

Appendix M

Budget Reports 2002-2005

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2005-06 Annual Budget Report University Libraries

Part 1A: Summary and Overview Spreadsheets

Current Balances, PBA Funding History, and Mandates and Service Improvements templates and data are provided as the first four tabs on the accompanying Excel workbook. Part 2 of this narrative section of the Annual Budget Report refers to the data provided in these spreadsheets.

Part 1B: Summary and Overview Narrative

Current Situation

Briefly, describe your unit's mission, goals, and objectives, and progress toward achieving them. There should be a direct link between this section and your Performance Indicators.

The Libraries' mission is to provide information resources and services that support the learning, teaching, and research of students, faculty, and staff at the Ohio State University. As the State's largest research library, we also have a leadership role in local, regional, national and international information resource sharing in support of scholarship and science.

The OSU Libraries selects and acquires appropriate records of knowledge, creates and organizes efficient retrieval tools, and preserves these resources for future use. The Libraries provide access to the collections and services through its twenty facilities around campus and through computer networking and document delivery services that now reach around the world.

Progress toward achieving this mission include:

1. Vigorous and creative collection management

- Acquire the most relevant and useful resources within our budget.
- Work cooperatively with OhioLINK and CIC Libraries to stretch library budget and maximize services.
- Cancel or reject journal subscriptions or books that are duplicative, low priority, or too expensive per use.
- Strengthen networked access, document delivery, and interlibrary loan.
- Expand collections to include important digital content from faculty and students.

Performance Indicators: As the acquisition budget weakens in the face of high inflation for scholarship, performance indicators show a shift from print ownership and preservation to electronic access and resource sharing. (See Indicators 1.B.1.b, 1.B.2.a, 1.B.3.c, 1.B.3.d, and 1B.3.e.)

2. Continuous improvement of library facilities

- Implementing many physical, maintenance, and security/safety improvements to our library facilities.
- Opened a new award-winning Architecture Library in the Knowlton School of Architecture building.
- Ongoing selection and transfer of appropriate materials to Book Depository to avoid overcrowding of campus libraries.
- Completing design phase and continued active fund-raising for Thompson Library Renovation.
- Planning for integrated information technology and library services in "learning commons"

spaces in the Science and Engineering Library and in Sullivant Hall Library. This is in addition to the Digital Union for multimedia services established last year in the Science and Engineering Library.

- Conducted a systematic study of how learning and teaching are changing at the University and how these changes should affect the design of library space and services. Serve as lead participants at the CIC Library Space Conference, May 2-3, 2005. (For conference program, go to <http://www.cic.uiuc.edu/programs/CenterForLibraryInitiatives/Archive/ConferencePresentation/LibrarySpacesConference2005/program.shtml>.)

Performance Indicators: Indicator 1.B.2.c (materials moved to the Book Depository) continues to reflect the heightened activity that is necessary to prepare for the renovation of Main Library and to keep all our campus libraries from getting overcrowded.

Indicator 1.B.6.a (fund raising for the renovation) indicates the progress that is being made toward the \$30 M goal.

3. Responsive leadership in digital information services and digital content management and preservation

- Continued development of the Knowledge Bank project to collect, preserve and share digital assets of faculty and students. (<https://kb.osu.edu/dspace/index.jsp>)
- Partner with the Health Sciences Center in the development of an Expertise System to share information about Faculty and their subject specialties. (<https://expertise.osu.edu>)
- Implementation of a new Web-based library service called RefWorks: Your Online Database and Bibliography Creator, a cooperatively funded with OIT to support faculty and student research. (<https://www.refworks.com/Refworks/login.asp?WNCLang=false>)
- Growing use of, and enrollment in, tutorials and on-line classes on information literacy
- Continuous revision and upgrading of library Web pages and services, such as the Libraries' homepage and Department Library web sites in cooperation with University Relations. (<http://library.osu.edu/>)

Performance Indicators: The availability and use of online tutorials continues to increase and is reflected in Indicator 1.B.4.b (online tutorial usage); Indicators 1.B.4.c (students enrolled in for-credit classes given by the Libraries) and 1.B.4.d (tutorial training and testing for students in for-credit courses in Departments elsewhere on campus) also continue to show significant use.

4. Influence and improve the scholarly communication process through teaching, research, and publication

- Lectures and presentations on campus and at professional associations on scholarly communication by the Library Director, Assistant Directors, Libraries' Faculty, and invited experts.
- Publications, presentations, and consultations by Libraries' Faculty and Staff.
- Knowledge Bank project actively underway and being marketed.
- Active leadership and participation in OCLC, OhioLINK, ARL, and CIC.
- Close cooperation with the Chief Information Officer, Office of Research, and University Press.
- Work closely with University's Government Relations Office on state and national information policy issues.

Performance Indicators: Indicator 1.B.c.1 shows the Libraries' consortial memberships and 1.B.5.c shows the number of presentations and publications that have been generated by the Libraries' faculty and staff.

Challenges for the Upcoming Year

Describe the programmatic and fiscal challenges, issues, and special problems your unit will face during the upcoming year. Include any new services or activities your unit is required to implement, but for which funding has not been provided.

In the upcoming year, the Libraries continues to face some general challenges that have been with it for the last five years or more. These general challenges, addressed below, are the consequence of constrained budgets, the continuing growth in volume and cost of scholarship, and rapid advances in information technology.

In particular, the upcoming year poses three new challenges:

1. *Reduced funding and buying power of our library cooperative, OhioLINK* (see <http://www.ohiolink.edu/supportohiolink/>). We have built the strongest academic library cooperative in the country with OhioLINK, stretching our library funds and improving library services to higher education in the State significantly. Reductions in OhioLINK funding will adversely affect all the libraries in the consortium including the OSU Libraries. For the first time, the University will have to pay an annual OhioLINK membership fee of approximately \$16,000, a new budget mandate that the Provost has agreed to fund.

2. *Running out of storage space in modules 1 and 2 of the Book Storage Facility in 2006*. One of OhioLINK's important programs has been State funding (capital and operating) for five regional library storage facilities in the State. Ohio State University Libraries manages one of these facilities, but operating funds have been reduced over the last five years and future capital funding to increase storage capacity is questionable. The Book Depository on Kenny Road will run out of space in 2006, and at this time we have no prospect for OhioLINK/Board of Regents funding for the next module.

3. *Transition from design to actual reconstruction of the Thompson Library Renovation Project*. Project design will be completed in the spring of 2005. Construction, which was to begin in the fall of 2005, has been pushed back to the summer of 2006 because of reductions in State capital appropriations. Efforts will be made to increase fund raising and create effective transitional services and storage facilities in preparation for actual construction.

Our overall challenge remains the continuous improvement of basic library programs and services, while at the same time changing and introducing new operations and services based on emerging digital technologies. This requires talented and productive library staff, flexible and up-to-date library facilities, and a strong collection of research materials that meet the needs of one of the largest student and faculty populations served by any research library.

When measured against our ten peer institutions, the Libraries is near the bottom of the rankings for total budget expenditures (9th place in 2004; see Table 1), staff (8th place in 2004; see Table 2), and overall Association of Research Libraries Membership Criteria Index (9th place in 2003; see Table 3). We support one of the largest student and faculty populations of any research library, yet our staff size is nearly 200 FTE smaller than the University of Michigan or UCLA. (Also see Performance Indicators Part III, Indicators 1.B.3.g and 1.B.3.h.) Due to budget constraints over the last three years, we have lost 39 positions through attrition. Without additional funding in this fiscal year, our staff numbers and salary expenditures will remain low in relation to our peers.

