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Organization and Structure of Cataloging Units in Academic Libraries Research Project

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Utah State University

Jeremy Myntti
University of Utah

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Organization and Structure of Cataloging Units in Academic Libraries Research Project

American Library Association Midwinter Meeting
Heads of Cataloging Interest Group
January 23, 2017

Liz Woolcott
Head of Cataloging and Metadata Services

Jeremy Myntti
Head of Digital Library Services
The State of Cataloging/Metadata

- Rapid change in cataloging field
  - Rules
  - Framework
  - Expectations (Internal/External)
  - Mode of delivery
  - Skill sets
  - Personnel
  - Structure of cataloging units
  - Budgets

How are cataloging units in academic libraries navigating these changes?
The Survey

When: March and April 2016

Who: Academic library employees with knowledge of the structure/organization of cataloging unit

Where: No geographic boundary set intentionally (although questions were US-centric)

What: Questions asked about the following

- Institution: type and size
- Library size: staff, budget, collection
- Cataloging staff, hierarchy, faculty status
- Cataloging tasks, outsourced tasks
- Future plans for restructuring, task allocation, skills development
Welcome!

This website is dedicated to the study of organizational structures for cataloging units in academic libraries. It was developed in 2018 and is maintained by Jeremy Myntti, Head of Digital Library Services at the University of Utah and Liz Woolcott, Head of Cataloging and Metadata Services at Utah State University, as part of the output stemming from a survey that analyzed the Organization and Structure of Cataloging Units in Academic Libraries. The survey is

https://catalogingunitorg.wordpress.com/
Survey response rate

- 696 responses
- 54% completion rate
- 28 countries
Respondent demographics

Role of Survey Respondent

- Administrative: 15.2%
- Faculty/Professional (MLS degree required): 65.5%
- Para-professional (MLS degree not required): 12.1%
- Other: 7.1%
Type of Academic Institution

- Doctoral University: 68.37%
- Master's College or University: 19.07%
- Baccalaureate College: 6.51%
- Associates College: 3.72%
- Special Focus Institution: 2.33%
Institutional Student FTE

Full-time equivalent (FTE) student population

- less than 1,000
- 1,000 - 5,000
- 5,001 - 10,000
- 10,001 - 15,000
- 15,001 - 20,000
- 20,001 - 25,000
- 25,001 - 30,000
- 30,001 - 40,000
- 40,001+
Library Collection Size

- less than 10,000 volumes
- 10,001 - 100,000 volumes
- 100,001 - 500,000 volumes
- 500,001 - 1,000,000 volumes
- 1,000,001 - 5,000,000 volumes
- 5,000,001+ volumes
Library Annual Budget

- Less than $1,000,000
- $1,000,000 - $5,000,000
- $5,000,001 - $10,000,000
- $10,000,001 - $20,000,000
- $20,000,000+
Full-time Equivalent Library Staff

Full-Time Equivalent (FTE) Library Staff

- 1-10
- 11-30
- 31-50
- 51-70
- 71-100
- 101-150
- 150+
# FTE Cataloging Department

## Full-Time Equivalent (FTE) for Cataloging Unit

<table>
<thead>
<tr>
<th>Field</th>
<th>Mean</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional salaried employee (MLS/MLIS degree is required)</td>
<td>4.40</td>
<td>216</td>
</tr>
<tr>
<td>Para-professional salaried employee (MLS/MLIS degree is not required)</td>
<td>5.48</td>
<td>213</td>
</tr>
<tr>
<td>Hourly (non-salaried, MLS/MLIS degree is not required)</td>
<td>2.46</td>
<td>216</td>
</tr>
</tbody>
</table>
Multi-Library System

- ½ of respondents in multi-library systems
- 10 or more libraries in their system
- Library system supported most commonly by 1 cataloging unit or 5 or more cataloging units
Unexpected outcomes

Fewer normal distributions

More bimodal distributions
Tasks Completed

https://goo.gl/48lkJg
Future Skills for Catalogers

New Skills for Catalogers to Learn

- BIBFRAME (239)
- Linked Data (210)
- RDA (158)
- RDF (103)
- Data sets (88)
- XML (75)
- Dublin Core (65)
- EAD (60)
- schema.org (54)
- MODS (41)
- METS (29)
- EAC-CPF (28)
- Scripting (7)
- PCC (3)
- PBCore (2)
- ArchiveSpace (1)
Professional Cataloger Titles
## Most Common Professional Titles

