adequate reference and periodical materials
   will be needed to provide a full media satellite
   station. Special bibliographies would give a wider
   access to the main collection.

3. The Library Services must be prepared to support
   any storefront operation which the TCJC District
   undertakes. This should include the full realm of
   library service with reference materials, appropriate
   periodicals, and special collections.

4. The "Opportunity Room" on the South Campus will
   need to be expanded if it is to fulfill the promising
   start it has made. This should include the purchase
   of more civil service sample tests, career and occu-
   pational guides and information concerning trades.
   The Northeast Campus is adding a counselor to its
   services. Office space must be provided along with
   appropriate materials.

5. The Library Service must be prepared to assume the
   responsibility of administering all materials which

circulated directly to students, be they print or
non-print. This should include traditional library
services and those which were formerly administered
by the Instructional Media facilities such as the
circulation of packaged materials, tapes, video
tapes, etc.

6. The TCJC libraries have experienced a phenomenal
use of periodicals. To further take advantage of
this situation, the Periodicals Librarian should
be freed from as many clerical duties as possible.
This would enable her to participate more in the
selection and deletion of periodicals, dissemina-
tion of articles to faculty members, making biblio-
graphies of articles, abstracting articles, etc. A
clerical person could assume many of the "non-pro-
fessional" duties now performed by the Periodicals
Librarian.

5   INSTRUCTIONAL MEDIA SERVICES

         Objectives
         Subsystems Flow Chart
         Job Descriptions
         Job Assignments
         Levels of Authority and Decision Making
         Position Responsibilities
         Criteria for Position Appointment
         Projections

Media Services Objectives

Goal I. To assist in every facet of the learning process

  Obj. 1. Assist the faculty in the development of a systems
          design approach to all courses offered.
       2. Serve as a member of the instructional development
          team.
       3. Provide students with a multi-sensory exposure to
          any given learning task.
       4. Encourage the use of and the means by which learners
          may have access to course content on an individualized,
          self-paced basis.
       5. Provide the faculty with tools designed to complement
          classroom instructor.

Goal II. To develop and maintain a viable materials collection
         relative to the T.C.J.C. District curriculum.
  Obj. 1. Purchase or produce materials as required through
          instructional development.
       2. Solicit faculty suggestions as to materials needed.
       3. Insure that each item is properly cataloged.
       4. House material in areas that insure the greatest
          degree of student accessibility.
       5. Inventory, inspect, and repair semi-annually.
       6. Where possible, maintain utilization records.

Goal III. To encourage cultural, recreational, and personal
          enrichment.
  Obj. I. Provide materials and space for recreational listening.
       2. Promote the "open shelf" concept for material storage
          and utilization.
       3. Audio tape guest speakers.
       4. Support the Student Activities program through close
          cooperation with the Dean of Students.

Goal IV. To provide efficient dissemination of information.
  Obj. 1. Maintain an up-to-date media index file.
       2. Route new materials brochures to faculty members.
       3. Schedule a Learning Resources Committee meeting
          each month during the fall and spring terms.
       4. Inform the faculty of impending materials acquisition
          grants and the disposition of same.
       5. Provide comprehensive reports to the Learning
          Resources Committee.

Goal V. To evaluate and improve the effectiveness of the
Learning Resour es Program.
   Obj. 1. A user evaluation form will accompany all locally
produced materials delivered to faculty.
2. A user evaluation form will be left with all
equipment and materials set up for classroom use.
3. A suggestion box will be located in the Programmed
Learning Center.
4. Develop and make use of an instrument for the
evaluation of the media services.
5. Maintain evaluation records.
6. Make operational and policy changes should the
need be indicated as a result of evaluation
responses.

