

Evidence-Based Case for University Investment in Libraries During the Great Recession

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20th Pan-Hellenic Academic Libraries Conference
Thessaloniki, Greece
November 2011

Seattle and Thessaloniki

Thessaloniki – “The Seattle of the Balkans” *The New York Times*

Seattle - The Thessaloniki of the Pacific Northwest?



**Ports Cities of the North
Great Food! Great Music! Great Universities!**

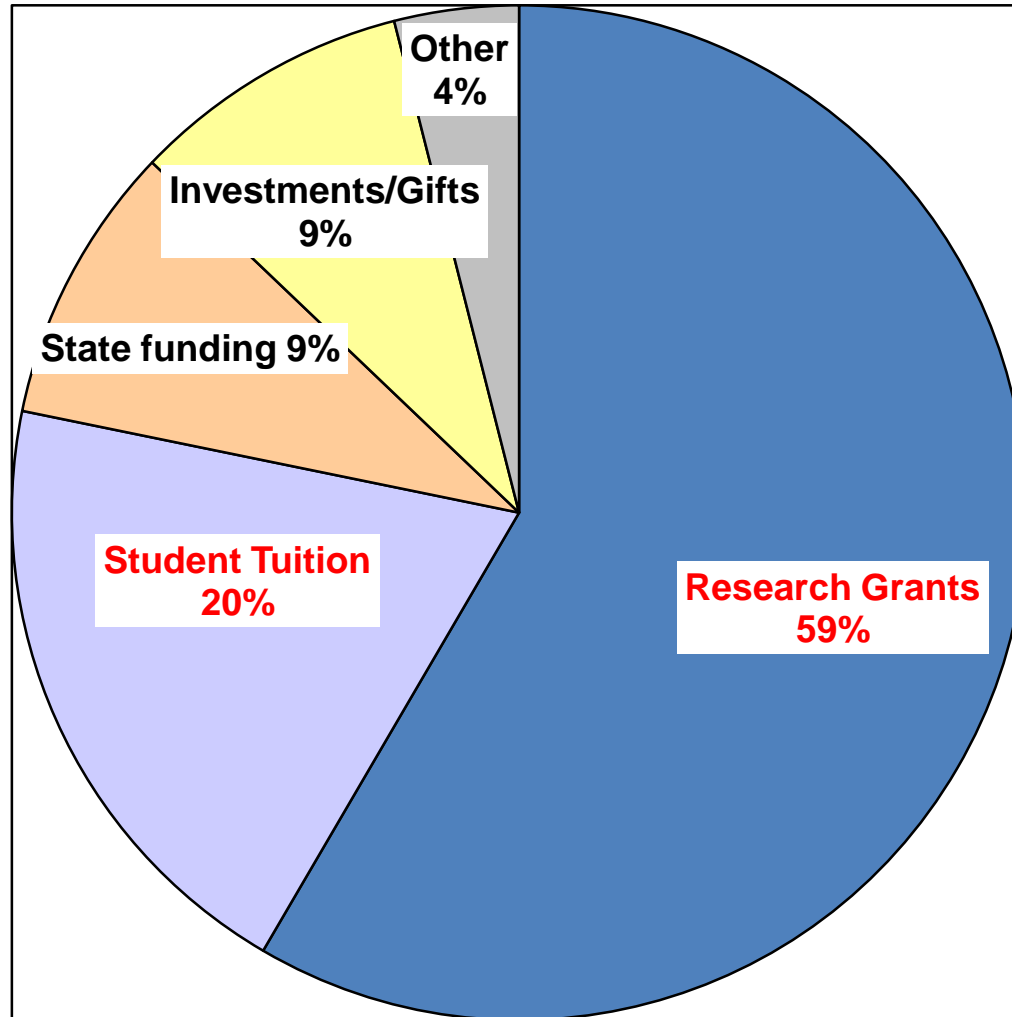
University of Washington (UW) - Seattle USA



