

# **Demonstrating Academic Library Value: What's Important for Stakeholders**

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# **Demonstrating Value: The Challenge for Libraries**

## **Traditional metrics are no longer sufficient**

- Emphasize inputs/outputs – how big, much, often – not outcomes
- Don't demonstrate value to individual or institution
- Don't measure service quality
- Don't tell the how the library contributes to user success
- Aren't measured against library or institutional objectives or outcomes

## **Need to demonstrate difference the library makes**

- To the individual, community and the institution

# **What's Important for Stakeholders to Know?**

**(Defined as academic administrators who make programmatic and budget decisions)**

- Contribution to institutional mission/visibility
- Contribution to programmatic success
- Impact and value (from the community perspective)
- Accountability
- Use
- Revenue generation (including fund raising)
- Academic community perception of library
- Comparisons with other libraries, organizations

# **Know Thy Mission Institutional Mission!**

## **Research**

- Library contribution to research and the success of the research enterprise
  - Can you show outcomes? Return on Investment?

## **Teaching and Learning**

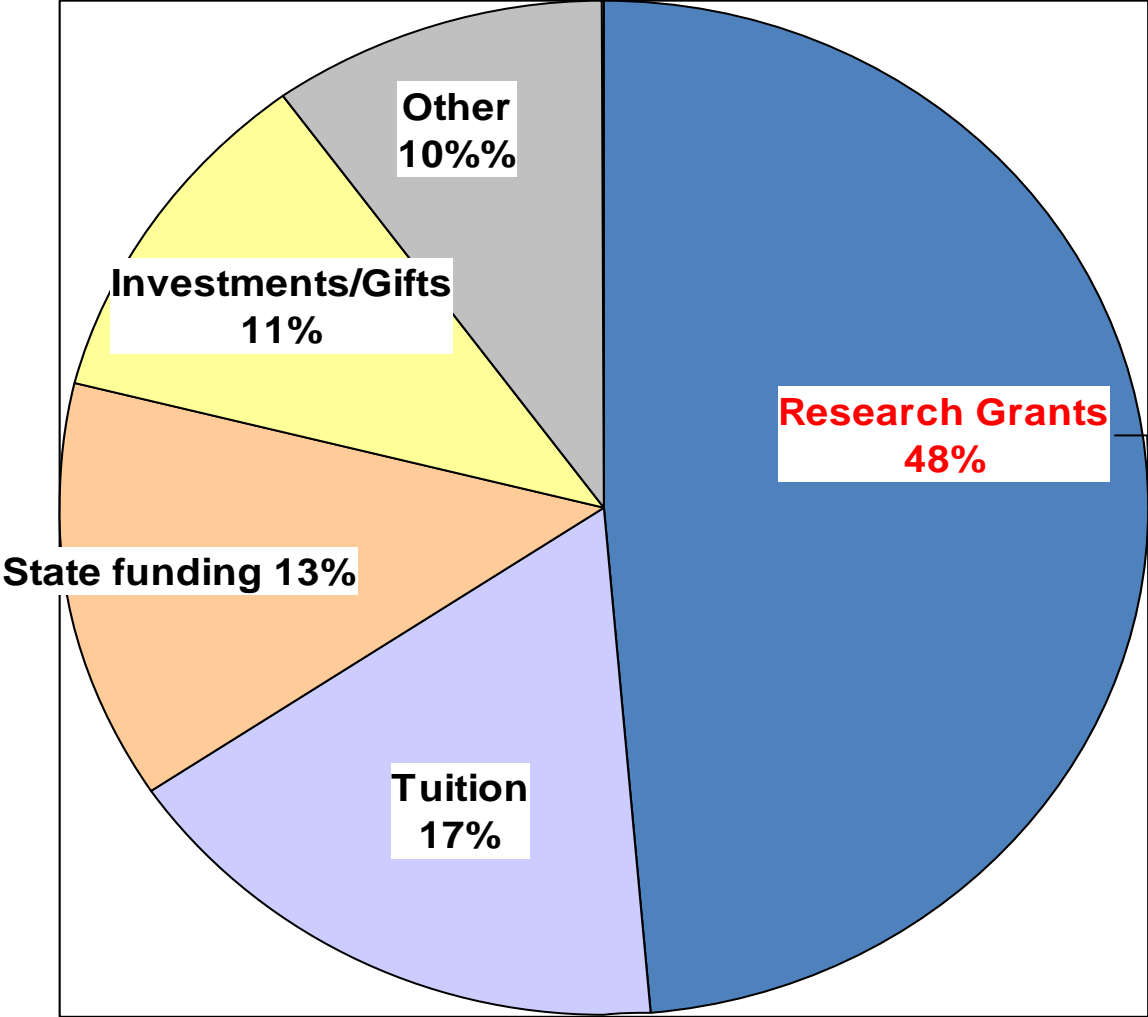
- Library contribution to effective teaching and student learning outcomes (also for institutional accreditation)
  - How does the library contribute to student success in school and beyond?