INSTRUCTIONAL DESIGN

```
┌──────────┐      ┌────────┐      ┌──────────┐      ┌──────────────┐
│ Faculty  │─────▶│ Media  │─────▶│ Director │─────▶│ Appoint      │
│ Request  │      │ Staff  │      │          │      │ Team Members │
└──────────┘      └────────┘      └──────────┘      └──────────────┘
                                                            │
                                                            ▼
                                                    ┌──────────────┐
                                                    │ Schedule     │
                                                    │ Team         │
                                                    │ Meetings     │
                                                    └──────────────┘
                                                            │
                                                            ▼
                                                    ┌──────────────────┐
                                                    │ Develop and      │
                                                    │ State Objectives │
                                                    └──────────────────┘
                                                            │
                                                            ▼
    ┌──────────────┐                                ┌──────────────────┐
    │ Evaluate and │                                │ Apply Systems    │
    │ Up-Date      │                                │ and Cost Analysis│
    └──────────────┘                                └──────────────────┘
            ▲                                           │         │
            │                              ┌────────────┘         └──────────┐
            │                              ▼                                 ▼
      ┌───────────┐                 ┌───────────┐               ┌───────────┐
      │ Implement │                 │ Materials │               │ Materials │
      └───────────┘                 │ to be     │               │ Purchase  │
            ▲                       │ Developed │               └───────────┘
            │                       └───────────┘                     │
            │                              │                          ▼
       ┌────────┐                          ▼                   ┌───────────┐
       │ Revise │                   ┌───────────┐              │ Rental    │
       └────────┘                   │ Local     │              │ Purchase  │
            ▲                       │ Production│              │ Subsystem │
            │                       │ Subsystem │              └───────────┘
            │                       └───────────┘                     │
            │                              └──────────┐     ┌──────────┘
     ┌──────────┐   ┌────────┐                        ▼     ▼
     │ Evaluate │◀──│ Field  │◀──────────────────┌─────────────┐
     └──────────┘   │ Test   │                   │ Materials   │
                    └────────┘                   │ Received    │
                                                 └─────────────┘
```

LOCAL PRODUCTION

·MATERIALS PURCHASE–RENTAL

```
┌──────────┐      ┌──────────┐      ┌──────────────┐              ┌──────────┐
│Materials │◄─────│Director  │─────►│Requisition   │              │Payment   │
│Request   │      │Approval  │      │Completed     │              │Made      │
└──────────┘      └──────────┘      └──────────────┘              └──────────┘
                                            │                          ▲
                                            ▼                          │
┌──────────────┐                    ┌──────────────┐   ┌────────┐  ┌──────────┐
│Scheduling and│                    │District      │   │Dean's  │  │Completed │
│Distribution  │                    │Purchasing    │◄──│Office  │  │File      │
│Sub-system    │                    └──────────────┘   └────────┘  └──────────┘
└──────────────┘                            │              ▲            ▲
      ▲  │                                  ▼              │            │
      │  ▼                           ┌──────────────┐  ┌────────┐  ┌────────┐
┌──────────┐      ┌────────────┐     │Purchase      │  │Pink    │  │Blue    │
│Learning  │      │Department  │     │Order         │  │Copy    │  │Copy    │
│Resources │      └────────────┘     │Issued        │  └────────┘  └────────┘
│Center    │           ▲             └──────────────┘      │            │
└──────────┘           │                     │             │            │
      │     ┌────────┐ │                      │             │            │
      └────►│Storage │◄┘                      ▼             │            │
            └────────┘              ┌──────────────┐   ┌──────────┐
                ▲                   │Materials     │   │Purchase  │
        ┌────────────┐              │Received      │──►│Order     │
        │Cataloging  │◄─────────────│              │   │Signed    │
        └────────────┘              └──────────────┘   └──────────┘
```

DISTRICT FILM CENTER

STORAGE AND RETRIEVAL

SCHEDULING

```
                                      ┌──────────┐      ┌──────────┐
                                      │Rent or   │─────▶│Rental    │
                    ┌─────────┐       │Purchase  │      │Purchase  │
                    │Normal   │       └──────────┘      │Sub-System│
                    │Office   │       ┌──────────┐      └──────────┘
                    │Procedures│      │Free loan │      ┌──────────┐
                    └─────────┘       └──────────┘      │Write or  │
                         ▲            ┌──────────┐      │Phone     │
┌─────────┐  ┌─────────┐ │ ┌─────────┐│Preview   │      └──────────┘
│Faculty  │─▶│Secretary│─┘▶│Locate   │└──────────┘      ┌──────────┐
│Request  │  └─────────┘   │Materials││District  │      │District  │
└─────────┘               │Source   ││16mm films│      │Film      │
                           └─────────┘└──────────┘      │Sub-System│
                                      ┌──────────┐      └──────────┘
                                      │Campus    │
                                      │Material  │
                                      └──────────┘
```

| Copy of Written Request Filed | Complete Control Card | Faculty Notified of Confirmation |

| Dean |

| Director |

| 16 mm film Scheduling Card Completed | Control Card filed | Materials Received |

| Monthly Utilization Reports | Filed | White Copy | Schedule Written Upon request | Faculty Notified of Arrival |

| Yellow and Blue Copy | Pink Copy |

| Materials Returned To Source | Distribution Sub-System | Storage and Retrieval Sub-System |

