

Appendix S

The Ohio State University Libraries Self Study January 2002

Functions and Goals

The **Mission Statement** for University Libraries, approved by the University Senate's Library Council, states the following:

The Ohio State University Libraries are committed to meeting the diverse and changing information needs of the University's students, faculty, and staff, and participating in resource sharing programs throughout Ohio and the world.

The Libraries' facilities, collections, services, instruction, and scholarship contribute to the University's attainment of excellence in teaching, research, and service.

To these ends, the Libraries collect, create, organize, manage, preserve, and provide access to information sources, and foster an environment conducive to academic inquiry, scholarly communication, creative achievement, and lifelong learning.

The **major goals** of the Libraries are:

- 1) Provide information services and resources that effectively support the learning, teaching, research, and service of University students, faculty, and staff
- 2) Collect and preserve an appropriate portion of the record of knowledge in cooperation with other research libraries around the world

In order to meet these goals, the Libraries performs the following **primary functions**:

Selects and acquires appropriate records of knowledge to add to the Libraries' collections.

Organizes these resources for efficient retrieval and use.

Preserves these resources so they will remain usable and accessible into the future.

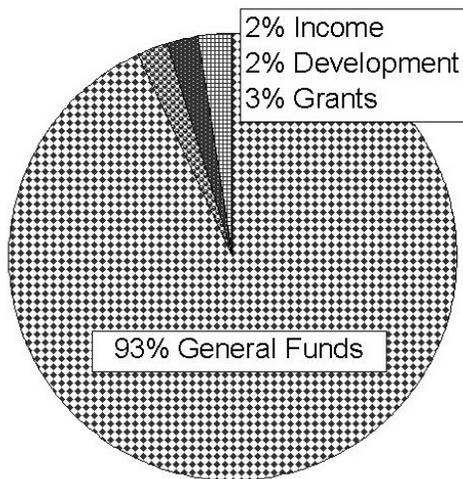
Provides *access* to collections and services through library facilities and computer networks.

Provides *reference assistance and instruction* for the effective use of information resources.

Provides *leadership and contributions* to state, national and international efforts to advance research librarianship, the scholarly communication system, and the cooperative collection and preservation of the record of knowledge.

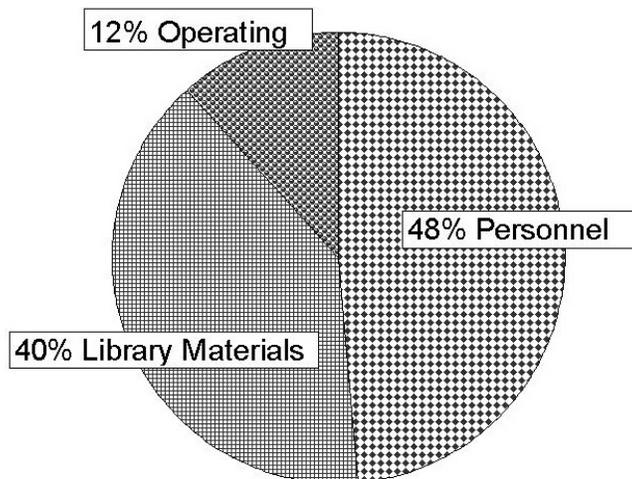
Resources

Libraries Funding Sources, 1999/2000



General Funds	\$22,000,000
Income (includes Trademark funds)	\$500,000
Development (includes Endowment Income)	\$500,000
Grants (includes Book Depository)	\$600,000

Libraries Expenditures, 1999/2000



Major Funding Issues in the University Libraries

1. Growth in Scholarly Publishing and Library Acquisitions

The amount and cost of scholarly material published each year continues to increase at a rapid pace. For example, the volume of scientific and technical information has been estimated to be increasing at a rate of 13% per year. Costs are also going up at a rate well beyond general inflation. It has been the OSU Libraries' experience that unit cost for scholarly material, in both print and digital formats, overall has inflated between 6 to 8% annually during the last five years.

During the last decade (1990-2000), the University recognized this funding challenge by giving the Libraries an agreed upon inflation index increase to the library materials budget each year, thus keeping the Libraries' basic buying power for published scholarship steady. However, in 2001, the Library Materials Index increase was given in cash rather than annual rate for the first time, and the University's budget reduction plans call for the Index to be suspended in 2002 and base budgets in support units to be further reduced by 5%.

In the face of steady volume growth and inflation, an acquisitions budget that reverts to its 2000 base with an additional 5% reduction will seriously weaken the Libraries' ability to collect needed scholarship in support of University teaching and research. The Libraries has begun planning a journal cancellation project that could reduce library subscriptions to journals by as much as 20% across all disciplines. As the largest research library in Ohio, OhioLINK depends on our Libraries' level of acquisitions to leverage some of its large statewide contracts that end up benefiting all academic libraries in the State. These OhioLINK contracts are in jeopardy with a steep decline in the OSU Libraries' materials budget.