- **Large Research University**
 - 30,000 undergraduate students
 - 13,000 graduate/professional students (80 PhD. programs)
 - 4,500 faculty
 - 28,500 employees (largest in Seattle)
 - #25 in Times World University Rankings
- ***\$1.4 billion annually in external research funds***
- **UW Libraries**
 - \$40 million annual budget
 - 120,000 serial titles/7 million volumes
 - 375 librarians & staff (FTE)
 - Active assessment and measurement program

University of Washington Operating Budget

\$2.35 Billion in 2011-12 (excluding hospital/patient/auxiliary income)

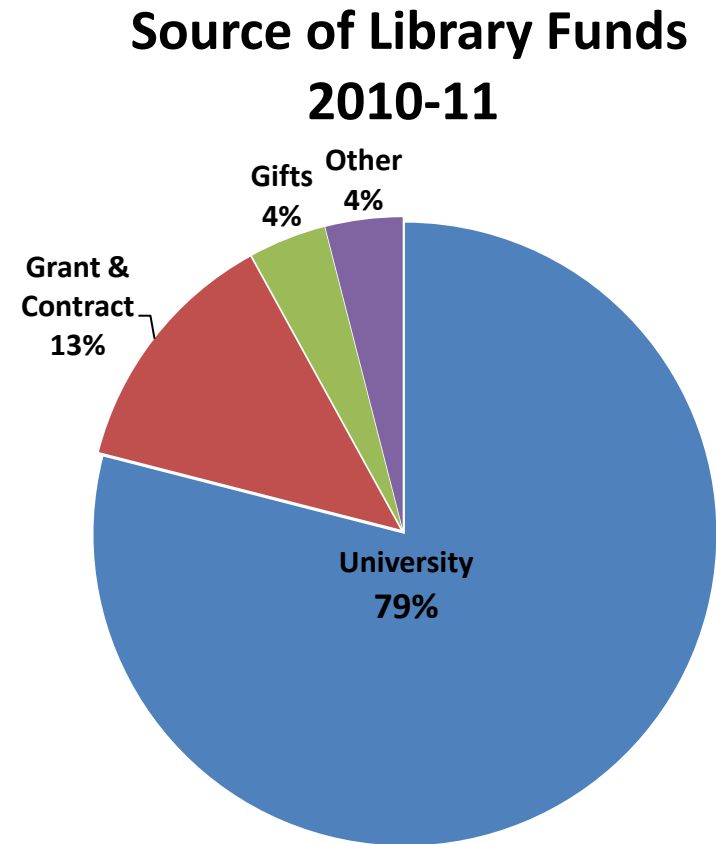


Great Recession and University of Washington Budgets 2009-12

- **State funds cut by 50%** (\$400 million to \$200 million)
- **Undergrad student tuition increased by 50%**
 - \$7,000 to \$10,500 annual cost
 - Students pay 70% of education cost, up from 30% in 2004
 - 58% of students receive financial aid
- **External research funds rose 30%** (\$1.1 to \$1.4 billion)
 - UW ranks 2nd in U.S. federal research funding (\$1 billion)
 - 85% goes to Health Sciences, Science-Engineering-Environment

Libraries Budget Reductions 2009-2011

- Libraries budget reduced by \$4 million
 - **\$2.4 million reduction** to collections budget
 - **40 positions eliminated** (including some layoffs)
 - **4 branch libraries closed; hours reduced; services curtailed**
 - **No salary increases for 3 years (university-wide)**



UW 2011-2012 Budget Preparation New Process

- **Program Narrative and Evaluation Criteria**
 - Key goals, Strategic approaches, Program scope, Measuring success, Impact of previous budget reductions
- **Program Evaluation Metrics**
 - Library could choose own metrics
- **Prepare for 5% to 10% budget reduction**
 - Document programs that would be cut or reduced

The Narrative

We Wanted Administrators to Know:

- Our contribution to student and faculty success
- Our contribution to university mission/visibility
- And . . .
 - Accountability/Efficiency/Effectiveness
 - Use of services, facilities and collections
 - Revenue generation (including fund raising)
 - Comparisons with others (peer research libraries)
 - A little help from our friends

What's Not Important to Administrators

- How the work is done
- How hard it is to do
- Too much detail; too many needs (laundry list)
- Narrative without data; data without narrative