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DISTRIBUTION

```
Completed          Pink          District
Schedule           Copy          Film
Received                         Sub-System

                   Blue
                   Copy          Stapled To          Filed        Yellow Copy
                                 Evaluation                       Returned to
                   Yellow        Form                             LRC
                   Copy
                                 Materials     Location           Materials
                                 Located       Written on         Obtained,
                                               Yellow Copy        Delivered &
                                                                  Set-Up
Night
Schedules
                                                                  Blue Copy &
                         Storage       All Non-Scheduled          Evaluation
Set up                                 Equipment Picked           Remain with
                                       Up - 3:00 P.M.              set-up
                                       Daily
All non-scheduled
Equipment picked                                                  Return to LRC
Up- 7:00 A.M. daily                                               By Faculty

                                       Negative          All Positive
                                       Response          Response

                                       Coordinator
                                       or                Filed
                                       Director

                                       Follow-Up
            Dean          Director          Monthly
                                           Reports
```

MAINTENANCE AND REPAIR

```
                    ┌─────────┐
                    │ Factory │
                    │ Repair  │         ┌──────────┐      ┌──────────┐    ┌──────────┐
                    └─────────┘         │Shipped or│─────→│ Received │──→ │ Rental   │
┌──────────┐        ┌─────────┐         │Picked up │      └──────────┘    │ Purchase │
│ Trouble  │───→    │ Local   │         └──────────┘           │          │Subsystem │
│Diagnosed │        │ Repair  │                                ↓          └──────────┘
└──────────┘        └─────────┘                          ┌──────────┐
                                                         │ Repair   │
                    ┌──────────────┐                     │Verificatⁱon│
                    │ Staff Repair │                     └──────────┘
                    └──────────────┘                      ↙        ↘
                      ↙        ↘               ┌──────────┐    ┌──────────┐
┌──────────┐  ┌──────────┐  ┌──────────┐      │ Director │    │Technician│
│Purchase  │←─│ Parts    │  │ No Parts │      └──────────┘    └──────────┘
│Rental    │  │ Required │  │ Required │           ↓               ↓
│Subsystem │  └──────────┘  └──────────┘      ┌──────────┐    ┌──────────┐
└──────────┘                                  │ Reject   │    │ Accept   │
     ↓                                        └──────────┘    └──────────┘
┌──────────┐                ┌──────────┐           ↓               ↓
│ Parts    │─────────────→  │ Repairs  │      ┌──────────┐    ┌──────────┐
│ Received │                │Completed │      │ Returned │    │Maintenance│
└──────────┘                └──────────┘      │for Further│   │ Record   │
                                 ↓            │ Repairs  │    │Completed │
                            ┌──────────┐      └──────────┘    └──────────┘
┌──────────┐  ┌──────────┐  │Maintenance│                         ↓
│Return to │←─│ Maintenance│ │ Record   │                   ┌──────────┐
│ Service  │  │ Record    │  │Completed │                   │Return to │
└──────────┘  │ Completed │  └──────────┘                   │ Service  │
              └──────────┘                                  └──────────┘
```

JOB DESCRIPTIONS

The traditional method of writing a job description is that
of describing what each employee does while on the job. This
document reflects a departure from that type of system. We
have attempted to isolate and describe every job within each
of the three service areas. Each job is given a numeric identi-
fication and is assigned to an individual in the organization
as a primary or secondary job.

The advantages of this sy;tem are three-fold. (1) If an em-
ployee who has certain skills leaves the organization, one
need not rewrite job descriptions to fit his replacement.
(2) If one finds an employee is incapable of adequately per-
forming his primary job(s), new assignments can be made with-
out rewriting job descriptions. (3) It provides a framework
within which cross-training may be effectively accomplished.
Secondary job assignments facilitate cross-training and insure
back-up during periods of overload or absence.