We want to be more competitive in meeting the information support needs of our faculty and students by:

1. Responding to growth and changes in scholarly communications and publications.

- The amount of scholarship produced each year continues to increase in volume and cost.
- Scholarly communication is generally moving to digital format, but at different paces in different disciplines. Library staff and services must adjust to these changes in information needs in different disciplines.
- There is a mismatch in the Libraries' annual acquisitions budget allocation (7.39% decrease in 2002, flat in 2003, and a 1.6% increase in 2004) and the increase in the cost of scholarly and scientific journal subscriptions, which have been going up from 8% to 10% per year for the last decade. Serials inflation, that is, the cost of journal subscriptions and other continuations, went up 9.4% in fiscal year 2004 (8.31% domestic and 10.54% foreign).
- Monographs (books) are also increasing in price each year at a rate of about 5%. In fiscal year 2004, monograph prices for the types of materials the Libraries acquire increased by 5.65% (2.0% domestic and 9.3% foreign).
- In consultation with the faculty, the Libraries sets careful priorities for what to collect, cancels subscriptions to stay within budget, and requests reasonable annual increases to its acquisitions budget to respond to the growth in scholarship.
- The Libraries, through local, state, and national efforts works towards changing and improving the fundamental economy of scholarly communications, for example through the Knowledge Bank Project, through the Association of Research Libraries' SPARC Program of which we are a founding member, and through our cooperation with OhioLINK which is facing its own budgetary crisis.
- A Service Improvement Request is attached requesting an increase to the acquisitions base. (5% or \$500,000 annual rate)

2. Continuously improving services and facilities in our campus libraries

- Design is nearly complete and fundraising is actively underway for the major renovation of the Thompson Library, but a reduction in the capital budget has delayed the start of construction by one year.
 - Plan the efficient use of 650 Ackerman swing space, Sullivant Hall Library, and Journalism Library space during and after the Main Library renovation.
 - Use the construction delay to the best possible advantage – maintain momentum of renovation planning and fund-raising efforts.
 - Plan library space and services using support of learning and teaching as a guiding principle.
- Appropriate library collections have been moved to the Book Depository to avoid over-crowding campus libraries; however the Depository will be full by early 2006.
- Identify a temporary storage alternative pending available funds to construct and operate a new depository module.
- Working with the Chief Information Officer to integrate more information technology space, equipment, and services into the Science and Engineering Library and the Sullivant Hall Library.
 - Creation/maintenance of a Digital Union for multimedia services.
 - Design a learning commons for integrated information technology and library services in the sciences.
 - A Service Improvement Request for alternative storage is attached
 - A Service Improvement Request for the learning commons is attached.

3. Recruiting, developing, and retaining a larger number of first-class, diverse library faculty and staff.

- Rebuild staffing after a loss of 39 FTE between 2001 and 2004.
- Improve in FTE count among our peer institutions, with a special need for more staff in the organization of information (cataloging and indexing), preservation of information (paper conservation, digital reformatting and archiving), document delivery services, and information technology support.
- A Service Improvement Request is attached requesting fund to recruit, retain, and develop a larger number of first-class, diverse library faculty and staff.

Innovations and Efficiencies

Describe innovative or alternative service delivery systems your unit has developed. Describe any initiatives for which you have collaborated with another support unit to increase efficiency and provide the best service. What plans are included in this budget report to improve or expand service delivery systems? Describe additional actions that will increase efficiency and reduce costs.

1. Alternative service and delivery systems:

- Stopped sending paper notices by sending e-mail notices for overdue materials and fines
- Hired more work study students in place of regular students
- Increased fines and cost for the late return of recalled books and lost material
- Implemented an electronic document delivery service
- Began implementation of the Knowledge Bank to help the University make better and longer use of its digital assets and help avoid unnecessary duplication of knowledge management support functions
- Outsourced appropriate cataloging to OCLC and Web page design and publication work to University Communications
- Reorganized and reassigned personnel to accommodate the loss of 39 FTE staff.

2. Additional actions to increase efficiency and reduce cost:

- Plan to merge three libraries and several service points in the renovated Thompson Library.
- Continue development of the Knowledge Bank to help the University make better and longer use of its digital assets and help avoid unnecessary duplication of knowledge management support functions.
- Support development of Expertise System to share faculty expertise and reduce workload for administrative reports.
- Continue to evaluate services and reassign personnel as appropriate.
- Implement “materials budget adjustment strategy” to reduce local and consortial serials and monograph duplication.
- Enhance and expand the document delivery service.
- Aggressively seek alternative funding sources through grants and development.
- Increase efficiency of obtaining information temporarily stored at 650 Ackerman during Main Librarian renovation.
- Lead an IUC investigation of the potential to reduce duplication of State book

depository holdings to save storage space.

- Plan to move from manual to automated time-keeping for hourly employees.

Reductions and Internal Reallocations

Describe any reductions or internal reallocations you have taken in the past year. How has this/have these affected your services? What has been your customer response?

In personnel

- As a result of the budget constraints, the Libraries operates with a reduced staff size. In addition to the actions of previous years, and in order to continue providing the needed services and resources to students and faculty, we reorganized and reassigned staff:
 - Formally asked 12 faculty and staff members to take on additional responsibilities or to accept a reassignment in order to continue basic services.
 - Suspended participation with Kent State in funding a fellowship for an under-represented minority library student. However, we have reinstated the Mary Key Residency Program for diversity.

2. Serials reduction

- In FY 04, we cancelled 1,228 titles (5% of the serials budget) and internally reallocated 5.5% of the total acquisitions budget (\$450,000) to allow for an expansion of networked digital resources
- With these cutbacks, we considered increased access and reliance on state and national consortial resources. For instructional and research support, students and faculty had greater access to networked digital content but less access to locally available print.
- Both students and faculty continue to want equally convenient and immediate access to digital resources and traditional formats at levels that cannot be sustained.
- We are planning for future serials cancellations, depending on next year's acquisitions budget. A serials cancellation of 15% (approximately 2,500 titles) would allow us to
 - Stay within budget goals for serials and monographs in FY 05.
 - Offset increased costs passed on to member libraries as the result of reduced state-support for OhioLINK.
 - Provide sufficient flexibility to sustain and expand new electronic resources in FY 05.
- If the FY 05 acquisitions budget is reduced by a 5% cut, the FY 05 serials cancellations will rise to 22%.

Table 1 - Total Expenditures

2000		2001		2002		2003		2004	
Michigan	\$41,368,972	Michigan	\$43,558,787	Michigan	\$43,357,616	Michigan	\$48,193,379	Penn State	u/a
UCLA	\$37,599,170	UCLA	\$38,939,911	UCLA	\$42,265,154	Penn State	\$41,819,383	UCLA	\$47,691,633
Penn State	\$35,368,278	Penn State	\$37,745,294	Penn State	\$39,944,624	UCLA	\$40,044,840	Michigan	\$46,737,671
Texas	\$31,437,601	Wisconsin	\$33,340,581	Texas	\$36,480,061	Wisconsin	\$39,281,520	Wisconsin	\$39,251,813
Wisconsin	\$31,291,741	Texas	\$33,060,093	Wisconsin	\$33,601,436	Texas	\$36,671,492	Texas	\$36,316,124
Washington	\$30,783,622	Washington	\$30,867,887	Illinois	\$32,542,338	Illinois	\$32,996,914	Washington	\$34,780,704
Minnesota	\$29,993,696	Illinois	\$30,457,637	Minnesota	\$32,443,747	Minnesota	\$31,413,131	Illinois	\$33,557,443
Illinois	\$27,698,982	Minnesota	\$30,139,362	Washington	\$31,567,959	Washington	\$28,464,332	Minnesota	\$31,640,604
OSU	\$26,275,208	OSU	\$28,256,469	OSU	\$27,822,167	OSU	\$27,045,276	OSU	\$27,985,290
Arizona	\$22,629,734	Arizona	\$23,708,017	Arizona	\$25,433,853	Arizona	\$25,656,448	Arizona	\$27,064,875

Table 2 - FTE Personnel

2000		2001		2002		2003		2004	
UCLA	630	UCLA	634	Michigan	643	Penn State	651	Penn State	u/a
Michigan	601	Michigan	632	Penn State	637	Michigan	621	Michigan	596
Penn State	587	Penn State	619	UCLA	601	Wisconsin	604	UCLA	584
Texas	556	Texas	560	Texas	561	UCLA	576	Wisconsin	564
Illinois	517	Wisconsin	528	Illinois	522	Texas	574	Texas	536
Wisconsin	514	Illinois	510	Wisconsin	513	Illinois	531	Illinois	508
Washington	488	Washington	507	Washington	506	Washington	483	Washington	473
OSU	438	OSU	440	OSU	433	Minnesota	405	OSU	401
Minnesota	430	Minnesota	436	Minnesota	423	OSU	405	Minnesota	387
Arizona	362	Arizona	361	Arizona	362	Arizona	354	Arizona	336