- Presentation for administrators must be short and focused

Our 2012 Budget Planning Strategy: Selective Focus and Persuasive Data

Invest in Libraries to support **faculty research and student services** and maintain competitiveness

- Restore collections funding
- Maintain hours of opening/access to libraries
- Maintain student jobs in libraries
- Invest in renovation of key libraries
- Support core and emerging services
- Enhance multi-institutional collaboration for efficiency and effectiveness

We Have Long History of Library Assessment Data and Use

- Large scale user surveys every 3 years since 1992
- In-library use surveys every 3 years beginning 2002
- Focus groups/Interviews
- Observation (guided and non-obtrusive)
- Usability/User-Centered design
- Usage statistics/data mining/peer library statistics
- Performance metrics

Information about assessment program available at:

<http://www.lib.washington.edu/assessment/>

UW Libraries Program Evaluation Metrics

SATISFACTION/IMPORTANCE/IMPACT (SURVEYS)

Faculty and student overall satisfaction

Faculty and student collections satisfaction/importance

Faculty and student services satisfaction/importance

Library importance to work of faculty and students

Facilities importance and satisfaction

Librarian liaison visibility and satisfaction

USAGE/COUNTS

Print collection use

Online resources use

Interlibrary loan and document delivery

Journal article downloads

In-Person visits

Remote visits

Online tutorials use

In-Person instruction, training, consultations

SIZE

Collections (including e-resources)

Staff (by group)

Hours

Facilities (including seats/equipment)