JOB DESCRIPTION

MEDIA SERVICES

1. STILL PHOTOGRAPHY
    1. Make original black and white or color photographs.
    2. Copy original or textbook drawings.
    3. Copy slides or filmstrips.
    4. Expose 16 mm or 8 mm motion pictures.
    5. Enlarge still pictures.
    6. Develop black and white or color film.
    7. Operate the photomodifier for production of
       transparency or opaque copies.

2. MOTION PICTURE PRODUCTION
    1. Act as cameraman-director of productions.
    2. Perform all editing.
    3. Match work print and original.
    4. Prepare original (ACL standard) and sound track
       for printing and/or reduction to Super 8mm.
    5. Shoot 8 mm footage and assist others in using
       8mm equipment.
    6. Be able to use effectively:
       (1) 16mm and 8mm cameras and accessories
       (2) 2 gang editor viewer, with sound reader
       (3) Double system projector
       (4) Nagra recorder for lip-sync recording
       (5) Lighting techniques advanced.

3. BASIC GRAPHICS PRODUCTION
    1. Mount pictures and flat materials either by dry
       or wet process.
    2. Frame and laminate materials.
    3. Letter charts or posters, using lettering guides,
       paste-on, dry transfer letters or Reynolds Print-
       A-Sign.
    4. Operate the varityper headliner and Phototypositor.
    5. Construct display boards, color charts, poster,
       and transparencies using commercial adhesives,
       plastic inks, tempera, water colors, papers and
       similar materials.
    6. Operate and maintain all equipment used to produce
       the above.

4. ARTWORK AND DESIGN
    1. Prepare artwork for transparency production.
    2. Prepare artwork for slide production.
    3. Prepare artwork for motion picture projection.
    4. Design and produce special artwork for printing.
    5. Design layout of posters and charts.

5. TRANSPARENCY MASTER PREPARATION
   1. Prepare transparency master using one or a
      combination of these methods:
      (1) Headliner or typositor lettering
      (2) Dry transfer lettering
      (3) Ink and lettering guides
      (4) Typewritten copy
      (5) Xerox copy
      (6) Original artwork and lettering
      (7) Photo-modifier
      (8) Soft led pencil

6. TRANSPARENCY PRODUCTION
   1. Produce thermal transparencies.
   2. Produce diazo transparencies.
   3. Produce color lift transparencies.
   4. Produce Photo-Modifier transparencies.
   5. Produce handmade transparencies, using acetate
      ink, color adhesives, etc.

7. TELEVISION STUDIO ASSISTANCE
   1. Demonstrate basic knowledge of studio operation
      and techniques including camera operation, light-
      ing, and microphone placement.

8. TELEVISION PRODUCTION
   1. Set up and operation of television studio.
   2. Supervise set up and operation of classroom or
      remote video recording.
   3. Edit and duplicate video tapes.
   4. Maintain video tape stock and recommend purchase.

9. AUDIO EQUIPMENT OPERATION
   1. Be able to set up and operate all tape recorders.
   2. Know how to set up and operate record players.
   3. Know how to splice tape.
   4. Know how to perform tape duplication.

10. AUDIO PRODUCTION
   1. Make tapes of all campus speeches.
   2. Set up and assist in studio tape sessions.
   3. Know how to splice tape.
   4. Know how to perform tape duplication.

11. AUDIO MATERIAL AND SUPPLIES
   1. Look after the blank tape supply.
      (1) New
      (2) Used
      (3) Reel-to-reel
      (4) Cassette
   2. Deliver tape to the PLC when it is requested.
   3. Clean used tape on the bulk eraser for further use.

4. Use used tape rather than new tape whenever possible.
5. Maintain supply of tape splicing tape and tape splicing accessories.
6. Know how to locate accessioned material.
7. Deliver new programs to cataloging personnel for accessioning.
8. Place accessioned materials in their proper location after use.
9. Keep accurate records of tape use.

12. PLC CONTROL ROOM OPERATION
    1. Be able to load and operate all program sources.
    2. Keep heads on all players clean.
    3. Clean every phonograph record before and after use.
    4. Schedule utilization by recording a headcount.
    5. Write all request on proper form.
    6. Be certain that all new material brought to the center is delivered to cataloging personnel.
    7. Keep accessioned material properly labeled and shelved.
    8. Allow no tapes to leave the collection unless there is a back up tape.
    9. Be able to set up and operate video tape recorders for copying programs off the air.
    10. Keep close control over equipment checked out over the counter.