Table 3 - ARL Membership Criteria Index*

1999		2000		2001		2002		2003	
UCLA	6	Michigan	6	Michigan	6	Michigan	6	Michigan	5
Michigan	7	Illinois	7	UCLA	7	Illinois	7	Illinois	6
Illinois	8	UCLA	8	Illinois	8	UCLA	8	UCLA	7
Texas	11	Texas	9	Texas	9	Texas	11	Texas	10
Washington	12	Washington	12	Washington	12	Penn State	12	Wisconsin	11
Penn State	13	Penn State	13	Penn State	13	Washington	14	Penn State	13
Minnesota	14	Minnesota	14	Wisconsin	14	Wisconsin	15	Washington	14
Wisconsin	16	Wisconsin	15	Minnesota	15	Minnesota	17	Minnesota	19
OSU	21	OSU	18	OSU	19	OSU	22	OSU	23
Arizona	27	Arizona	29	Arizona	31	Arizona	27	Arizona	27

*The ARL Membership Criteria Index is comprised of the five quantitative data elements in which the ARL university libraries most resemble one another.

Business Process Changes

One of the principles set forth by the Support Units Committee is that “Support Units should adapt to altered conditions without transferring costs to academic units through price increases or by discontinuing or shifting services, whenever possible. Where price increases or service reductions are necessary, they should have prior approval through the budget process.” In the past year, major business process changes at OSU have included the self-service initiatives in Human Resources, the OSURF Peoplesoft implementation and increased web-delivered services for students. If your unit was involved in one of these or a process change of similar scope, please describe how your unit adhered to the above principle during implementation.

Migrated the Libraries Web site to OIT hosted server to improve assurances of the site’s availability, while eliminating the need for Web server administration by the Libraries.

Partnered with OIT to obtain a volume discount on the purchase of printers to be used by library patrons. Also worked with OIT to obtain improve service for printing from University Retail Services, which has been managing the printers and the interface with BuckID for the OIT Labs and the Libraries.

Investigating a payroll interface system to replace manual timekeeping. Working cooperatively with other units on campus who are implementing a payroll interface system.

Library security: using student monitors to improve safety and security in the Libraries.

Part 2: Funding Report

1) Current Balances

Referring to Tab 1, Cash, of the accompanying Excel workbook, please provide an explanation of plans for cash balances equal to or greater than 20% of your unit's PBA.

The Libraries must prepay serial subscription renewal charges each year in order to benefit from rebates and early incentives offered by vendors. Because the general funds cannot close with a prepayment, the expenses for serials prepayments are charged to the general fund in the fiscal year before the subscriptions begin. The Libraries has been doing the serials prepayment for the last 16 years, with an approximated discount savings of 3% annually.

2) Funding History

Referring to Tab 2, PBA, of the accompanying Excel workbook, what portion of the total change from FY2004 to FY2005 is due to:

	Dollars	Percentage
New Mandates		
Service Additions	150,000	.4%
Guidelines (inflation)	445,379	1.9%
Miscellaneous Adjustments	6,729	.0%

3) Status Reports on FY 2004 and FY 2005 New Funding

For each item listed in the Summary of Funding Received in FY 2004 or 2005 (see Excel Workbook Tab 3, *Mandates_Serv Impr*), please complete the following.

Mandate or Service Improvement Title:	Library Enhancements
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Explain how the funding was or is being used. Which customers benefit from the service, how do they benefit, and how does that support the academic plan? If available, provide any customer feedback regarding the service.

<p>These funds are divided by formula among Health Science, Law and Thompson Library. The Thompson Library funds will be used to help offset the 8% to 10% inflation on many of our serials. We currently budget \$6,000,000 for serials and the inflation amounts to \$500,000 overall.</p>
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List other offices on campus that provide similar or related services. How is your department collaborating with these offices to prevent duplication of effort?

<p>N/A</p>

4) Summary of Services Discontinued in FY 2004 and FY 2005

For each item listed in above Summary of Services Discontinued in FY 2004 or 2005 (see Excel Workbook Tab 4, *FY06 Request*), please complete the following:

Discontinued Service Title:	N/A
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To what were the resources previously committed to these services reallocated? What has been the impact of this discontinuation? How have your customers responded?

5) Summary of Funding Requested for FY 2006 (list in order of priority)

For each mandate or service improvement for which funding is requested (to be summarized in *Excel Workbook Tab 4, FY06 Request*), please complete the appropriate following table.

**MANDATE DESCRIPTION
FOR 2005-2006 BUDGET (March 2005 process)
University Libraries**

Department: Library	Proposal Title: OhioLINK membership fee	
Total PBA cost: \$16,000	Cash cost: \$	Priority #: 1
<i>Describe the mandate. Is funding needed to provide a new service, or to maintain or expand an existing service? What agency or other body is mandating this service?</i>		
OhioLINK is a consortium of academic libraries in Ohio that allows for sharing library materials. The State, until this year, has not charged a membership fee. For the first time, the University will have to pay an annual OhioLINK membership fee of approximately \$16,000, which the Provost has agreed to fund.		
<i>Explain how the resources requested will address the mandated service(s).</i>		
The membership fee, paid by the University, will allow the Libraries, including Law and Health Sciences to continue to participate in the sharing of materials held by members. This reduces our cost to acquire materials and increases our ability to provide necessary materials to faculty and students. OhioLINK plans to use the membership fees to address it's budget reduction in state funding.		
<i>What internal resources has your department reallocated to address the issue?</i>		
We always try to coordinate our acquisition with OhioLINK to obtain the best prices and avoid duplications.		
<i>List other offices on campus that provide similar or related services. How will your department collaborate with these offices to prevent duplication of effort?</i>		
None		

Total Cost of Mandate

	Description	Cost	*Benefits at X%	Total PBA	One-Time Cash
	Admin.& Prof.		31.2%		
	Classified		40.2%		
	Grad Associate		6.7%		
	Student Wages		1.3%		
	Operating				
	Equipment				
	Total			\$16,000	

**Composite rates are conservative estimates for planning purposes only; actual rates will be available at a later date.*

**SERVICE IMPROVEMENT DESCRIPTION
FOR 2005-2006 BUDGET (March 2005 process)
University Libraries**

Department: Main Library	Proposal Title: Responding to growth and changes in scholarly communication and publication	
Total PBA cost: \$500,000	Cash cost: \$	Priority #: 1
<i>Describe the service improvement. Is funding needed to provide a new service, or to maintain or expand an existing service? Which customers will benefit from the service, how will they benefit, and how does that support the academic plan?</i>		
<p>The amount and cost of scholarly publications increase every year. The Libraries request a modest, but reasonable, increase of 5% or \$500,000 in annual rate be added to its acquisition budget to cover some of this growth in scholarly publication, both in print and digital formats. A 5% increase in acquisitions funding will allow the Libraries to add new monographs (books), expand it's holding of digital resources, and limit the extent of cancellation of journal subscriptions. Regardless of any reasonable acquisitions increase, the Libraries – like all academic libraries today – must find better ways to manage the exorbitant inflation in scholarly and scientific journal costs. We will continue to set careful priorities with faculty input on which journals and other continuations to retain, but we will be smart an demanding consumers with publishers and vendors, retaining only the most useful and cost effective subscriptions. We will also work within our state and national library cooperatives to exert economic and political pressure toward the reform of scholarly communications.</p>		
<i>Describe the impact of not implementing the service. List alternate ways to accomplish the goals of this service and discuss the pros and cons of those alternatives.</i>		
<p>With or without a 5% annual rate increase to the acquisitions budget, journal subscriptions will need to be reduced in order to adjust for exorbitant journal price increases. Through consortia such as OhioLINK and the CIC and national organizations such as SPARC, the Libraries will work with publishers and authors to affect sustainable pricing. The problem of journal pricing impacts researchers worldwide, not only at Ohio State. Cancellation of serial for the last two years has reduced the Libraries' collection by 2,658 titles. No increase to the acquisitions budget in the coming year will result in the loss of an additional 2,500 serials titles. With no increase to the acquisitions budget, monograph purchases will also have to be decreased by approximately 5%.</p>		
<i>What internal resources has your department reallocated to address the issue?</i>		
Journal cancellation and careful allocation of acquisition funds by subject and format.		
<i>List other offices on campus that provide similar or related services. How will your department collaborate with these offices to prevent duplication of effort?</i>		
<p>No other on campus. The Libraries is the repository of collections and the record of knowledge that supports teaching and research activities. We have a close relationship with the Chief Information Office, the Office of Research, and the University Press on matters of Information policy, economy, and service.</p>		