<table>
<thead>
<tr>
<th>Title</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog/Cataloging Librarian</td>
<td>54</td>
</tr>
<tr>
<td>Metadata Librarian</td>
<td>29</td>
</tr>
<tr>
<td>Head of Cataloging and Metadata Services</td>
<td>9</td>
</tr>
<tr>
<td>Head of Cataloging</td>
<td>8</td>
</tr>
<tr>
<td>Head of Technical Services</td>
<td>8</td>
</tr>
<tr>
<td>Electronic Resources Librarian</td>
<td>7</td>
</tr>
<tr>
<td>Technical Services Librarian</td>
<td>7</td>
</tr>
<tr>
<td>Cataloger</td>
<td>6</td>
</tr>
<tr>
<td>Cataloging and Metadata Librarian</td>
<td>6</td>
</tr>
<tr>
<td>Systems Librarian</td>
<td>6</td>
</tr>
<tr>
<td>Discovery Metadata Librarian</td>
<td>5</td>
</tr>
<tr>
<td>Serials Cataloger</td>
<td>5</td>
</tr>
</tbody>
</table>
Paraprofessional Cataloger Titles
<table>
<thead>
<tr>
<th>Title</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Assistant</td>
<td>54</td>
</tr>
<tr>
<td>Library Specialist</td>
<td>16</td>
</tr>
<tr>
<td>Library Technician</td>
<td>13</td>
</tr>
<tr>
<td>Cataloging Assistant</td>
<td>12</td>
</tr>
<tr>
<td>Library Associate</td>
<td>18</td>
</tr>
<tr>
<td>Library Technical Assistant</td>
<td>9</td>
</tr>
<tr>
<td>Cataloging Specialist</td>
<td>8</td>
</tr>
<tr>
<td>Metadata Specialist</td>
<td>8</td>
</tr>
<tr>
<td>Cataloger</td>
<td>6</td>
</tr>
<tr>
<td>Copy Cataloger</td>
<td>6</td>
</tr>
<tr>
<td>Cataloging Technician</td>
<td>5</td>
</tr>
<tr>
<td>Senior Library Assistant</td>
<td>5</td>
</tr>
</tbody>
</table>
Hourly Staff Titles

Q30 - What are the titles given to the hourly employees in your specific library?
# Most Common Hourly Staff Titles

<table>
<thead>
<tr>
<th>Title</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Assistant</td>
<td>22</td>
</tr>
<tr>
<td>Student Worker</td>
<td>17</td>
</tr>
<tr>
<td>Cataloging Assistant</td>
<td>13</td>
</tr>
<tr>
<td>Library Assistant</td>
<td>8</td>
</tr>
<tr>
<td>Technical Services Assistant</td>
<td>8</td>
</tr>
<tr>
<td>Library Specialist</td>
<td>7</td>
</tr>
<tr>
<td>Cataloger</td>
<td>6</td>
</tr>
<tr>
<td>Student employee</td>
<td>6</td>
</tr>
<tr>
<td>Graduate Assistant</td>
<td>3</td>
</tr>
</tbody>
</table>
Cataloging Unit Name
## Most Common Cataloging Unit Names

<table>
<thead>
<tr>
<th>Cataloging Unit Name</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Services</td>
<td>79</td>
</tr>
<tr>
<td>Cataloging</td>
<td>76</td>
</tr>
<tr>
<td>Cataloging and Metadata Services</td>
<td>14</td>
</tr>
<tr>
<td>Metadata Services</td>
<td>12</td>
</tr>
<tr>
<td>Cataloging and Metadata</td>
<td>8</td>
</tr>
<tr>
<td>Metadata</td>
<td>7</td>
</tr>
</tbody>
</table>
Current structures

Variations in Reporting Structures and Staffing for Cataloging Units in DOCTORAL INSTITUTIONS

1. Library Director
2. Assistant Library Director
3. Division Head
4. Coordinators/Heads of Cataloging Units
5. Catalogers/Subject Specialists
6. Technicians/Processors/Copy Catalogers/Library Assistants
7. Student Assistants

• **Layer 1**: Library Director
• **Layer 2**: Assistant Library Director
• **Layer 3**: Division Head
• **Layer 4**: Coordinator or Head of Cataloging Unit
• **Layer 5**: Cataloger or Subject Specialist
• **Layer 6**: Technician, Copy Cataloger, or Library Assistant
• **Layer 7**: Student or Hourly Assistant

