

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

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# 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!**

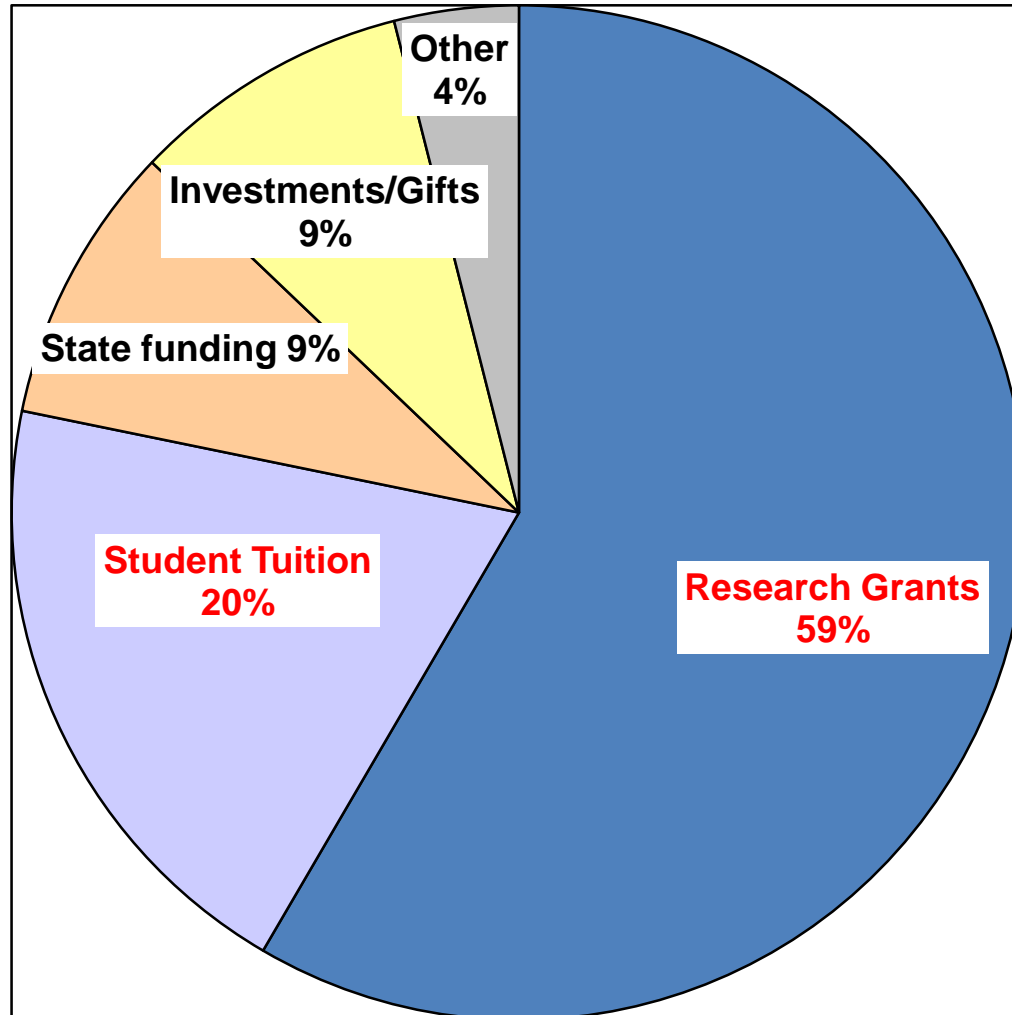
# University of Washington (UW) - Seattle USA



- **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)