## **Library value to the academic community (social good)**

- Information resources/collections/services
- Library as place
- Collaborations

# What's the Mission? University of Washington

Operating Revenues \$2.5 Billion in 2009-10 (excluding hospital/patient income)



# Can You Document Library Performance, Costs, and Effectiveness?

- Traditional library assessment methods
  - Surveys (satisfaction, needs, importance)
  - Usage and other library statistics
  - Qualitative information (interviews, focus groups, etc.)
- Statistics
  - Institutional
  - Comparator (ARL, ACRL, peer groups, customized)
  - Government
- Collaborations
- **In Process! Lib-Value (IMLS grant to measure value and return on investment in academic libraries)**

# UW Libraries 2010 Triennial Survey

## Libraries Contribution to:

(Scale of 1 “Minor” to 5 “Major”)

| Mean scores; %= those marking 4 or 5<br><a href="http://www.lib.washington.edu/assessment/">http://www.lib.washington.edu/assessment/</a> | Faculty<br>1622 surveys<br>(39% response) | Graduate Students<br>680 surveys<br>(32% response) |
|---|---|--|
| <b>Keeping current in your field</b>  | 96% (4.66)                                | 90% (4.53)   |
| <b>Finding information in related fields or new areas</b>   | 90% (4.56)                                | 91% (4.57)   |
| <b>Being a more productive researcher</b>   | 93% (4.63)                                | 93% (4.64)   |
| <b>Enriching student learning experiences</b><br><b>Overall academic success</b>  | 77% (4.18)                                | 92% (4.60)   |
| <b>Making more efficient use of your time</b>   | 87% (4.45)                                | 80% (4.21)   |

# The Right Data Isn't Enough: Presenting What's Important

- Define and focus the message
  - Fewer “messages” means greater impact
- Understand the audience
  - Present what they need to know
- Present for impact and understanding – add context
  - Quantitative data
    - Tables, charts, text, “data” – provide meaning/understanding
  - Qualitative data
    - Be selective, more powerful if users tell your story
- Keep it simple! Stay on message! Focus on user outcomes

# LIBRARIES FACTS



## ABOUT THE UW LIBRARIES



## CONTRIBUTION to EXCELLENCE

### ANY TIME, ANY PLACE LIBRARY

- Resources and services available to the UW community (UW Seattle, UW Bothell, UW Tacoma) 24/7
- 35,000 Libraries-licensed online journal titles
- 400,000 electronic books
- 200,000 locally digitized items in 130 collections
- Reference services available 24/7
- Odegaard Undergraduate Library (OUGL) open continuously from 1 p.m. on Sunday through 9 p.m. Friday
- 18 libraries
  - 14 UW Seattle
  - UW Bothell, UW Tacoma, Friday Harbor Labs, and Harborview Medical Center

### ONLINE RESOURCES AND SERVICES USAGE

- 6.5 million Libraries-licensed journal articles downloaded
- 8.7 million separate sessions on Libraries websites
- 75,000 downloads of 1.35 TB of geospatial data from GIS website