**Profile of DOCTORAL INSTITUTIONS**

- **Student FTE**: 25-30K
- **Collection Size**: 1-5M
- **Annual Budget**: $5-$10M*
- **Library Staff FTE**: 100-150+
- **Multi-Library System**: Yes
  - # of Libraries: 5 or 10+
  - # of Cataloging Units: 1
- **Unit Name**: Cataloging and Metadata**
- **Division Name**: Technical Services
- **ILS**: Sierra
- **Cataloging Utility**: OCLC Connexion
- **Digital Repository help**: Yes
- **Digital Library**: CONTENTdm
- **Institutional Repository**: D-Space
- **Outsourcing**: Yes

*Not known by most respondents

** Unit description varied: unit, department, services, etc.
Profile of Layer Structure

## Avg. Cataloging Unit Employee FTE

<table>
<thead>
<tr>
<th>Category</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>4.2</td>
</tr>
<tr>
<td>Para-Professional</td>
<td>7.8</td>
</tr>
<tr>
<td>Hourly</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>14.5</td>
</tr>
</tbody>
</table>

- **Faculty Status**: Faculty, Tenure-track
- **Professional Title**: Catalog Librarian, Principal Cataloger
- **Para-professional Title**: Cataloging Specialist, Cataloging Technician
- **Hourly Title**: Student Assistant, Metadata Student Assistant
Layer 1: Library Director
Layer 2: Assistant Library Director
Layer 3: Coordinator or Head of Cataloging Unit
Layer 4: Cataloger or Subject Specialist
Layer 5: Technician, Copy Cataloger, or Library Assistant
Layer 6: Student or Hourly Assistant

Profile of Layer Structure

Variations in Reporting Structures and Staffing for Cataloging Units in DOCTORAL INSTITUTIONS

### Profile of Layer Structure

**Student FTE:** 30-40K  
**Collection Size:** 1-5M  
**Annual Budget:** $10-$20+M*  
**Library Staff FTE:** 150+  
**Multi-Library System:** Yes  
  - # of Libraries: 10+  
  - # of Cataloging Units: 2  

---

**Unit Name:** Cataloging and Metadata Management**  
**Division Name:** Technical Services  
**ILS:** Millenium or Symphony  
**Cataloging Utility:** OCLC Connexion  
**Digital Repository help:** Yes  
**Digital Library:** CONTENTdm  
**Institutional Repository:** DigitalCommons  
**Outsourcing:** Yes

---

*Not known by most respondents  
** Unit description varied: unit, department, services, etc.
Profile of Layer Structure

<table>
<thead>
<tr>
<th>Layer</th>
<th>Description</th>
<th>Avg. Cataloging Unit Employee FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Library Director</td>
<td>5.5</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Library Director</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Division Head</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Coordinators/ Heads of Cataloging Units</td>
<td>9.1</td>
</tr>
<tr>
<td>5</td>
<td>Catalogers/ Subject Specialists</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Technicians/ Processors/ Copy Catalogers/ Library Assistants</td>
<td>4.4</td>
</tr>
<tr>
<td>7</td>
<td>Student Assistants</td>
<td>4.4</td>
</tr>
</tbody>
</table>

**Faculty Status**: Non-Faculty, but with continuing appointment

**Professional Title**: Metadata Librarian

**Para-professional Title**: Library Assistant

**Hourly Title**: Student Assistant, Library Assistant

- **Layer 1**: Library Director
- **Layer 2**: Assistant Library Director
- **Layer 3**: Coordinator or Head of Cataloging Unit and Cataloger/Specialist
- **Layer 4**: Cataloger and Technicians, Copy Catalogers, or Library Assistants
- **Layer 5**: Student or Hourly Assistants
Profile of Structure

- **Student FTE:** 10-15K, 40+K
- **Collection Size:** 1-5M
- **Annual Budget:** $1-$20+M*
- **Library Staff FTE:** 150+
- **Multi-Library System:** Yes
  - # of Libraries: 7
  - # of Cataloging Units: 5+
- **Unit Name:** Cataloging and Metadata**
- **Division Name:** Technical Services
- **ILS:** Voyager or Aleph 500
- **Cataloging Utility:** OCLC Connexion
- **Digital Repository help:** Yes
- **Digital Library:** CONTENTdm
- **Institutional Repository:** D-Space
- **Outsourcing:** Yes

*Not known by most respondents
**Unit description varied: unit, department, services, etc.
### Avg. Cataloging Unit Employee FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>3.4</td>
</tr>
<tr>
<td>Para-Professional</td>
<td>5.1</td>
</tr>
<tr>
<td>Hourly</td>
<td>1.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10.2</strong></td>
</tr>
</tbody>
</table>