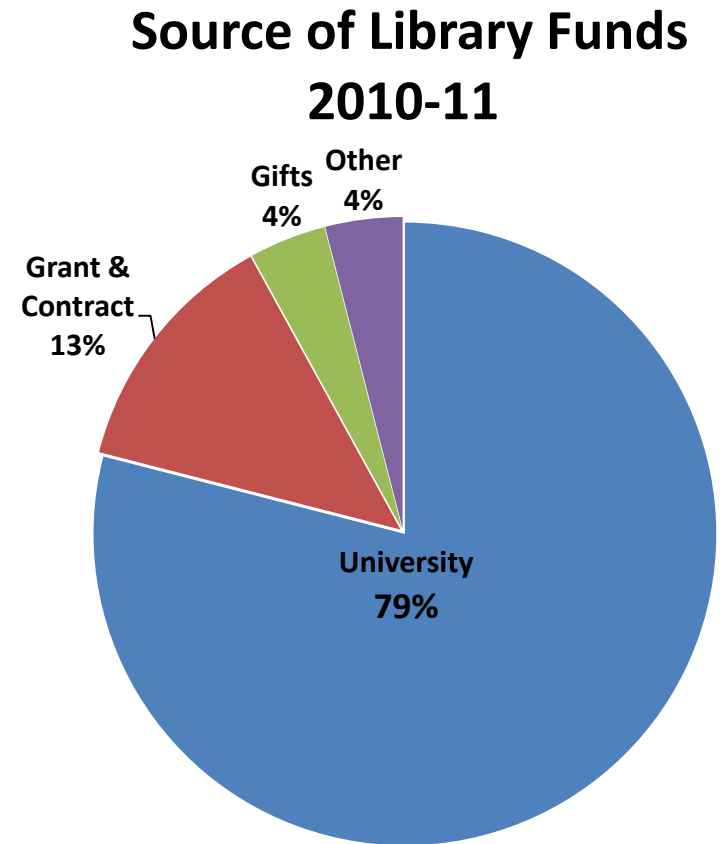


# Great Recession and University of Washington Budgets 2009-12

- **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 2<sup>nd</sup> 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

