

Library Job Family Collection Development Matrix

Positions in the collection development group share a common set of responsibilities related to building the library's information resources. These responsibilities include, at a minimum, identifying materials and information resources of potential interest to the library and selecting those to be acquired or accessed. Information resources are defined as materials of all types and in all formats. The proliferation of information formats is a challenge for these positions and selections range from the traditional print to the electronic resources, such as CD-ROM databases, websites, or electronic journals. An understanding of the impact of new technologies on collections and user needs is basic to the work of these positions. Selecting materials can be a complex process, particularly when seeking obscure or hard-to-find resources in subject or area studies. Subject and/or language expertise is critical in identifying and selecting materials. Mastery of bibliographic resources related to formats and media, an understanding of the information market both generally and for the particular disciplines of responsibility, and familiarity with bibliographic standards are all essential skills for the collection development librarian.

Financial management skills and the ability to develop and administer the acquisitions budget are expected of these positions. A common goal is to make optimal use of the budget through evaluation of user needs and judicious selection of information resources. Actually acquiring the information resources is often part of the collection development responsibility as well. This process requires regular communication with individual book dealers, vendors, and publishers and may also necessitate negotiation for suitable financial arrangements.

These positions utilize a wide array of selection tools for decision-making, which include the more common printed sources of bibliographies, reviews, and publisher information, along with HOLLIS, the extended HOLLIS Internet databases, the national bibliographic databases, such as OCLC and RLIN, and World Wide Web resources. They require close familiarity with the academic mission, programs, and research of their areas of responsibility. They also require active communication with the user population for the purpose of responding to and evaluating user needs. In addition, collection analysis and evaluation is essential and typically requires the undertaking of various projects as, for example, an in-depth examination of certain subject areas of the collection or an evaluation of journal subscriptions. Another aspect of selection and evaluation is the knowledge that these positions have of the collecting scope of other Harvard libraries. Communication and coordination with other Harvard collection managers is necessary at most levels of responsibility.

Collection development librarians serve as de facto resources for librarians, scholars and students seeking information on book trades, subject areas, or specialized languages. These positions also require the ability to develop and interpret library and university policy, especially with regard to information resources. In many cases Harvard's collections are significant both nationally and internationally. Incumbents are frequently expected, as part of their responsibilities, to participate in local, regional, national, and international organizations and consortia and to represent the Library and its collections. Moreover, these positions may have the authority to commit the Library and its resources to participation in various consortia or special arrangements that would be of mutual benefit to users, collections, and scholarship at large.

Collection development positions generally involve responsibility for collection management: determining the appropriate location for individual works or types of materials and following through with consultations for cataloging treatment; transferring materials to storage, and deselecting materials no longer needed. Likewise, evaluating and managing the gifts that are donated as well as sought for the library are handled by these positions. Responsibility for donor relations, including initiating and maintaining contact and negotiating endowments is tied in with this position, as is, quite often, the area of fundraising and grant-writing for the collections. Gift decisions may involve individual titles or significant additions to the collection involving hundreds or thousands of titles. Space management is an important component of this entire collection management process. Other vital areas for collection management relate to the evaluation of the preservation needs of the collection, the environmental issues affecting the condition of the collections as well as the security of the collections, disaster planning and preparedness, and the subsequent decisions and follow-through for these collection matters. Collaboration with other Library departments is implicit in this collection management role.

Some of the factors leading to the assignment of different grade levels for collection development positions include the size of the library and the collections, budgetary responsibilities and the level of autonomy for decision-making, the impact of the position on the work of other staff, the degree of responsibility for the development of collection policy, the level of responsibility for donor relations, and the extent of supervisory or managerial responsibility. Highly specialized subject expertise may also affect the grade which is appropriate for a position.

Many positions at Harvard include collection development responsibility along with other technical or managerial responsibilities. This job family grouping considers only the collection development aspects of those positions, or the supervision or management of collection development functions.