- **Faculty Status**: Faculty, tenure track
- **Professional Title**: Metadata Librarian
- **Para-professional Title**: Library Assistant or Library Associate
- **Hourly Title**: Student Assistant, Library Associate

# Profile of Layer Structure

- **Layer 1**: Library Director
- **Layer 2**: Assistant Library Director
- **Layer 3**: Coordinator or Head of Cataloging Unit and Cataloger/Specialist
- **Layer 4**: Cataloger and Technicians, Copy Catalogers, or Library Assistants

### Profile of Layer Structure

#### Student FTE:
- 10-15K

#### Collection Size:
- 1-5M

#### Annual Budget:
- $1-$5M*

#### Library Staff FTE:
- 11-30 or 71-100

#### Multi-Library System:
- Yes
  - # of Libraries: 2, 3, or 10+
  - # of Cataloging Units: 1

#### Unit Name:
- Cataloging**

#### Division Name:
- Technical Services

#### ILS:
- Sierra

#### Cataloging Utility:
- OCLC Connexion

#### Digital Repository help:
- Sort of

#### Digital Library:
- CONTENTdm

#### Institutional Repository:
- Digital Commons

#### Outsourcing:
- Yes

*Not known by most respondents

** Unit description varied: unit, department, services, etc.
### Profile of Layer Structure

###Avg.Cataloging Unit Employee FTE

<table>
<thead>
<tr>
<th>Level</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>2.4</td>
</tr>
<tr>
<td>Para-Professional</td>
<td>2.9</td>
</tr>
<tr>
<td>Hourly</td>
<td>1.0</td>
</tr>
<tr>
<td>Total</td>
<td>6.3</td>
</tr>
</tbody>
</table>

- **Faculty Status:** Faculty, tenure track
- **Professional Title:** Catalog Librarian, Cataloging Librarian
- **Para-professional Title:** Library Assistant
- **Hourly Title:** Student Assistant

- **Layer 1**: Library Director
- **Layer 2**: Coordinator or Head of Cataloging Unit and Cataloger/Specialist
- **Layer 3**: Technicians, Copy Catalogers, or Library Assistants
3 Profile of Layer Structure

- **Student FTE**: 10-15K
- **Collection Size**: 100K-1M
- **Annual Budget**: $1-$5M*
- **Library Staff FTE**: 11-50
- **Multi-Library System**: No
  - # of Libraries: 2 or 3
  - # of Cataloging Units: 1

- **Unit Name**: Technical Services**
- **Division Name**: Technical Services
- **ILS**: Voyager
- **Cataloging Utility**: OCLC Connexion
- **Digital Repository help**: No
- **Digital Library**: CONTENTdm
- **Institutional Repository**: D-Space and Digital Commons
- **Outsourcing**: No

*Not known by most respondents
**Unit description varied: unit, department, services, etc.
Variations in Reporting Structures and Staffing for Cataloging Units in Doctoral Institutions

<table>
<thead>
<tr>
<th>Layer</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Library Director</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Library Director</td>
</tr>
<tr>
<td>3</td>
<td>Division Head</td>
</tr>
<tr>
<td>4</td>
<td>Coordinators/ Heads of Cataloging Units</td>
</tr>
<tr>
<td>5</td>
<td>Catalogers/ Subject Specialists</td>
</tr>
<tr>
<td>6</td>
<td>Technicians/ Processors/ Copy Catalogers/ Library Assistants</td>
</tr>
<tr>
<td>7</td>
<td>Student Assistants</td>
</tr>
</tbody>
</table>


**Profile of Layer Structure**

**Avg. Cataloging Unit Employee FTE**

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>2.1</td>
</tr>
<tr>
<td>Para-Professional</td>
<td>2.0</td>
</tr>
<tr>
<td>Hourly</td>
<td>1.0</td>
</tr>
<tr>
<td>Total</td>
<td>5.0</td>
</tr>
</tbody>
</table>

- **Faculty Status:** Faculty, tenure track
- **Professional Title:** Cataloging Librarian
- **Para-professional Title:** Library Assistant
- **Hourly Title:** Student Assistant
Layer 2: Profile of Layer Structure

- **Layer 1**: Library Director
- **Layer 2**: Coordinator or Head of Cataloging Unit and Cataloger/Specialist
### Profile of Layer Structure