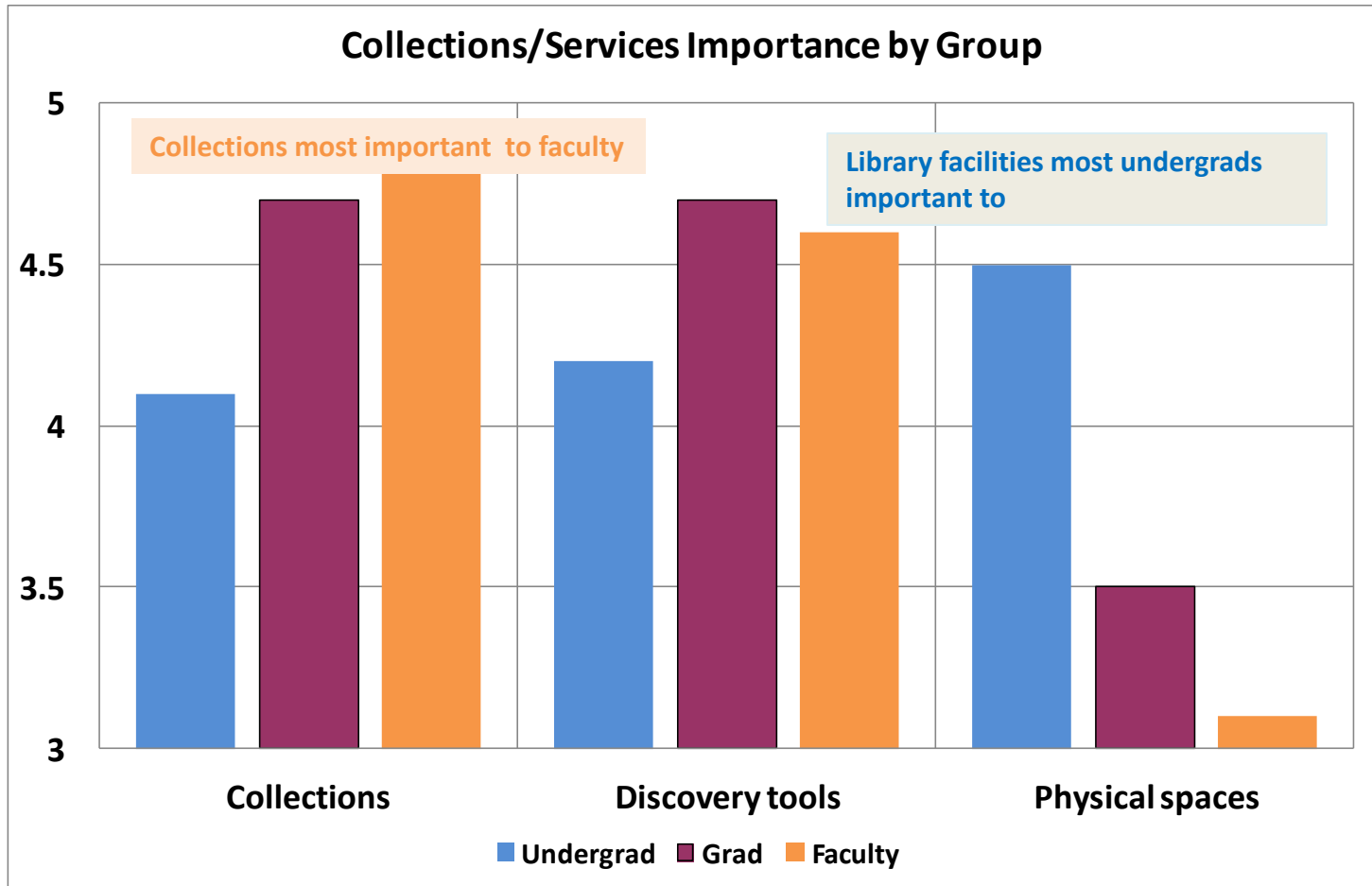
Librarian/staff diversity

Librarian teaching

# Survey Data

## Importance of Library Services/Resources

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



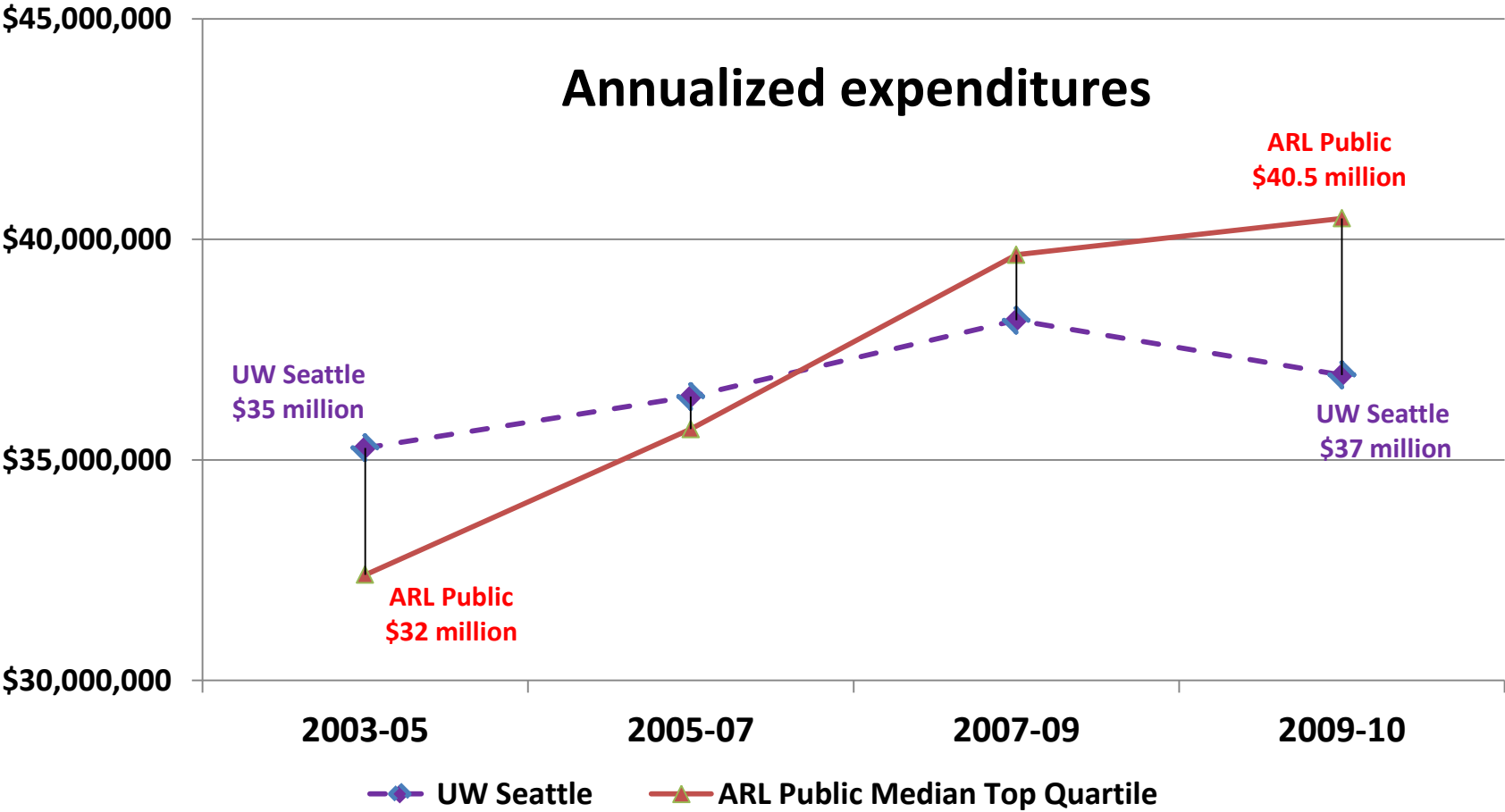
# Survey Data

## Libraries Contribution to:

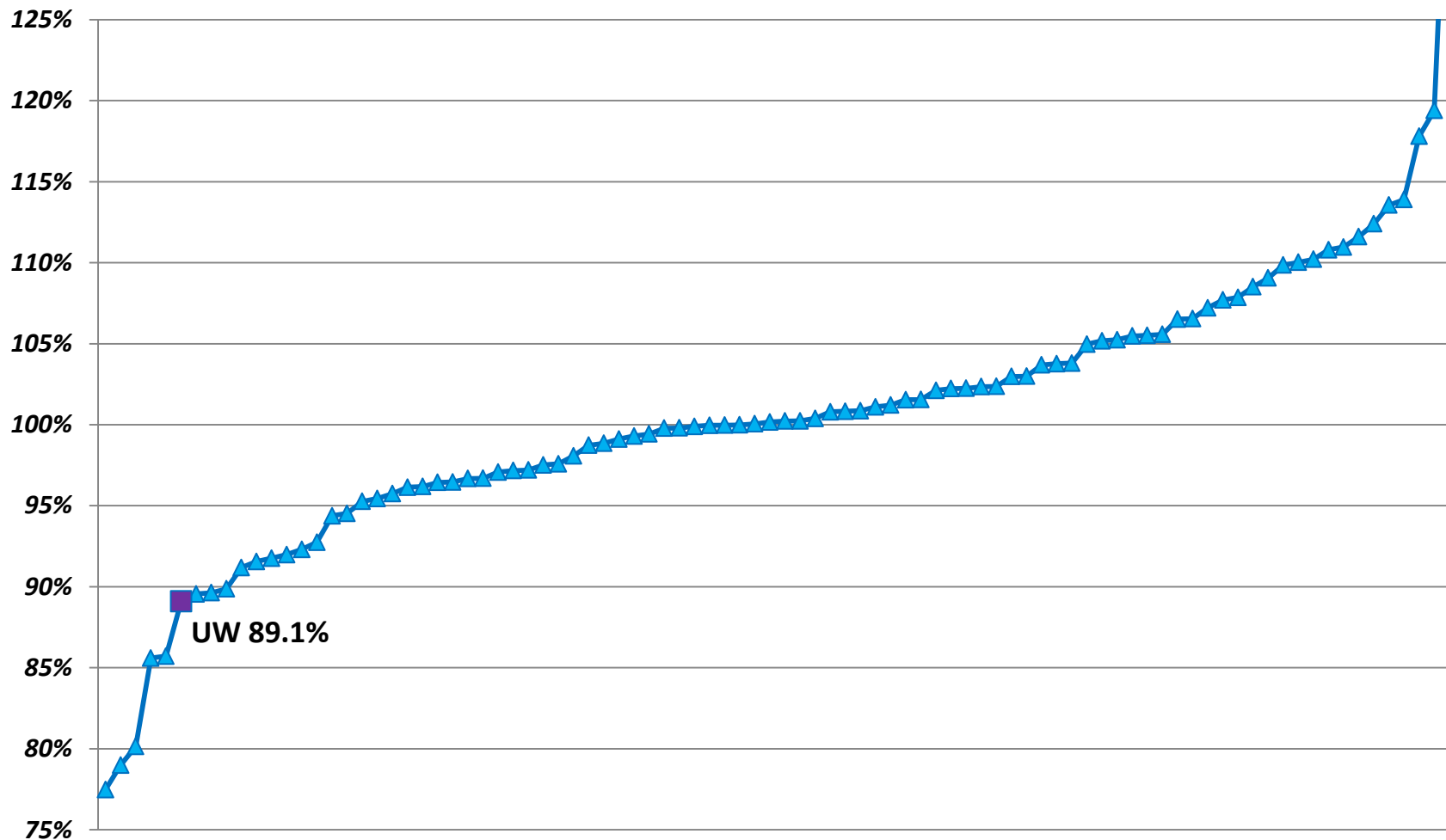
(2010 Triennial Survey - Scale of 1 “Minor” to 5 “Major”)

%= marking 4 or 5 and mean scores	Faculty 1634 surveys (39% response)	Graduate Students 680 surveys (32% response)
<b>Keeping current in your field</b>	96% (4.66)	90% (4.53)
<b>Being a more productive researcher</b>	93% (4.63)	93% (4.64)
<b>Enriching student learning experiences</b> <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)