### RESEARCH

- Of 6.5 million articles downloaded, 4.5 million are from Libraries-licensed journals in science, engineering, & health sciences alone
- 125,000 search sessions on Libraries-licensed citation indexes

The Libraries 2007 Triennial Survey (1455 faculty respondents) indicates:

- Faculty receiving federal research funding rated libraries higher in importance than others
- 97% rate the Libraries as very important to their work (4.89 on a 5 point scale)
- 96% rate journals as most important resource to their work (4.83)
- 93% rate the Libraries as making a major contribution to keeping current (4.66)
- 93% rate the Libraries as making a major contribution to their researcher productivity (4.66)
- 80% connect to the Libraries at least twice per week from a remote computer

# University of Washington Budget Process 2010-11

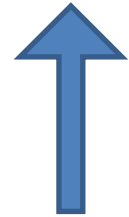
- Legislature cut UW budget by \$20.6 million dollar (6.3%) after \$80 million dollar appropriation reduction (25%) for 2009-10
- Undergraduate resident tuition increased by 14%
- All UW units given a 5% cut
- Units submitted short reports on impact of 2009-10 budget and plans for 2010-11; met separately with Provost to discuss
- University allocated new tuition dollars for first time using Activity-Based Budgeting (ABB) to mitigate 5% cut. Effective metrics needed for “reinvestment”.

# UW Libraries Budget Presentation 2010-11

- Budget impacts document submitted March 1 emphasized damage done by 12% reduction (\$3.6 million in 09-10) to University community
  - 10,000 fewer books purchased; access to 2500 journals lost
  - Hours reduced in all libraries; 2 branch libraries closed; services reduced in others
  - 30 positions lost
- Hearing with Provost on April 1 emphasized long term impact and effect on the research infrastructure
  - FY10 cuts impacts came after a period where we lost ground to “competitor institutions” – we’ve hit bedrock
  - Information resources budget under real stress which leads to a weakened research infrastructure and competitiveness
  - Increased use of the Libraries services and resources (onsite and online)

# Libraries Are Heavily Used

- Annual gate counts 4.3 million entrants
  - Autumn 2009 up 11% compared to Autumn 2008
- 6 million articles downloaded in 2009
  - Average cost less than \$2 article
- 650,000 initial check-outs of books
  - 6<sup>th</sup> among ARL libraries
- 120,000 reference questions answered
  - 20% online
- 95,000 items borrowed/delivered from other libraries
  - 1<sup>st</sup> among ARL libraries
- 3,000 articles pulled, scanned and sent from our print journals directly to faculty and students each month
  - Saving up to 1500 hours of their time per month