Total Cost of Service Improvement Proposal

	Description	Cost	*Benefits at X%	Total PBA	One-Time Cash
Admin.& Prof.			31.2%		
Classified			40.2%		
Grad Associate			6.7%		
Student Wages			1.3%		
Operating				\$500,000	
Equipment					
Total				\$500,000	

**Composite rates are conservative estimates for planning purposes only; actual rates will be available at a later date.*

**SERVICE IMPROVEMENT DESCRIPTION
FOR 2005-2006 BUDGET (March 2005 process)
University Libraries**

Department: Main Library	Proposal Title: Address library material storage	
Total PBA cost: \$50,000	Cash cost: \$4,000,000	Priority #: 2
<i>Describe the service improvement. Is funding needed to provide a new service, or to maintain or expand an existing service? Which customers will benefit from the service, how will they benefit, and how does that support the academic plan?</i>		
<p>The University has a successful state-of-the art Library Depository located on west campus. The function of the Depository is to store and preserve materials of the Libraries in an environmentally controlled, secure, and high-density storage environment. These materials are available to researchers who may use the materials at the Depository or who may request the materials be delivered to any library on Main campus. The existing two modules of the Depository will be full by early 2006, but the need for such controlled storage space will continue.</p>		
<i>Describe the impact of not implementing the service. List alternate ways to accomplish the goals of this service and discuss the pros and cons of those alternatives.</i>		
<p>The State, through the Board of Regents, funded the first two modules of Depository construction as well as the annual operating funds. New capital funding has not been approved for construction of a third module, and the recurring operating funds have been reduced by 6.8% over the past two years. The next cycle for a Depository budget request is 2008. As a result, the Libraries' storage needs are at a critical stage and the negative consequences of not providing adequate storage will be felt across campus in the next five years.</p> <p>Alternative storage locations could be Building 7 at 650 Ackerman or off site storage space rental. Construction of the third phase of the Depository is desired for cost-effective as well as programmatic reasons. We are requesting assistance in obtaining \$4 million in capital funds from the State or from the University to plan and construct module 3 of the Depository. We are also requesting \$50,000 in annual operating funds to offset the reduction for personnel, maintaining equipment, and ensuring the successful service provided to researchers continues uninterrupted.</p>		
<i>What internal resources has your department reallocated to address the issue?</i>		
<p>In discussion with Board of Regents and State Historical Society about storage needs and special capital request to the State. Working with four other OhioLINK depository to reduce duplication of stored material.</p>		
<i>List other offices on campus that provide similar or related services. How will your department collaborate with these offices to prevent duplication of effort?</i>		
None		

Total Cost of Service Improvement Proposal

	Description	Cost	*Benefits at X%	Total PBA	One-Time Cash
Admin.& Prof.			31.2%		
Classified			40.2%		
Grad Associate			6.7%		
Student Wages			1.3%		
Operating				\$50,000	\$4,000,000
Equipment					
Total				\$50,000	\$4,000,000

**Composite rates are conservative estimates for planning purposes only; actual rates will be available at a later date.*

**SERVICE IMPROVEMENT DESCRIPTION
FOR 2005-2006 BUDGET (March 2005 process)
University Libraries**

Department: Main Library	Proposal Title: “Creating a learning commons” in the Science and Engineering Library and Sullivant Hall Library	
Total PBA cost: \$50,000	Cash cost: \$700,000	Priority #: 3
<i>Describe the service improvement. Is funding needed to provide a new service, or to maintain or expand an existing service? Which customers will benefit from the service, how will they benefit, and how does that support the academic plan?</i>		
<p>A learning commons brings together library staff and information technology (IT) staff on a common mission to provide enhanced information services to users. The proposed learning commons would build on the successful collaboration between the Libraries and the Offices of the CIO that can be seen in the Digital Union (a multimedia center), which is open on the third floor of the Science and Engineering Library (SEL). Funding in the amount of \$750,000 is requested to accomplish major renovation of usable space in SEL and Sullivant Hall to accommodate a new blend of services that will better meet the needs of faculty and student users.</p> <p>The result will be space that is designed to address a much wider range of user needs and to support much more effectively the research and teaching missions of the university. Planned improvements include a robust wireless network environment, additional and upgraded computers, a technology and reference help desk, hands-on instructional space and a computer lab, furnishings and equipment that accommodate group study and collaborative computer work, comfortable seating, and an attractive meeting space for informal group interactions.</p> <p>These improvements will be purposefully integrated with printed books and journals to assist users in deriving maximum value from all of the information resources available to them. Similarly, library personnel and staff from the Offices of the CIO will collaborate closely to provide access, services, and assistance that are enhanced by blending the expertise of these two areas.</p>		
<i>Describe the impact of not implementing the service. List alternate ways to accomplish the goals of this service and discuss the pros and cons of those alternatives.</i>		
<p>The space in the Science and Engineering Library and Sullivant Hall buildings needs to change with changes in information technology, and valuable synergies could be realized by closer collaboration between Libraries and IT personnel sharing the same space. Specifically Sullivant Hall is not adequately wired for technology and the upgrade is imperative. The Digital Union on the third floor of SEL has raised awareness of the potential of the space to be used too much greater benefit, and the time is right to sustain the momentum of that successful collaboration. An even more important reason for moving forward as quickly as possible with the proposed improvements is to equip SEL and Sullivant to handle the anticipated increase in use and demand for services during the renovation of the Main Library.</p>		
<i>What internal resources has your department reallocated to address the issue?</i>		
<p>The Libraries expects to reallocate approximately \$750,000 from the FY04-05 budget to support the creation of the learning commons in SEL. We would welcome funds from the technology enhancement tuition program to create a commons in Sullivant Hall.</p>		
<i>List other offices on campus that provide similar or related services. How will your department collaborate with these offices to prevent duplication of effort?</i>		
<p>As noted above, the Offices of the CIO currently provide computer labs and IT customer support services that are complementary to services provided by the Libraries. The entire focus of the proposed project is to combine services to minimize duplication and maximize value to those served by both organizations.</p>		

Total Cost of Service Improvement Proposal

	Description	Cost	*Benefits at X%	Total PBA	One-Time Cash
Admin.& Prof.			31.2%		
Classified			40.2%		
Grad Associate			6.7%		
Student Wages			1.3%		
Operating				\$50,000	\$700,000
Equipment					
Total				\$50,000	\$700,000

**Composite rates are conservative estimates for planning purposes only; actual rates will be available at a later date.*