# Library Expenditures: UW & ARL Peer Libraries

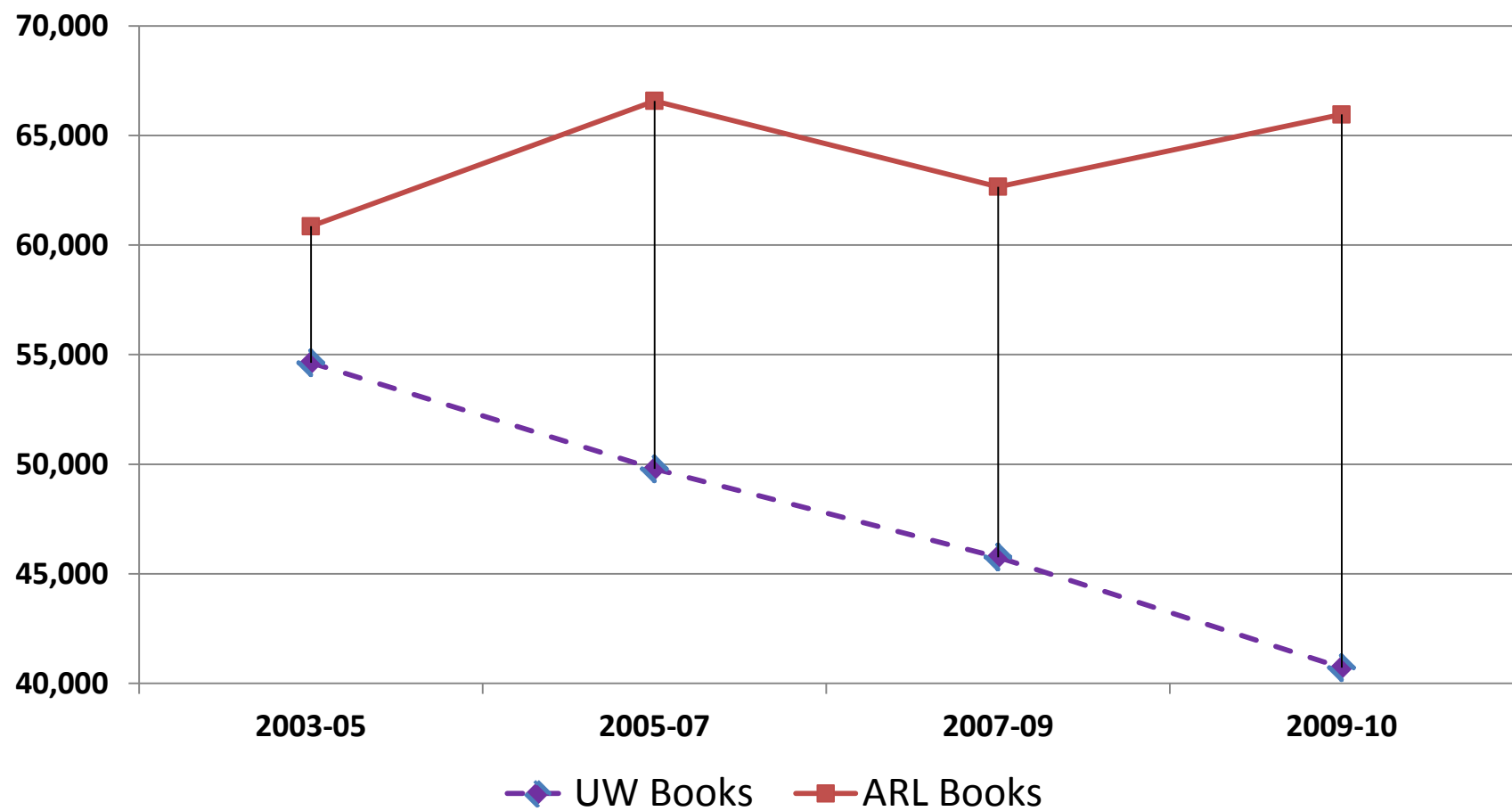


# Percent Change in Collections Expenditures for ARL Libraries Between 2009-10 and 2008-09





# 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
<b>Preserve access for students</b>	Academic units with high # students had increase/low cut	Preserve access to high demand classes
<b>Provide learning support</b>	<b>Units with significant learning support services received increase/low cut</b>	<b>Preserve library collections and hours</b>
<b>Maintain student support services</b>	<b>Units with significant student support services received increase/low cut</b>	<b>Preserve student jobs</b> Enhance undergrad recruitment & support
<b>Maintain security, safety and/or compliance</b>	Low cut	
<b>Maintain faculty support services</b>	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!**