LIBRARY JOB FAMILY - COLLECTION DEVELOPMENT MATRIX

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
56	First career-level selector Selector in a small library	MLS or equivalent 2 years' experience Subject specialty background or experience may be preferred	<ul style="list-style-type: none"> • Selects materials and information resources to serve the basic information needs of a well-defined user group, working within clear policy guidelines

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
57	<p>Experienced subject or language specialist in a medium to large-size library</p> <p>Collection development head in a small to medium library</p>	<p>MLS or equivalent</p> <p>Second specialized advanced degree may be preferred (i.e. MS, JD, MD, MBA)</p> <p>2-4 years' experience</p> <p>May require specialized language skills</p>	<ul style="list-style-type: none"> • Responsible for selecting materials and information resources in a well-defined area. Includes also collection management, preservation decision-making, receiving and selecting gifts, and liaison with users • While collection development is the principal focus of the position, other activities are included. Collection development typically occupies less than half the incumbent's time • Responsible for implementing Library collection development policies within a particular area; participates in the formulation and review of these policies • May be involved with donor relations including initiating and maintaining contact • Manages a small to medium materials budget • Typically supervises or directs the work of staff • Generally up to five staff members depend on the incumbent's output in order to do their jobs • Typically represents the collection to local, regional, national, and international constituencies

This matrix may be used singly or in combination with others. Supervisory responsibility and size of library noted are for guidance only; grade assignment may be dependent on these and/or other criteria of job, such as budget, supervision, size and complexity of collection or clientele, etc.

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
58	<p>Senior bibliographer or collection development librarian in a large library</p> <p>Collection development head in a medium or medium-large library</p>	<p>MLS or equivalent</p> <p>Second specialized advanced degree preferred</p> <p>2-6 years' experience</p> <p>May require specialized language skills</p> <p>Requires in-depth knowledge of a specialized information market</p>	<ul style="list-style-type: none"> • Responsible for selecting materials and information resources in a broad or interdisciplinary area. Includes also collection management, preservation decision-making, receiving and selecting gifts, and liaison with users • While collection development is the principal focus of the position, other activities may take place; collection development typically occupies at least half the incumbent's time • Typically requires substantial coordination with other selectors and libraries • Responsible for implementing and evaluating Library collection development policies within the range of responsibility; participates in the formulation and review of these policies • Some positions at this level may be involved with donor relations including initiating and maintaining contact and negotiating small endowments or one-time gifts • Typically supervises or directs the work of staff • Generally, between five and ten staff members depend on the incumbent's output in order to do their jobs • Manages a medium to large materials budget • Represents the collection to local, regional, national, and international constituencies

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
59	Head of bibliographic or collection development activities for a major department within an extra large library	MLS or equivalent Second specialized advanced degree or equivalent required; doctorate or equivalent degree preferred 4-8 years' experience May require specialized language skills Requires in-depth knowledge of large and complex information markets with many vendors, exchange sources and the like Requires 2 years minimum supervisory experience	<ul style="list-style-type: none"> • Responsible for selecting materials and information resources in a broad range of major or interrelated areas. Includes also collection management, preservation decision-making, receiving and selecting gifts, and liaison with users • Full-time selector within an extra large library, or the collection development librarian for a significant program in combination with other duties. Collection development is the position's principal focus • Requires substantial coordination with other selectors and collections throughout the library system • Responsible for implementing and evaluating Library collection development policies within the range of responsibility; participates in the formulation and review of these policies • Typically positions at this level participate in donor relations including initiating and maintaining contact and negotiating endowments • Supervises the work of staff • Generally, more than ten staff members depend on the incumbent's output in order to do their jobs • Manages a large materials budget • Represents the collection to local, regional, national, and international constituencies; leadership and initiative are expected

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
60	Head of collection development in a large or extra large library	<p>MLS or equivalent</p> <p>Second specialized advanced degree or equivalent required; doctorate or equivalent degree preferred</p> <p>6-10 years' experience</p> <p>May require specialized language skills</p> <p>Requires 4 years' minimum supervisory experience</p> <p>Requires in-depth knowledge of the range of options associated with collection development</p> <p>Requires broad familiarity with the range of academic fields served by the library</p> <p>Requires an intimate understanding of the research process and its relationship to library resources</p>	<ul style="list-style-type: none"> • Manages a large collection development operation with substantial budgetary, supervisory, administrative, and planning responsibilities • Responsible for coordinating, implementing, and evaluating collection development policies; responsible for the formulation and review of these policies • Positions at this level participate in donor relations and major gift decisions • Manages and supervises the work of a large staff • Allocates and manages a large materials budget • Coordinates with other administrative officers in matters relating to the collections and general library policy • Plans, develops, and implements new programs and procedures • Represents the collections to local, regional, national, and international constituencies; leadership and initiative are expected