Donors/annual giving

EXPENDITURES

Collections

Personnel

Operations

EFFICIENCY MEASURES

Turnaround time for reshelving

Turnaround time interlibrary loan

New collections processing time

Service response time

Cost per article download

COMPARATOR RANKINGS

ARL Investment Index

ARL Total Expenditures

ARL Collections Expenditures

ARL Salary Expenditures

ARL Median Salary

ARL Interlibrary Loan

ARL Monographs Purchased

ARL Staff

ARL Services

LIBRARIANS/STAFF CONTRIBUTIONS

Librarian professional leadership

Librarian/staff presentations & publications

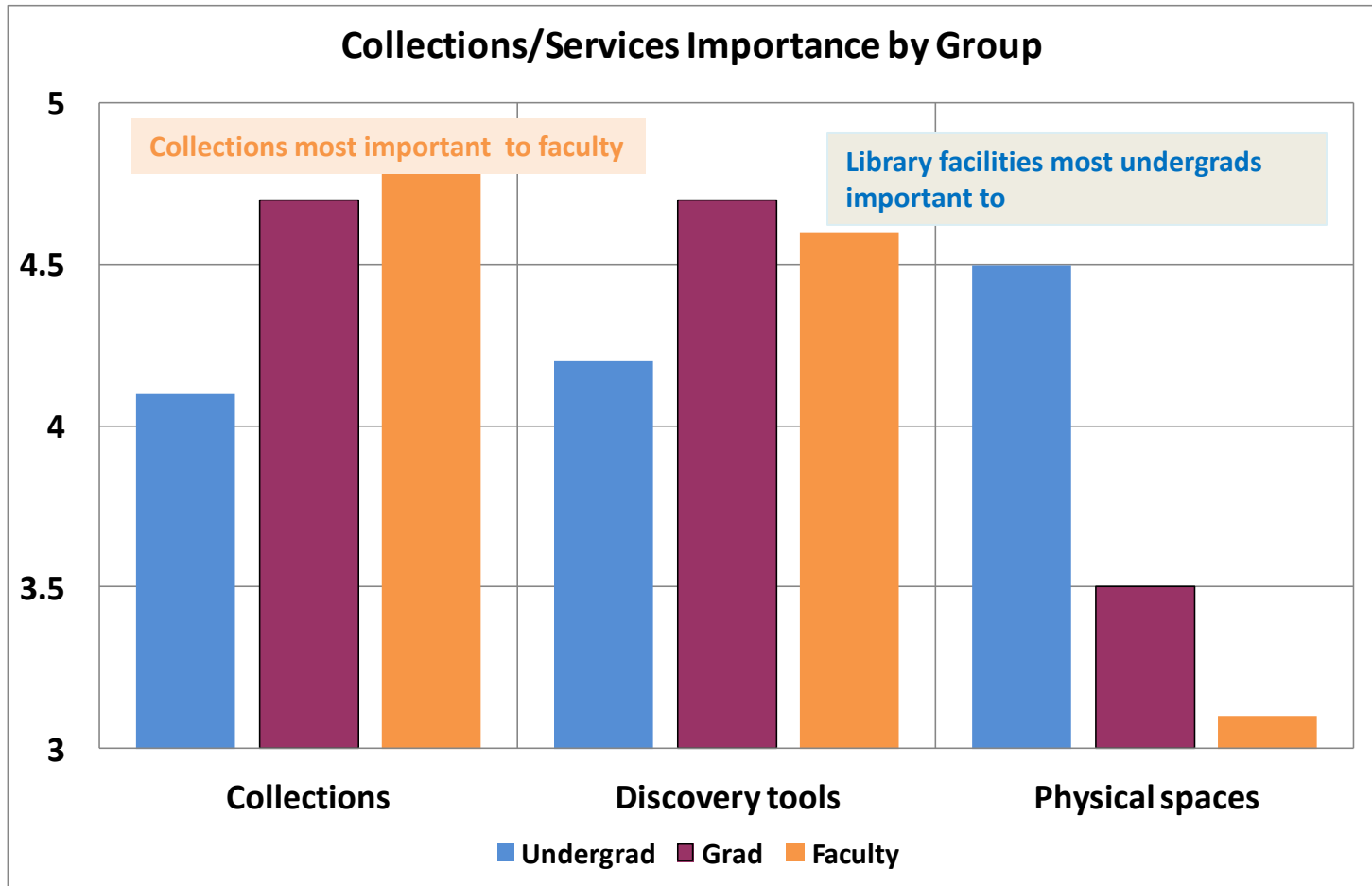
Librarian/staff diversity

Librarian teaching

Survey Data

Importance of Library Services/Resources

(2010 Triennial Survey - Scale of 1 “Not Important” to 5 “Very Important”)



