Demonstrating Academic Library Value: What’s Important for Stakeholders

Steve Hiller
Director, Assessment and Planning
University of Washington Libraries

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ALA 2010 Annual Conference
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)

- Research Grants: 48%
- Tuition: 17%
- State funding: 13%
- Investments/Gifts: 11%
- Other: 10%
- Excluding hospital/patient income: 10%
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 | Faculty  
1622 surveys (39% response) | Graduate Students  
680 surveys (32% response) |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Keeping current in your field</td>
<td>96% (4.66)</td>
<td>90% (4.53)</td>
</tr>
<tr>
<td>Finding information in related fields or new areas</td>
<td>90% (4.56)</td>
<td>91% (4.57)</td>
</tr>
<tr>
<td>Being a more productive researcher</td>
<td>93% (4.63)</td>
<td>93% (4.64)</td>
</tr>
<tr>
<td>Enriching student learning experiences Overall academic success</td>
<td>77% (4.18)</td>
<td>92% (4.60)</td>
</tr>
<tr>
<td>Making more efficient use of your time</td>
<td>87% (4.45)</td>
<td>80% (4.21)</td>
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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
ABOUT THE UW LIBRARIES

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

CONTRIBUTION to EXCELLENCE

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
  - 6th among ARL libraries
- 120,000 reference questions answered
  - 20% online
- 95,000 items borrowed/delivered from other libraries
  - 1st 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

<table>
<thead>
<tr>
<th>Triennial survey comparison of faculty who use federal research $ and those who don’t</th>
<th>Fed Research $ N=846</th>
<th>No Fed Research $ N=718</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visit library in person 2x week or more</td>
<td>3%</td>
<td>14%</td>
</tr>
<tr>
<td>Use library remotely 2x week or more</td>
<td>82%</td>
<td>71%</td>
</tr>
<tr>
<td>Keeping current in your field</td>
<td>4.73</td>
<td>4.61</td>
</tr>
<tr>
<td>Being a more productive researcher</td>
<td>4.69</td>
<td>4.57</td>
</tr>
<tr>
<td>Importance of current journals</td>
<td>4.86</td>
<td>4.74</td>
</tr>
<tr>
<td>Importance of older journals</td>
<td>4.03</td>
<td>3.75</td>
</tr>
<tr>
<td>Importance of journal article databases</td>
<td>4.58</td>
<td>4.18</td>
</tr>
<tr>
<td>Impact of journal reductions on work</td>
<td>4.40</td>
<td>4.22</td>
</tr>
<tr>
<td>Impact of fewer books purchased</td>
<td>3.00</td>
<td>3.65</td>
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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

74 ARL Libraries responding. Each dot represents one library.

UW — 12% reduction, $3.6 million
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!