**SERVICE IMPROVEMENT DESCRIPTION
FOR 2005-2006 BUDGET (March 2005 process)
University Libraries**

Department: Main Library	Proposal Title: Building a First-Class Library Staff: Information Organization and Technology Support	
Total PBA cost: \$247,168	Cash cost: \$	Priority #: 4
<i>Describe the service improvement. Is funding needed to provide a new service, or to maintain or expand an existing service? Which customers will benefit from the service, how will they benefit, and how does that support the academic plan?</i>		
Organizing information (cataloging and indexing), preservation of information (paper conservancy, digital reformatting and archiving, electronic records management), document delivery and information technology support are fundamental services supporting faculty and student access to an expanding range and volume of scholarship. Continuing money is needed for additional personnel in these areas to manage new formats of materials, such as multi media and digital documents, as well as traditional printed publications and to develop new storage and retrieval systems such as the Knowledge Bank. Specialist personnel are required to provide efficient access to printed and digital content that supports learning, teaching, and research at OSU.		
<i>Describe the impact of not implementing the service. List alternate ways to accomplish the goals of this service and discuss the pros and cons of those alternatives.</i>		
If we do not increase the number of catalogers and IT staff, new formats and initiatives will have to be supported by deferring some current work, and materials acquired by the Libraries will not be processed in as a timely manner. Uncataloged materials will be difficult to retrieve when we move to various temporary locations during renovation of the Main Library. An increasing number of faculty and students are creating important digital assets that need organizational and preservation standards applied to them. Upgrades/maintenance of hardware/software used by students and faculty, as well as development of the Knowledge Bank and other digital initiatives to support scholarly communication, will proceed at a slower pace without adding personnel.		
<i>What internal resources has your department reallocated to address the issue?</i>		
Recent staffing reductions due to budget constraints have reduced our capacity to assume additional responsibilities, to maintain current services, and to support development of the Knowledge Bank. We have made progress on new initiatives by allocating small portions of many individuals' time. The Libraries has a two-year \$400,000 grant from the Office of Research as start-up funds for the Knowledge Bank project. This has been very helpful, but we do need continuing funds to improve staffing on a more permanent basis.		
<i>List other offices on campus that provide similar or related services. How will your department collaborate with these offices to prevent duplication of effort?</i>		
Ability to catalog and organize new materials promptly and to prevent the development of backlogs; improved retrieval of print and digital materials from within and outside the Libraries; implement state-of-the-art document delivery service particularly related to the move of Thompson Library to 650 Ackerman; ability to respond more promptly to technology support requests; ability to assist faculty and students with the organization and preservation of their important digital assets.		

Total Cost of Service Improvement Proposal

	Description	Cost	*Benefits at X%		Total PBA	One-Time Cash
Admin.& Prof.	3 FTE	120,000	37,440	31.2%	157,440	
Classified	2 FTE	64,000	25,728	40.2%	89,728	
Grad Associate				6.7%		
Student Wages				1.3%		
Operating					\$247,168	\$
Equipment						
Total					\$247,168	\$

**Composite rates are conservative estimates for planning purposes only; actual rates will be available at a later date.*

6) Fees and Charges

FY 2006 Fees and Charges (Include new fees and planned increases to existing fees that affect other departments or large numbers of students, faculty, and staff).

Description (Include group to be assessed the fee)	FY 2006		FY 2005	
	Amount per Unit	Unit of Measure	Amount per Unit	Unit of Measure
Example: Transcript Fees (students)	\$7.00	Per Transcript	\$5.00	Per Transcript
Expanded document delivery (fax, scanning services)	\$5.00	Per transaction	N/A	N/A

Please explain any increases or planned increases in fees or charges for services. Include any new fees or charges for services in this explanation. Discuss any feedback you may have received from customers regarding the proposed changes in fees or charges.

Document delivery of non-returnable library material (articles, reference documents, government reports) to patrons via a variety of vehicles including fax, digital scanning to the web or hard copy mail delivery. This service would be cost recovery and payable by a 100W or BuckID.
 University Health Sciences and Law libraries are also interested in providing this service.

Part 3: FY 2006 Reallocation Plan

Please complete the Reallocation Plan table included as Tab 5 of the accompanying Excel Workbook, titled *Realloc*.

Part 4: Performance Indicators

Please update your performance indicators. Your indicators table is provided as Tab 6 of the accompanying Excel Workbook, titled *Perf Inds*.

Part 5: Long-Term Needs

Please describe in general terms your anticipated need for additional resources over the next five years to meet new legal mandates and service needs. Please break this out by year with an associated cost in a reasonable range. Only issues of \$100,000 or more should be identified.

We anticipate the following on-going need for resources in the area of:

- Storage space for both print and digital materials
- Potential federal mandate to increase the minimum wage
- Potential vacation and sick leave payout for retirements
- Inflation in the cost of library materials

Additionally, we anticipate a significant cost associated with changing library records to omit and remove Social Security numbers.

We also face the need to provide transportation to and from campus to Ackerman location during the Thompson Library renovation.

Year	Description	Anticipated cost
2005-06	Library material storage space (\$4,000,000) Planning (see Service Improvement - priority 2)	\$ 400,000
	Minimum wage increase (\$110,000 in PBA)	\$ 110,000
	Potential retirement vacation and sick leave liability	\$ 100,000
	Inflation for library materials, particularly science and scholarly publications at a rate of 8–10% per year.	\$ 500,000
2006-07	Library material storage space – construction phase	\$1,200,000
	Transportation to and from 650 Ackerman and campus	\$ 325,000
	Potential retirement vacation and sick leave liability	\$ 100,000
	Library materials inflation	\$ 500,000
2007-08	Library material storage space – construction phase	\$2,400,000
	Transportation to and from 650 and campus	\$ 350,000
	Potential retirement vacation and sick leave liability	\$ 100,000
	Library materials inflation	\$ 500,000
2008-09	Transportation to and from 650 and campus	\$ 350,000
	Potential retirement vacation and sick leave liability	\$ 100,000
	Library materials inflation	\$ 500,000
2009-10	Potential retirement vacation and sick leave liability	\$ 100,000
	Library materials inflation	\$ 500,000

Support Unit Performance Indicators

Perf Inds.

Principle 1: Support Units should provide essential services needed to support the goals of the academic plan.

A. Academic Plan Strategy: Build a World Class Faculty

University Libraries Related Goals and Functions

See Footnote 1	2000	2001	2002	2003	2004
1. Offices held by faculty/staff in professional organizations			In process		
2. Publications/presentations by library staff	25	41	21	35	26

B. Academic Plan Strategy: Enhance the Quality of the Teaching & Learning Environment

University Libraries Related Goals and Functions

See Footnotes 1 and 2	2000	2001	2002	2003	2004
1. Acquires New Materials/Organizes Resources					
a. Volumes processed annually/FTE regular staff	481	434	381	370	521
b. Volumes available per faculty/student	106	113	109	108	108
c. Amount spent per faculty/student	\$202	\$270	\$223	\$227	\$234
d. Linear feet of Special Collections materials	25,813	27,052	28,093	28,106	29,021
2 Preserves Materials					
a. Number of volumes receiving preservation treatment	68,326	65,042	72,708	63,569	58,482
b. Amount spent on preservation	\$1,037,401	\$1,030,631	\$1,142,410	\$1,097,402	\$1,137,827
c. Materials selected and moved to the Book Depository	n/a	140,886	155,266	340,626	329,298
3 Provides Access to Materials					
a. Items borrowed per faculty/student (excluding reserves)	35	39	39	39	34
b. Reserve circulations/student	4	5	6	6	9
c. Items borrowed from other libraries per faculty/grad student	8	7	6	6	5
d. Articles downloaded from OhioLINK EJC per faculty/student	5	9	13	13	15
e. Searches of reference databases per faculty/student	n/a	n/a	41	95	56
f. Number of courtesy cards	n/a	n/a	1,686	1,082	1,660
g. Faculty/students per professional staff	416	393	408	435	446
g. Faculty/students per FTE regular staff	197	158	168	182	193
4. Provides Reference Assistance and Instruction					
a. Reference questions per faculty/student	11	7	7	7	6
b. Online tutorial (e.g., net.TUTOR usage)	110,629	128,228	151,824	168,506	183,630
c. Students enrolled in OSUL online courses	402	609	541	643	625
d. Number of tutorial tests taken for OSU credit courses	9,481	9,869	8,391	10,195	8,451
e. Participants in user education presentations	34,034	26,064	17,104	17,814	14,382
5. Leadership/Contribution to Librarianship & Scholarly Communication					
a. Membeships in consortia, etc.	4	4	4	4	4
b. Offices held by faculty/staff in professional organizations			In Process		
c. Publications/presentations by library staff	25	41	21	35	26
6. Prepare for the Renovation of Main Library					
a. Fund raising for the renovation	n/a	n/a	n/a	\$13,245,000	\$1,155,000

C. Academic Plan Strategy: Enhance and Better Serve the Student Body

University Libraries Related Goals and Functions

See Footnote 1	2000	2001	2002	2003	2004
1. Items borrowed per faculty/student (excluding reserves)	35	39	39	39	34
2. Reserve circulations/student	4	5	6	6	4
3. Items borrowed from other libraries per faculty/grad student	8	7	6	6	5
4. Articles downloaded from OhioLINK EJC per faculty/student	5	9	13	13	15
5. Reference questions per faculty/student	11	7	7	7	6
6. Online tutorial (e.g., net.TUTOR usage)	110,629	128,228	151,824	168,506	183,630
7. Students enrolled in OSUL online courses	402	609	541	643	625
8. Number of tutorial tests taken for non-OSUL courses	9,481	9,869	8,391	10,195	8,451
9. Participants in user education presentations	34,034	26,064	17,104	17,814	14,382

Support Unit Performance Indicators Perf Inds.