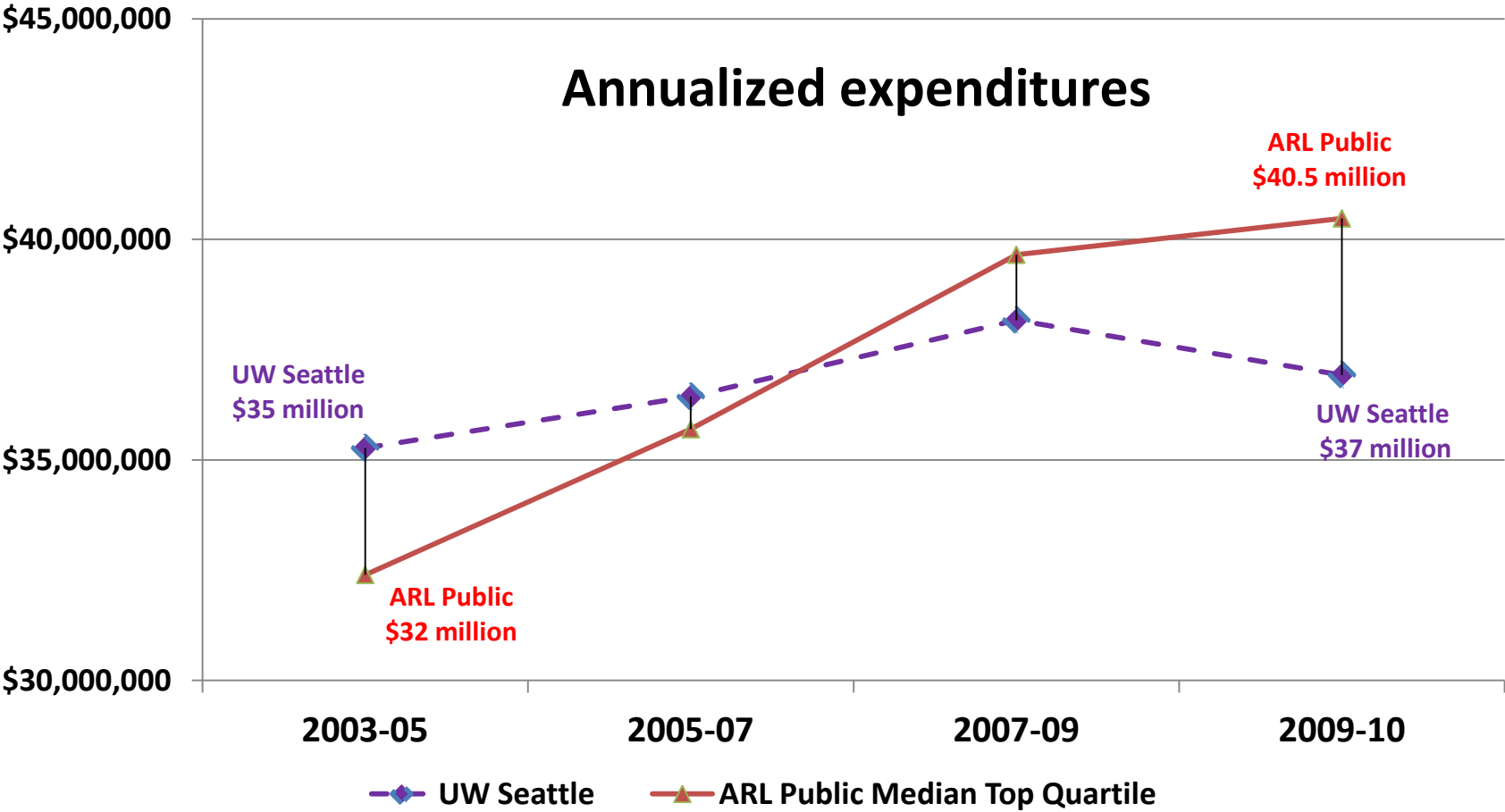
Survey Data

Libraries Contribution to:

