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

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Seattle and Thessaloniki


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)

Source of Library Funds 2010-11

- University 79%
- Grant & Contract 13%
- Gifts 4%
- Other 4%
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

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

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
Survey Data

Importance of Library Services/Resources

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

Collections/Services Importance by Group

Collections most important to faculty

Library facilities most undergrads important to

Collections

Discovery tools

Physical spaces

Undergrad  Grad  Faculty

3 3.5 4 4.5 5
## Survey Data

### Libraries Contribution to:

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

<table>
<thead>
<tr>
<th>% marking 4 or 5 and mean scores</th>
<th>Faculty 1634 surveys (39% response)</th>
<th>Graduate Students 680 surveys (32% response)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping current in your field</td>
<td>96% (4.66)</td>
<td>90% (4.53)</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>
</tr>
</tbody>
</table>
Library Expenditures: UW & ARL Peer Libraries

Annualized expenditures

- UW Seattle: $35 million
- UW Seattle: $37 million
- ARL Public: $32 million
- ARL Public: $40.5 million

Expenditures:
- 2003-05: $30,000,000
- 2005-07: $35,000,000
- 2007-09: $40,000,000
- 2009-10: $45,000,000

UW Seattle
ARL Public Median Top Quartile
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

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