D. Academic Plan Strategy: Help Build Ohio's Future University Libraries Related Goals and Functions

See Footnote 1	2000	2001	2002	2003	2004
Number of courtesy cards	n/a	n/a	1,686	1,082	1,660

E. Academic Plan Strategy: Create a Diverse University Community

	2000	2001	2002	2003	2004
1. Auxiliary Faculty					
Total Count*	1	2	3	3	1
% Am Ind	0.00%	0.00%	0.00%	0.00%	0.00%
% Asian	0.00%	0.00%	0.00%	0.00%	0.00%
% Black	0.00%	0.00%	33.33%	33.33%	0.00%
% Hispanic	0.00%	0.00%	0.00%	0.00%	0.00%
% Total Minority	0.00%	0.00%	33.33%	33.33%	0.00%
% Female	0.0%	0.0%	66.7%	66.7%	0.0%
2. Regular Faculty*					
Total Count	68	66	60	58	57
% Am Ind	0.00%	0.00%	0.00%	0.00%	0.00%
% Asian	2.94%	3.03%	3.33%	1.72%	1.75%
% Black	7.35%	7.58%	5.00%	5.17%	5.26%
% Hispanic	1.47%	1.52%	1.67%	1.72%	1.75%
% Total Minority	11.76%	12.12%	10.00%	8.62%	8.77%
% Female	64.7%	66.7%	66.7%	67.2%	68.4%
3. Regular Staff*					
Total Count	177	186	192	174	171
% Am Ind	1.13%	0.54%	0.52%	0.57%	0.58%
% Asian	3.95%	3.76%	2.60%	3.45%	3.51%
% Black	10.17%	11.29%	10.94%	12.07%	10.53%
% Hispanic	0.56%	0.00%	0.00%	0.00%	0.00%
% Total Minority	15.82%	15.59%	14.06%	16.09%	14.62%
% Female	63.8%	63.4%	62.5%	61.5%	59.1%

Principle 2: Support Units should have a strong customer focus, should understand who

University Libraries Related Goals and Functions

See Footnote 3	2000	2001	2002	2003	2004
Satisfaction Ratings (Scale of 1-9)					
Undergraduate					
Treatment	u/a	u/a	7	7.0	u/a
Support	u/a	u/a	7	6.8	u/a
Overall	u/a	u/a	7	6.8	u/a
Graduate					
Treatment	u/a	u/a	7	6.9	u/a
Support	u/a	u/a	7	6.7	u/a
Overall	u/a	u/a	7	6.8	u/a
Faculty					
Treatment	u/a	u/a	7	7.5	u/a
Support	u/a	u/a	7	7.0	u/a
Overall	u/a	u/a	7	7.3	u/a

Support Unit Performance Indicators Perf Inds.

Principle 3: Support Units require sound fiscal management and oversight.					
University Libraries Related Goals and Functions					
	2000	2001	2002	2003	2004

*Staff counts include staff in any unit reporting to this office for the year indicated. Because reporting lines may not be consistent over time, these staff counts may not be indicators of growth or downsizing in this office. They are provided solely to give some context for the diversity percentages.

1. All of the Strategic Indicators identified in the Libraries Self Study document of January 2002 have been listed in the category "Enhance the Quality of the Teaching & Learning Environment. In addition, individual entries have been duplicated in any of the other categories where they are particularly relevant.
2. The total shown for 2003 is a cumulative total of funds that have been acquired to date; future years will show the amount acquired during that year.
3. The ratings as shown are drawn from the LibQual+ survey conducted by the Association of Research Libraries.

Annual Budget Report Part I: Overview and Summary of the Office of the Libraries 2004-2005 Budget Report

Current Situation

Briefly describe your unit's mission, goals, and objectives, and progress toward achieving them. There should be a direct link between this section and your Performance Indicators.

The Libraries' mission is to provide information resources and services that support the learning, teaching, and research of students, faculty, and staff at the Ohio State University. As the State's largest research library, we also have a leadership role in local, regional, national and international information resource sharing in support scholarship and science.

The OSU Libraries selects and acquires appropriate records of knowledge, creates and organizes efficient retrieval tools, and preserves these resources for future use. The Libraries provide access to the collections and services through its twenty facilities around campus and through computer networking and document delivery services that now reach around the world.

Progress toward achieving this mission include:

1. Vigorous and creative collection management

- Acquire the most relevant and useful resources within our budget scope.
- Work cooperatively with OhioLINK and CIC Libraries to stretch library budget and maximize services.
- Cancel journal and serial subscriptions that are duplicative, low priority, or too expensive per use.
- Growing reliance on networked access, document delivery, and interlibrary loan.

Performance Indicators: As the acquisition budget weakens in the face of high inflation for scholarship, performance indicators show a shift from print ownership and preservation to electronic access and resource sharing. (See Indicators 1.B.1.b, 1.B.2.a, 1.B.3.c, 1.B.3.d, and 1B.3.e.)

2. Continuous improvement of library facilities

- Implementing many short-term improvements to Main Library.
- Ongoing selection and movement of appropriate materials to Book Depository.
- Active planning and fund-raising for Main Library Renovation in 2005 – 2008.
- Creation of a Digital Union for multimedia services and planning for an integrated information technology and library Information Commons in the Science and Engineering Library.

Performance Indicators: Indicator 1.B.2.c (materials moved to the Book Depository) reflects the heightened activity that is necessary to prepare for the renovation of Main Library and to keep all our campus libraries from getting overcrowded.

Indicator 1.B.6.a (fund raising for the renovation) indicates the progress that is being made toward the \$30 M goal.

3. Responsive leadership in digital information services and digital content management and preservation

- Implementation of the Knowledge Bank project to collect, preserve and share digital assets of faculty and students.
- Development of new Web-based library services, such as the Alumni On-Line Library, a cooperative effort with the Alumni Association to extend access to databases to all alumni
- Growing use of, and enrollment in, tutorials and on-line classes on information literacy
- Continuous revision and upgrading of library Web pages and services, such as the Libraries' homepage, and a new Main Library Renovation page.

Performance Indicators: The availability and use of online tutorials and classes continues to increase and is reflected in Indicators 1.B.4.b (online tutorial usage), 1.B.4.c (students enrolled in for-credit classes given by the Libraries) and 1.B.4.d (tutorial training and testing for students in for-credit courses in Departments elsewhere on campus).

4. Influence and improve the scholarly communication process through teaching, research, and publication

- Campus and professional association lectures and presentations on scholarly communication by the Library Director, Assistant Directors, and invited experts.
- Publications and consultations by Libraries' Faculty and Staff
- Knowledge Bank project actively underway.
- Maintain connections and active leadership in OCLC, OhioLINK, ARL, and CIC.
- Maintain close cooperation with the Chief Information Office, Office of Research, and University Press.

Performance Indicators: Indicator 1.B.c.1 shows the Libraries' consortial memberships and 1.B.c.3 shows the number of presentations and publications that have been generated by the Libraries' faculty and staff.

Challenges for the Upcoming Year

Describe the programmatic and fiscal challenges, issues, and special problems your unit will face during the upcoming year. Include any new services or activities your unit is required to implement, but for which funding has not been provided.

The primary challenges in the Libraries are to continuously improve basic services while at the same time changing and introducing new operations and services based on emerging digital technologies.