2. Weak Personnel Budget

With Index-based increases over the last decade, funding for library material acquisitions has become the strongest component of the Libraries' budget. The Libraries' personnel budget, on the other hand, has remained relatively weak. In 2000, Ohio State ranked 25th in overall salary expenditures among the 111 member libraries of the Association of Research Libraries (ARL). Salary levels and FTE counts relative to our peer libraries are quite low; we rank 60th in average salaries, 64th in median salaries, and 65th in beginning salaries for professional librarians. OSU Libraries' staff FTE count was 438 in 2000, compared to 601 at Michigan, 514 at Wisconsin, and 517 at Illinois. Given the large number of students and faculty served at Ohio State in comparison to these other schools, the number of staff who are available to process collections and provide information services is significantly less than the numbers alone would indicate.

Planned salary increases over the next three to five years that are to be above the market average should help improve salary competitiveness in the Libraries; however, reductions in staffing to help fund these increases will only exacerbate the problem of inadequate staffing levels. It is a credit to the Libraries that through efficient organization and high staff morale and productivity, a small staff has been able to process and serve a large collection and user community.

3. Developing Other Funding Sources

As a central academic support unit, the Libraries, rightly, receives over 90% of its budget from University General funds. These funds are derived from a mixture of State subsidy, student fees, and other sources such as indirect costs for research grants. Library support is often a required component of indirect cost recovery funds.

The Libraries does not charge faculty, students, or staff for use of collections or for information services (including interlibrary loan), and actively encourages the University community to make maximum use of library facilities, collections, and services.

The Libraries is trying to increase funding from sources other than University General funds. We are considering the development and marketing of a fee-based information service to the Ohio business community. We are looking at the Libraries' policies and charges for fines and lost books to determine if income could be increased in this category of revenue. We have an aggressive fund raising campaign underway to raise \$20 to \$30 million toward the major renovation of the Main Library which is scheduled to begin in 2005; we also need to increase endowment funds to use for both collections and staffing support. Finally, all library staff are being encouraged to seek more external grant funding, particularly in the areas of preservation and digital libraries.

Strategic Indicators

The Strategic Indicators being proposed to measure the Libraries' effectiveness are listed below in groupings related to major functions:

Acquires New Materials/Organizes Resources

- Volumes processed annually/FTE staff in Tech Services
- Volumes available per faculty/student (OSU + OhioLINK)
- Amount spent per faculty/student (OSU + OhioLINK)
- Linear feet of Special Collections materials

Preserves Materials

- Number of volumes receiving preservation treatment
- Amount spent on preservation (includes personnel)

Provides Access to Materials

- Items borrowed per faculty/student (excluding reserve materials)
- Reserve circulations/student (% print, electronic)
- Items borrowed from other libraries per faculty/grad student
- Articles downloaded from the OhioLINK Electronic Journal Center per faculty/student
- Number of courtesy cards issued
- Faculty/students per professional staff
- Faculty/students per FTE regular staff

Provides Reference Assistance and Instruction

- Reference questions per faculty/student
- Online tutorial (e.g. net.TUTOR) usage
- User education presentations/participants

Leadership and Contribution to Librarianship and Scholarly Communication

- Memberships in consortia
- Offices held by faculty/staff in consortia and professional organizations
- Publications and Presentations by Library Staff

In addition to the Strategic Indicators identified above, the Libraries, in conjunction with OhioLINK and many other ARL libraries, will be conducting a survey (LibQUAL+) to determine user satisfaction with the Libraries collections and services. This information along with

information from existing campus satisfaction surveys will also be tabulated and monitored over time.

NOTE: The Libraries may be unique among University units in that we have been participants in a national statistics and measurement program for a number of decades. Each year, the more than 100 members of the Association of Research Libraries share data relating to collection size, expenditures (including salaries), number of personnel, and major functions. Due to our participation in this program, we have the capability of, and will be, providing a comparison with the peer institutions that have been identified for the University, in addition to measuring our performance against ourselves on a year-to-year basis.

Changes Under Consideration

- Conduct major renovation of the Main Library building

- Engage in more digital library initiatives

- Open and use the second module of the Book Depository

- Reduce purchase of library materials to meet budget constraints

- Reduce service hours in library facilities

 - Reduce 24 hour service in SEL

 - Reduce evening and weekend hours in other facilities

- Consolidate some departmental libraries into collections in the Main; Science/Engineering; and Education, Human Ecology, Psychology, and Social Work Libraries

 - Journalism

 - Theatre Research

 - Cartoon Research

 - Maps

- Stop sending paper notices for overdue books, fines, etc.; send only e-mail

- Review level and policies for collection of fines and fees for lost books

- Increase charges for lending materials to other libraries

- Begin a fee-based information service to the business community

- Defer technology replacements and upgrades

- Market images and products from unique collections

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