13. PLC STUDY AREA
    1. Be able to load and operate all projectors.
    2. Keep headsets sterilized.
    3. Have material such as worksheets readily available and in order.
    4. Keep center neat and inviting.
    5. Report needs for maid, custodial, or maintenance service to the Media Coordinator responsible.

14. DISTRIBUTION
    1. Be able to load and operate all classroom media equipment.
    2. Be able to change lamps in all projectors.
    3. Deliver and set up all scheduled materials prior to scheduled time of use.
    4. Pick up materials after use.
    5. Keep all equipment clean and in optimal operating condition.
    6. File schedule sheet after set up (yellow copy).
    7. File schedule sheet after pick up (blue copy).

15. FILM BOOKING & MAINTENANCE
    1. Clean, inspect, and shelve all district owned films when returned from classroom use.

2. Repair damaged prints.
3. Insure that films are shelved in proper containers according to title and number.
4. Insure that all films have a proper leader and trailer.
5. Check in films when received in the mail.
6. Return rental films by mail.
7. Schedule films for classes.
8. Type cards for film file.
9. Accession tapes, films, filmstrips, and video tapes.

16. SECRETARY
   1. Take telephone or personal request from faculty members.
   2. Complete schedule request showing
      (1) Requesting party
      (2) Date and time needed
      (3) Place needed
      (4) Time material can be picked up
      (5) Description of material
   3. Route all schedules to appropriate destination (file the white copy, send blue and yellow to distribution, and pink to film library).
   4. Type requisitions and other departmental correspondence.
   5. Maintain accurate files.
   6. Prepare monthly utilization reports.
   7. Perform general office duties.

17. EQUIPMENT REPAIR AND MAINTENANCE
   1. Can diagnose malfunction.
   2. Can repair malfunction within limitations of local equipment and parts.

JOB ASSIGNMENT

MEDIA SERVICES - SOUTH

NAME	POSITION	PRIMARY	SECONDARY
Ken Coffelt	Director		
Gaston Walker	Coordinator	──Supervision	
	Coordinator		
Travis Cockerham	Assistant	8,17	14
Ben Head	Assistant	1,2,3,6	5,12,13,7
Tom Blackburn	Assistant	7,9,10	1,2,8,14,17
Floyd Winfield	Assistant	14	17
Valerie Cockerham	Attendant	11,12,13	9,10,15,16
Sylvia Holly	Attendant	15	16,11
Linda Jones	Attendant	4,5	6,3
Dorothy Branch	Secretary	16	15,11

MEDIA SERVICES - NORTHEAST

NAME	POSITION	PRIMARY	SECONDARY
Dan Echols	Director		
Jim O'Dell	Coordinator		
Robert Frost	Assistant	8,7,9	10,12,11,14
Juel Pope	Assistant	14,17	9
Warren Landry	Assistant	1,2,6	3,5,7
Betty James	Assistant	4,3,5	6
Molly Helms	Attendant	12,13,11, 10	16,9
Robinel McDaniel	Secretary	16	15,13

LEVELS OF AUTHORITY AND DECISION-MAKING

MEDIA SERVICES-SOUTH

VII	VI	V	IV	III	II	I
Dean	Director	Coordinator	Assistant	Attendant	Clerical	Part-time
Decisions 1-10	Decisions 1-10	Decisions 4, 6, 7	Decisions 4, 6	Decisions 4, 6	Decisions 4, 6	

Paul Vagt

Ken Cofield

Gaston Walker

Tom Blackburn

Floyd Winfield

Travis Cockerham

Ben Head

Valerie Cockerham

Sylvia Holly

Linda Jones

Dorothy Branch

Student Workers

Student Workers

Student Workers

Legend:

1. Purchase
2. Employment Recommendations
3. Employment of students
4. Priorities of scheduling
5. Suitability of Media to learning task
6. Repairs
7. Materials Selection
8. Budget allocation
9. Submitting workorders
10. Press releases