When measured against our ten peer institutions, the Libraries are near the bottom of the rankings for staff (9th place in 2003; see Table 1), total budget expenditures (9th place in 2003; see Table 2) and overall Association of Research Libraries criteria index (9th place in 2002; see Table 3). We support one of the largest student and faculty populations of any research library, yet our staff size is 200 FTE smaller than the University of Michigan or Wisconsin's library staff. (Also see Performance Indicators Part III, Indicators 1.B.3.g and 1.B.3.h.) Due to budget constraints over the last three years, we have lost 28 positions through attrition. We have committed to recruiting

six positions in this fiscal year, but our staff numbers and salary expenditures will nonetheless continue to remain low in relation to our peers.

We want to be more competitive in meeting the information support needs of our faculty and students by:

1. Recruiting, developing, and retaining a larger number of first-class, diverse library faculty and staff.

- Rebuild staffing after a loss of 28 positions between 2002 and 2004.
- Improve in FTE count among our peer institutions with a special need for more staff in cataloging (information indexing and organization) and information technology support.
- Reinstate the Diversity internship program.
- A Service Improvement Request is attached requesting funds to recruit, retrain, and develop a larger number of first-class, diverse library faculty and staff.

2. Responding to growth and changes in scholarly communications and publications.

- The amount of scholarship produced each year continues to increase in volume and count.
- Scholarly communication is generally moving to digital format, but at different paces in different disciplines. Library staff and services must adjust to these changes in information needs in different disciplines.
- There is a mismatch in the Libraries' annual acquisitions budget allocation (7.39% decrease in 2002, flat in 2003, and a 1.6% increase in 2004) and the increase in the cost of scholarly and scientific journal subscriptions, which have been going up from 8% to 10% per year for the last decade. Serials inflation, that is, the cost of journal subscriptions and other continuations, went up 9.4% in fiscal year 2004 (8.31% domestic and 10.54% foreign).
- Monographs (books) are also increasing in price each year at a rate of about 5%. In fiscal year 2004, monograph prices for the types of materials the Libraries acquire increased by 5.65% (2.0% domestic and 9.3% foreign).
- In consultation with the faculty, the Libraries sets careful priorities for what to collect, cancels subscriptions to stay within budget, and requests reasonable annual increases to its acquisitions budget to respond to the growth in scholarship.
- The Libraries, through local, state, and national efforts works towards changing and improving the fundamental economy of scholarly communications, for example through the Knowledge Bank Project and the Association of Research Libraries' SPARC Program of which we are a founding member.
- A Service Improvement Request is attached requesting an increase to the acquisitions base. (5% or \$400,000 annual rate)

3. Continuously improve services and facilities in our campus libraries

- Many short-term improvements have been made in the Main Library over the last three years.
- Planning and fundraising are well underway for the major renovation of the Main Library in 2005- 2008.
 - Plan the efficient use of 650 Ackerman, EHS Library and Journalism Library space during and after the Main Library renovation.

- Begin a systematic study of how learning and teaching are changing at the University and how these changes should affect the design of library space and services
- Appropriate library collections have been moved to the Book Depository to avoid over-crowding campus libraries
- Working with the Chief Information Officer to integrate more information technology space, equipment, and services into the Science and Engineering Library
 - Creation of a Digital Union for multimedia services.
 - Design an Information Commons for integrated information technology and library services in the sciences.
 - **A Service Improvement Request for the Information Commons is attached.**

Innovations and Efficiencies

Describe innovative or alternative service delivery systems your unit has developed. What plans are included in this budget report to improve or expand service delivery systems? Describe additional actions that will increase efficiency and reduce costs.

1. Alternative service and delivery systems:

- Stopped sending paper notices by sending e-mail notices for overdue materials and fines
- Hired more work study students in place of regular students
- Increased fines and cost for the late return of recalled books and lost material
- Implemented an electronic document delivery service
- Began implementation of the Knowledge Bank to help the University make better and longer use of its digital assets and help avoid unnecessary duplication of knowledge management support functions.
- Outsourced appropriate cataloging to OCLC and Web page design and publication work to University Communications
- Reorganized and reassigned personnel to accommodate the loss of 28 staff.

2. Additional actions to increase efficiency and reduce cost:

- Plan to merge three libraries into the renovated Main Library.
- Continue development of the Knowledge Bank to help the University make better and longer use of its digital assets and help avoid unnecessary duplication of knowledge management support functions.
- Continue to evaluate services and reassign personnel as appropriate.
- Implement “materials budget adjustment strategy” to reduce local and consortial serials and monograph duplication.
- Enhance and expand the document delivery service.
- Aggressively seek alternative funding sources through grants and development.
- Increase efficiency of obtaining information temporarily stored at 650 Ackerman during Main Librarian renovation.
- **Investigate taking over the photocopy and printer program in order to improve service and provide a revenue stream. (See Service Improvement Request)**

Reductions and Internal Reallocations

Describe any reductions or internal reallocations you have taken in the past year. How has this/have these affected your services? What has been your customer response?

1. In personnel

- As a result of the budget constraints, the Libraries reduced its staff size by 28 FTE through attrition over the last three years. In order to continue providing the needed services and resources to students and faculty, we reorganized and reassigned staff:
 - Reduced the Administration by one Assistant Director and assigned responsibilities to two other existing Assistant Directors.
 - Filled the position of Head, Science and Engineering Library by reassignment.
 - Formally asked 12 faculty and staff members to take on additional responsibilities or to accept a reassignment in order to continue basic services.
 - Suspended the diversity residency program and participation with Kent State in funding a fellowship for an under-represented minority library student.
 - A Service Improvement Request is attached to request funding for cataloging and technology staff.

2. Serials reduction

- In FY 04, we cancelled 1,228 titles (5% of the serials budget) and internally reallocated 5.5% of the total acquisitions budget (\$450,000) to allow for an expansion of electronic / digital resources
- All cutbacks considered increased access and reliance on state and national consortial resources. For instructional and research support, students and faculty had greater access to electronic / digital content but less access to locally available content.
- Both students and faculty continue to want equally convenient and immediate access to electronic / digital resources and traditional formats at levels that cannot be sustained.
- We are planning for future serials cancellations, depending on next year's acquisitions budget. A serials cancellation of 15% (approximately 2,500 titles) would allow us to
 - Restore serials funds used to pay for monographs in FY 04.
 - Offset increased costs passed on to member libraries as the result of reduced state-support for OhioLINK.
 - Provide sufficient flexibility to sustain and expand new electronic resources in FY 05.
- If the FY 05 acquisitions budget is reduced by a 5% cut, the FY 05 serials cancellations will rise to 22%.

TABLE 1: FTE Personnel

1999		2000		2001		2002		2003	
UCLA	617	UCLA	630	UCLA	634	Michigan	643	Penn State	651
Michigan	602	Michigan	601	Michigan	632	Penn State	637	Michigan	621
Penn State	576	Penn State	587	Penn State	619	UCLA	601	Wisconsin	604
Texas	564	Texas	556	Texas	560	Texas	561	UCLA	576
Wisconsin	538	Illinois	517	Wisconsin	528	Illinois	522	Texas	574
Illinois	514	Wisconsin	514	Illinois	510	Wisconsin	513	Illinois	531
Washington	495	Washington	488	Washington	507	Washington	506	Washington	483
OSU	439	OSU	438	OSU	440	OSU	433	Minnesota	405
Minnesota	427	Minnesota	430	Minnesota	436	Minnesota	423	OSU	405
Arizona	354	Arizona	362	Arizona	361	Arizona	362	Arizona	354