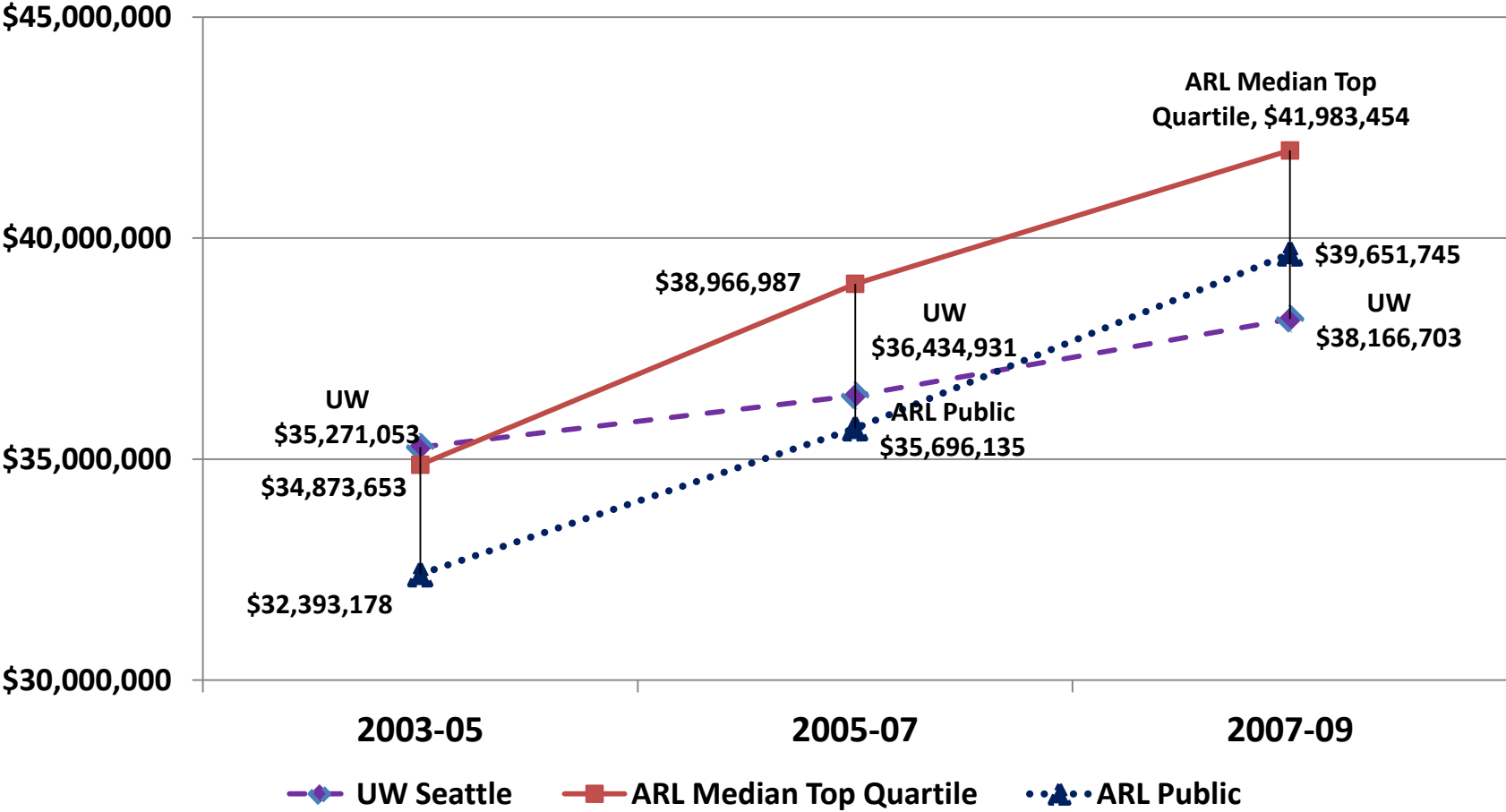


# Federally Funded Researchers are Dependent on Library Resources, Especially Journals

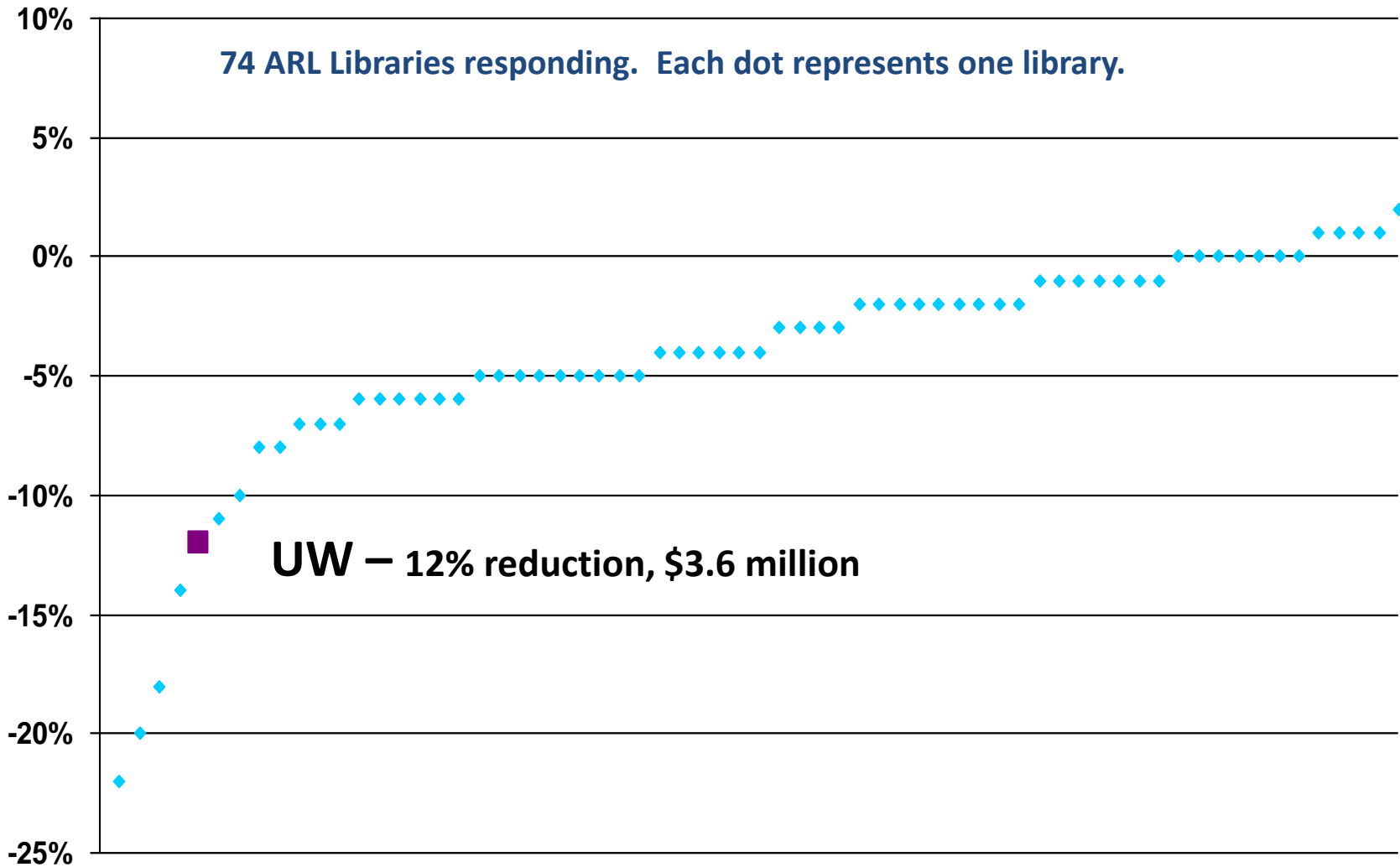
| Triennial survey comparison of faculty who use federal research \$ and those who don't<br><a href="http://www.lib.washington.edu/assessment/">http://www.lib.washington.edu/assessment/</a> | Fed Research \$<br>N=846 | No Fed Research \$<br>N=718 |
|---|--------------------------|-----------------------------|
| <b>Visit library in person 2x week or more</b><br><b>Use library remotely 2x week or more</b>   | 3%<br>82%                | 14%<br>71%                  |
| <b>Keeping current in your field</b><br><b>Being a more productive researcher</b>   | 4.73<br>4.69             | 4.61<br>4.57                |
| <b>Importance of current journals</b><br><b>Importance of older journals</b><br><b>Importance of journal article databases</b>  | 4.86<br>4.03<br>4.58     | 4.74<br>3.75<br>4.18        |
| <b>Impact of journal reductions on work</b><br><b>Impact of fewer books purchased</b>   | 4.40<br>3.00             | 4.22<br>3.65                |

# Falling Behind: Total Library Expenditures UW Seattle & ARL Median Top Quartile

(2003-05 to 2007-09 Annual Average)



# Base Budget Changes in ARL Libraries: 2009-10 Compared to 2008-09



# **The Result?**

## **2010-2011 UW Libraries Budget**

- 5% institutional reduction (\$1.353 million for Libraries)
- Mitigated by \$1 million in “Provost reinvestment funds” (total of 1.3% cut)
- Libraries received highest amount of reinvestment money of any University unit (25% of total reinvestment funds)
- Some additional indirect cost recovery funds still anticipated

**Was it all due to our data and presentation? Well, perhaps not all!**