LEVELS OF AUTHORITY AND DECISION-MAKING

MEDIA SERVICES-NORTHEAST

VII	VI	V	IV	III	II	I
Main Decisions 1-21	Director Decisions 2-19	Coordinate Decisions 3-16	Assistant Decisions 4-14	Attendant Decisions 5-12	Clerical Decisions 5-11	Part-Time Decisions 9-

Paul Vogt

Dan Echols

Larry Nelson

Jim O'Neill

Robert Frost

Juel Pope

Warren Landry

Betty James

Molly Helms

Robinel McDaniel

Student Workers
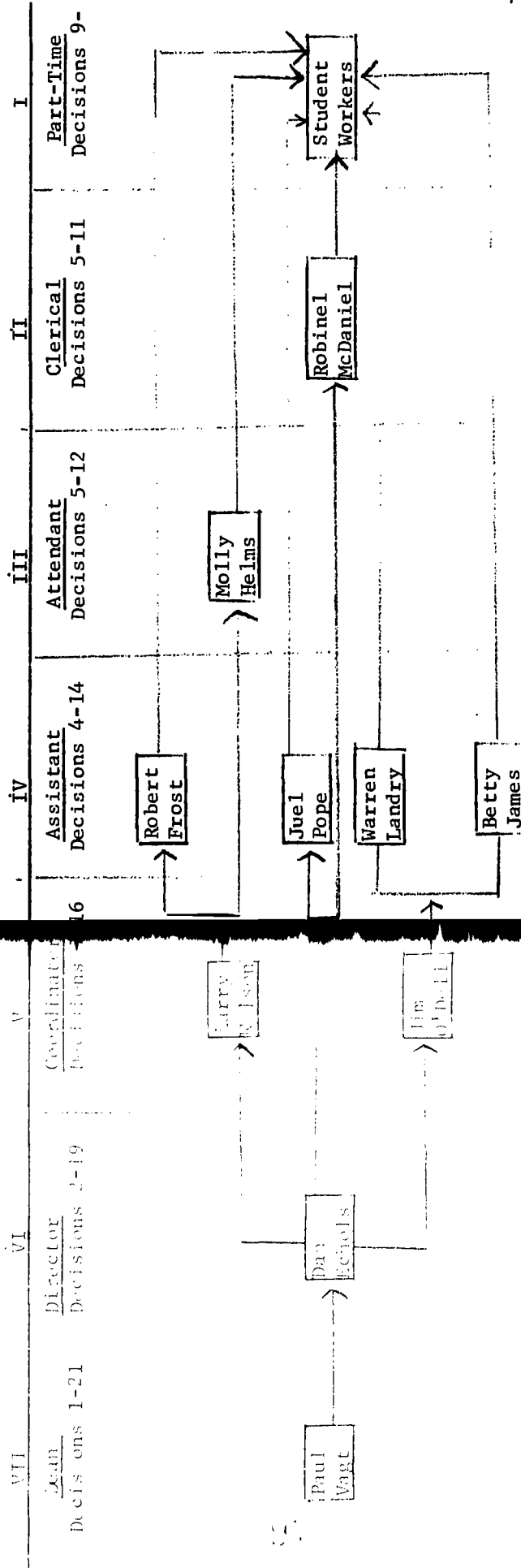
Legend:

1. Policy Determination
2. Management Control
3. Instructional Design
4. Supervision of Personnel
5. Employee Evaluation
6. Priority of Scheduling
7. Assignment of Tasks
8. Operational Activities
9. Task Completion
10. Materiel Utilization
11. Preventive Maintenance
12. Minor Repairs
13. Major Repairs
14. Materiel Allocation
15. Materiel Selection
16. Submitting Work Orders
17. Submitting Requisitions
18. Approve Purchase Orders for Payment
19. Budget Allocation
20. Budget Submissions
21. Community Requests

POSITION RESPONSIBILITIES

INSTRUCTIONAL MEDIA SERVICES

Level VI: Director

1. Assign jobs according to personnel qualification and job description
2. Interview and make staff employment recommendations
3. Assess needs and recommend purchases
4. Serve as a consultant to the faculty
5. Call and chair Instructional Media staff meetings
6. Co-chair the Learning Resources Committee
7. Serve on campus and/or district committees
8. Serve in local, state, and national organizations
9. Evaluate effectiveness of new programs and/or materials
10. Attend Directors meetings
11. Design and conduct in-service programs