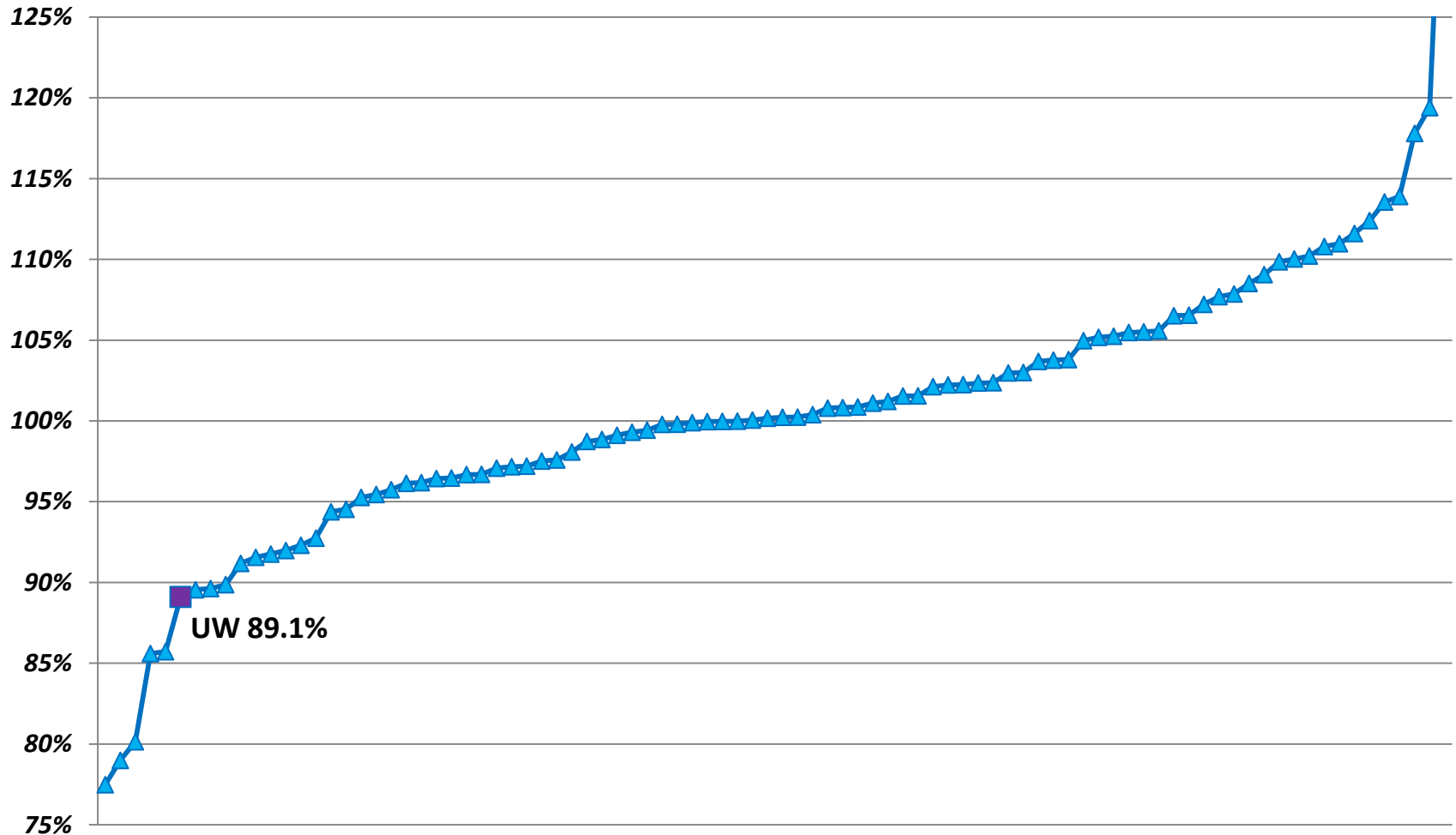
(2010 Triennial Survey - Scale of 1 “Minor” to 5 “Major”)