- **Student FTE**: less than 1K  
- **Collection Size**: 10K-100K or 1-5M  
- **Annual Budget**: less than 1M*  
- **Library Staff FTE**: 1-30  
- **Multi-Library System**: Yes  
  - # of Libraries: 2 or 6  
  - # of Cataloging Units: 2

*Not known by most respondents*  
**Unit description varied: unit, department, services, etc.**

### Variations in Reporting Structures and Staffing for Cataloging Units in Doctoral Institutions

<table>
<thead>
<tr>
<th>Layer</th>
<th>Staffing Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Library Director</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Library Director</td>
</tr>
<tr>
<td>3</td>
<td>Division Head</td>
</tr>
<tr>
<td>4</td>
<td>Coordinators/ Heads of Cataloging Units</td>
</tr>
<tr>
<td>5</td>
<td>Catalogers/Subject Specialists</td>
</tr>
<tr>
<td>6</td>
<td>Technicians/Processors/Copy Catalogers/Library Assistants</td>
</tr>
<tr>
<td>7</td>
<td>Student Assistants</td>
</tr>
</tbody>
</table>


- **Unit Name**: Technical Services**  
- **Division Name**: none  
- **ILS**: Sierra  
- **Cataloging Utility**: OCLC Connexion  
- **Digital Repository help**: No  
- **Digital Library**: CONTENTdm  
- **Institutional Repository**: D-Space, Digital Commons, or CONTENTdm  
- **Outsourcing**: No
Profile of Layer Structure

### Avg. Cataloging Unit Employee FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>1.4</td>
</tr>
<tr>
<td>Para-Professional</td>
<td>1.4</td>
</tr>
<tr>
<td>Hourly</td>
<td>1.0</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>3.7</strong></td>
</tr>
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</table>

- **Faculty Status**: Faculty, tenure track and Faculty, non-tenure track
- **Professional Title**: Cataloging Librarian
- **Para-professional Title**: Library Assistant
- **Hourly Title**: Library Assistant

Change In Structure

<table>
<thead>
<tr>
<th>Change in number of layers from 10 years prior</th>
<th>Current Hierarchy Layer</th>
<th>2 Layer</th>
<th>3 Layer</th>
<th>4 Layer</th>
<th>5 Layer</th>
<th>6 Layer</th>
<th>7 Layer</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
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<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>15</td>
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<tr>
<td>Same</td>
<td>5</td>
<td>7</td>
<td>17</td>
<td>17</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>60</td>
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<tr>
<td>+1 layer</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>24</td>
<td></td>
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<tr>
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<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>14</td>
<td>26</td>
<td>31</td>
<td>16</td>
<td>14</td>
<td>109</td>
<td></td>
</tr>
</tbody>
</table>
## Reductions in Hierarchies

<table>
<thead>
<tr>
<th>Currently</th>
<th>Happened as a result of:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2 or 3 layers</strong></td>
<td>Reductions in upper administration (outside of cataloging unit)</td>
</tr>
<tr>
<td><strong>4 layer</strong></td>
<td>Reductions in upper administration (outside of cataloging unit) OR merging internal layers (technicians with para-professional, professionals and unit heads)</td>
</tr>
<tr>
<td><strong>5 layer</strong></td>
<td>Redefining entire structures (merging all of tech services into one unit) or merging internal layers (professional and para-professionals OR para-professionals and hourly employees)</td>
</tr>
</tbody>
</table>
Expansion of Hierarchies

<table>
<thead>
<tr>
<th>Currently</th>
<th>Happened as a result of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 and 4 layers</td>
<td>Increases in external upper administration (usually Assistant Dean/Assistant University Librarian level)</td>
</tr>
<tr>
<td>5, 6, and 7 layers</td>
<td>Restructuring into team-based groups under a unit head or division leader, also adding Assistant Deans/Assistant University Librarians or Division Heads</td>
</tr>
</tbody>
</table>
Broad Trends

● Structures and organizational hierarchies are in flux
● Three main shifts:
  ○ Grouping all tech services into single reporting unit
  ○ Splitting cataloging units into other library units, usually:
    ■ Electronic resources
    ■ Acquisitions
    ■ Collection Development
    ■ Special Collections/Archives
    ■ Digital Initiatives
  ○ Developing team models based on skill sets
● Shifting structures result of increased demand for e-resources and digital collections
● Cataloging staffing shifts = Loss of positions outright or refocus of staff
● Increasing emphasis placed on para-professional and hourly employees
● Heavy reliance on outsourcing
Organization and Structure of Cataloging Units in Academic Libraries Research Project

https://catalogingunitorg.wordpress.com/

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