Level V: Coordinator

1. Oversee performance of assigned workers
2. Interview and recommend students for employment
3. Suggest efficiency measures
4. Assess needs and make recommendations for purchase
5. Serve as a consultant to the faculty
6. Serve on campus and/or district committees
7. Serve in local, state, and national organizations
8. Assign student workers

10. Evaluate effectiveness of new programs and/or materials
12. Assist faculty and students in every way possible, consistent with this decision-making level

Level IV: Assistant

1. Oversee performance of assigned student workers
2. Interview and recommend students for employment
3. Suggest efficiency measures
4. Complete all required reports
5. Maintain accurate utilization records
6. Assist faculty and students in every way possible, consistent with this decision-making level

Level III: Attendant

1. Oversee performance of assigned student workers
2. Interview and recommend students for employment
3. Suggest efficiency measures
4. Complete all required reports
5. Maintain accurate utilization records
6. Assist faculty and students in every way possible, consistent with this decision-making level

Level II: Clerical

    1. Oversee performance of assigned student workers
    2. Interview and recommend students for employment
    3. Suggest efficiency measures
    4. Complete all required reports
    5. Maintain accurate utilization records
    6. Assist faculty and students in every way possible
      consistent with this decision-making level

Level I: Part-Time

    1. Immediately notify superior when encountering difficulty
    2. Maintain a friendly and cheerful attitude
    3. Assist faculty and students in every way possible
      consistent with this decision-making level

CRITERIA FOR POSITION APPOINTMENT

MEDIA SERVICES

Level VI and V: Director and Coordinators
Persons appointed to these positions must have earned a
Masters Degree as a minimum. A teaching background and
working experience in the field of media is desirable
but not mandatory. The position requires a close work-
ing relationship with faculty, students, and administra-
tion; therefore, persons occupying these positions must
be friendly, helpful, and sincere.

Level IV and III: Assistant and attendant
A college degree is desirable but not mandatory. In lieu
of an earned degree, demonstrable proficiency and/or work-
ing experience in each area of specialization is accept-
able.

Level II: Clerical
Proficiency in office skills and procedures is the major
criteria for appointment at this level. Prior working
experience is highly desirable.

PROJECTIONS

Expansion of Learning Resources services must occur in all dimensions
if TCJC is to attain and maintain its avowed purpose of excellence
of instruction.

This expansion of capabilities must be planned, orderly and continuous.
Major advances, of course, should be timed to correspond with the phases
of overall campus expansion. Everyone concerned with the campus and
district development program must be aware of these major needs and of
the necessity to include them in the monetary projections and allocations.

I.   Prime areas to be considered for expansion in the immediate
     future are these:

     A.   Improved local production facilities.

          1. Instructional television. This would entail relocating
             the TV studios to the LRCs. Of course, any expansion
             or additions should not occur without up-grading the
             quality of the production equipment, including that of
             color capability.

          2. Audio Production facilities. Addition of sound-proof
             recording areas located near faculty offices and con-
             tinued up-grading of master recording studios in order
             to produce the highest quality possible in instructional
             tapes.

C. Expansion of the campus distribution systems. Each new and
    existing classroom should be wired for reception of color CCTV.
    Sources of material for the CCTV system would be:

    (1) Video taped lessons or supplementary materials, (2) 16MM
    motion pictures and (3) live studio presentations, if necessary,
    to a mass audience.

    Each classroom receiving station should be equipped with a
    "CALL" button and intercom system, giving immediate access
    to any material desired by the classroom instructor. A
    "STOP/START" control in the classroom is also very desirable
    if engineering details can be overcome.

D. Further investigation of Computer Assisted, Aided, and Pre-
    scribed Instruction. This expansion should include terminals
    in the LRC and in each satellite learning center, including
    terminals within teaching facilities which make more frequent
    use of them; i.e., Math/Science, Data Processing, etc.

II. As needs are found to exist, in expansion of TCJC's program to
    better serve the community, this projection should include the
    addition of:

    A. Open-circuit telecasting to the community via home TV reception.
        This would be used for public information of an educational
        nature as well as telecourses for credit.

    B. CCTV and/or SSTV (slow-scan) distribution to "store front"
        learning centers located within the bounds of Tarrant County.