% = marking 4 or 5 and mean scores	Faculty 1634 surveys (39% response)	Graduate Students 680 surveys (32% response)
Keeping current in your field	96% (4.66)	90% (4.53)
Being a more productive researcher	93% (4.63)	93% (4.64)
Enriching student learning experiences Overall academic success	77% (4.18)	92% (4.60)
Making more efficient use of your time	87% (4.45)	80% (4.21)

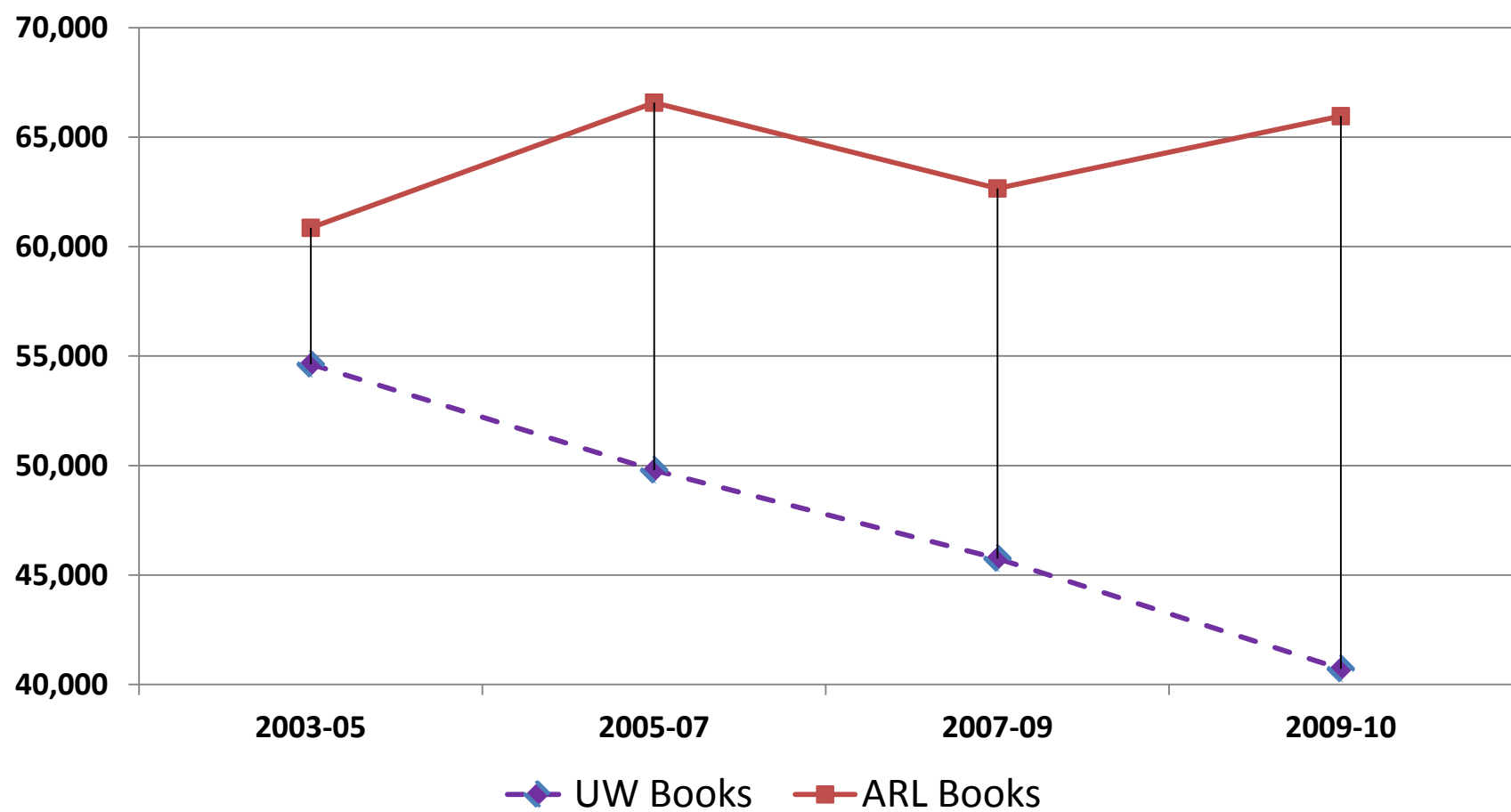
Library Expenditures: UW & ARL Peer Libraries



Percent Change in Collections Expenditures for ARL Libraries Between 2009-10 and 2008-09



Average Annual Number of Books Purchased: UWS & Median of ARL Peers (2003-05 to 2009-10)



Internal Library Data

Students Pay More and Get Less

During past 5 years:

- **Entrance counts up 11%** (double enrollment increase)
 - 500,000 more visits per year (4.8 million in 2010-11)
- Total hours open a week decreased by 26%
- Seating reduced by 3%
- Number instruction sessions down by 40%
 - Fewer librarians & graduate assistant instructors
- Student employee hours reduced by 20%
- Undergraduate student library satisfaction dropped between 2007 and 2010

A Little Help from Our Friends

Faculty and Students Gave Their Support

- Faculty Council on Libraries established the **Faculty Fund for Library Excellence**
- Students increased the amount of **student technology fee funding** for the Libraries
- Faculty and student focus groups held by the Provost reiterated the need to increase library support

Final 2011-12 UW Budget Decisions Based on These Priorities

PRIORITY ORDER	Result	Specific budget instructions
Preserve access for students	Academic units with high # students had increase/low cut	Preserve access to high demand classes
Provide learning support	Units with significant learning support services received increase/low cut	Preserve library collections and hours
Maintain student support services	Units with significant student support services received increase/low cut	Preserve student jobs Enhance undergrad recruitment & support
Maintain security, safety and/or compliance	Low cut	
Maintain faculty support services	Low to medium cut	

UW Libraries Budget 2011-12

- UW Libraries and College of Arts and Sciences received **highest investment increases**
- Libraries received **\$2.5 million in new funding**
 - \$250,000 to maintain library hours of opening
 - \$250,000 to maintain student hourly jobs in libraries
 - \$2 million in collections-related funding
- **\$16.5 million one time- funding** for undergraduate library renovation
- Provost commended Libraries for metrics and faculty/student support

Final Thoughts

During difficult economic times:

- Focus on what is important to the institution
- Build on the library's existing strengths
- Use evidence to support your case
- Enlist the support of others in the university community

Great universities have great libraries!