TABLE 2: Total Expenditures

1999		2000		2001		2002		2003	
Michigan	\$39,310,808	Michigan	\$41,368,972	Michigan	\$43,558,787	Michigan	\$43,357,616	Michigan	\$48,193,379
UCLA	\$37,984,020	UCLA	\$37,599,170	UCLA	\$38,939,911	UCLA	\$42,265,154	Penn State	\$41,819,383
Penn State	\$34,167,912	Penn State	\$35,368,278	Penn State	\$37,745,294	Penn State	\$39,944,624	UCLA	\$40,044,840
Washington	\$30,143,019	Texas	\$31,437,601	Wisconsin	\$33,340,581	Texas	\$36,480,061	Wisconsin	\$39,281,520
Minnesota	\$29,715,493	Wisconsin	\$31,291,741	Texas	\$33,060,093	Wisconsin	\$33,601,436	Texas	\$36,671,492
Wisconsin	\$29,681,576	Washington	\$30,783,622	Washington	\$30,867,887	Illinois	\$32,542,338	Illinois	\$32,996,914
Texas	\$28,695,585	Minnesota	\$29,993,696	Illinois	\$30,457,637	Minnesota	\$32,443,747	Minnesota	\$31,413,131
Illinois	\$26,700,017	Illinois	\$27,698,982	Minnesota	\$30,139,362	Washington	\$31,567,959	Washington	\$28,464,332
OSU	\$25,711,099	OSU	\$26,275,208	OSU	\$28,256,469	OSU	\$27,822,167	OSU	\$27,045,276
Arizona	\$21,097,072	Arizona	\$22,629,734	Arizona	\$23,708,017	Arizona	\$25,433,853	Arizona	\$25,656,448

TABLE 3: ARL Membership Criteria Index*

1999		2000		2001		2002		2003	
UCLA	6	Michigan	6	Michigan	6	Michigan	6		
Michigan	7	Illinois	7	UCLA	7	Illinois	7		
Illinois	8	UCLA	8	Illinois	8	UCLA	8		
Texas	11	Texas	9	Texas	9	Texas	11		
Washington	12	Washington	12	Washington	12	Penn State	12		
Penn State	13	Penn State	13	Penn State	13	Washington	14		
Minnesota	14	Minnesota	14	Wisconsin	14	Wisconsin	15		
Wisconsin	16	Wisconsin	15	Minnesota	15	Minnesota	17		
OSU	21	OSU	18	OSU	19	OSU	22		
Arizona	27	Arizona	29	Arizona	31	Arizona	27		

*The ARL Membership Criteria Index is comprised of the five quantitative data elements in which the ARL university libraries most resemble one another.

March 5, 2003

TO: Alayne Parson, Vice Provost for Academic Administration

FR: Joseph J. Branin, Director of Libraries

SUBJECT: FY 04 Budget Information

Following is the information you requested in the January 22, 2003 FY 04 Budget Guidance memo.

1. Summary Letter

a) The Libraries mission, goals, and objectives, and progress toward achieving them

The University Libraries **Mission Statement** 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 to participate 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.

Progress toward achieving the goals

Even during this period of funding constriction, the Libraries is putting great effort into two major initiatives that are making good progress: planning for the renovation of the Main Library and the creation of a digital "knowledge bank" program for the University.

- The 8 to 10 year project to renovate the Main Library is now entering its third year, the detailed design phase. The reconstruction remains on schedule to begin in 2005, and to date more than \$12 million has been raised through private and corporate giving. This project requires substantial architectural design work, library program planning and reorganization, and fund raising. All aspects of this project are progressing very well.
- The “knowledge bank” program is an innovative research and development effort on the part of the Libraries and the Office of the CIO to help the University better identify, manage, share, and preserve its digital intellectual assets. We are working with several partners including OhioLINK, OCLC, and the MIT University Libraries to develop the hardware and software and service models necessary to support the knowledge bank concept. This project is making steady, but slow, progress and would benefit from the infusion of new funding for several dedicated personnel.

The Libraries’ staff has been creative and energetic in making organizational change in the Libraries to cope with reductions in personnel. Eight staff members have accepted new assignments and broader responsibilities to keep services as effective as possible in this time of reduced budgets.

The Libraries have sustained and expanded electronic information resources but at the cost of canceling print resources.

Staff has reduced significant backlogs of unprocessed materials but may see a new backlog develop if staff continues to be lost.

b) Programmatic and fiscal challenges, issues and special problems the Libraries are facing in the coming year

The Libraries face fiscal challenges in the coming year that directly affect programs. We are currently forecasting a deficit of between \$100,000 and \$500,000 before additional cuts or reallocations.

Three consecutive years of no increase to the acquisitions budget, when inflation for scholarly and scientific material runs between 6 and 8% annually, results in reduced buying power for print and digital resources.

- Even with no budget reduction, the serials subscriptions will have to be reduced in the amount of 5% to adjust for inflationary increases. If the FY 04 budget is reduced by 4%, the serials cancellation will rise to 10%. As the Materials budget was reduced 3.5% last year, this year’s reduction will result in a 13.5% serials cancellation in a two-year period. The FY 03 budget cut resulted in a loss of over 1400 titles; a 10% cut could likely lead to a loss of another 4,200 titles.
- Less acquisition of unique and expensive books, journals, and databases.
- Limited ability to respond to new academic initiatives.

Loss of personnel lessens the Libraries ability to process material and provide information services. In order to meet our fiscal responsibilities, the Libraries implemented a selective hiring freeze last year. To date, the Libraries hold vacant (through attrition) 24.1 FTE in positions. Loss of personnel continues to erode OSU’s rank among peer institutions. Last year, we reported that when compared to its peers, OSU Libraries ranked 8th out of 10 peer libraries. Wisconsin, which ranked 7, has 501 FTE compared to OSU’s 438 FTE, and we serve a larger academic community. To date, the Libraries is down to 414.9 FTE.

- Loss of expertise. Nine of the vacancies are faculty positions. The impact on leadership, subject and language expertise is dramatic. There are growing limitations in the quality and depth of collection management and cataloging in a number of subject fields where librarians have been lost and not replaced. These fields include the sciences, fine arts, and language and literature.
- Loss of basic operational support. As losses mount and continue in the library staff ranks, basic operations slow and effectiveness diminishes. Library material gets processed more slowly; library materials are shelved and reshelved more slowly; equipment and facilities are not maintained as well; and service points and hours are reduced or shut down. Progress on digital projects is slowed.
- Postpone support for diversity programs such as the joint Kent State/Ohio State Minority Fellowship Program and the Libraries Minority Resident Program.

c) Description of innovations in service delivery or efficiencies leading to cost reductions.

- The Libraries stopped sending paper and now sends e-mail notices for overdue materials and fines
- The Libraries is making more use of work study students
- The Libraries increased fines and cost for the late return of recalled books and for lost material
- In the renovation of the Main Library, the Libraries plans to merge three libraries into existing facilities
- The Knowledge Bank, once implemented, should help the University make better and longer use of its digital intellectual assets and help avoid unnecessary duplication of knowledge management support functions.
- Outsourced some cataloging to OCLC.

2. Performance Indicators (see attachments: [Performance Indicators](#) and [Comparisons with Peer Institutions](#))

3. Current Balances Information Update

a) If your cash balance is greater than 20% of PBA in your unit, please provide an explanation.

Libraries cash balances, as a percentage of PBA, for the last three fiscal years was greater than 20% as shown:

FY	Cash balance % of PBA
2000	30%
2001	22%
2002	21%

The Libraries use both pre-encumbered/encumbered balances and GFSA available balances to determine “cash balance”. The Libraries must prepay serials subscription renewal charges each year in order to benefit from rebates and early incentives offered by vendors. Because the general funds cannot close with a prepayment, the expenses for serials prepayments are charged to the general fund in the fiscal year before the subscriptions begin. A journal entry transfer to the Libraries earnings operation fund is made as a prepayment before the fiscal close.

Funds are then transferred back to the general fund following the close of the fiscal year in which the subscriptions are received. This process allows the Libraries to prepay, take advantage of the early payment incentives, and charge the expense to the appropriate budget and fiscal year. As a result, the cash, which is currently pre-encumbered in the panels, inflates the Libraries “cash balance” at the fiscal close. The prepayment amount has

remained at \$2,950,000 for each fiscal year. If the expense was charged to the general fund in the fiscal year when the expense occurred, the “cash balances” for FY 2000, 2001, and 2002, as a percentage of PBA would be less than 16%, 9%, and 8% respectively.

b) If you are anticipating a new deficit greater than \$100,000 by the end of the current fiscal year, please provide an explanation.

The Libraries forecast a possible deficit for FY 2003 ranging from \$100,000 to \$500,000. The deficit results from:

- diminishing cash balances with the close of recent fiscal years
- financing personnel and some operating expenditures with cash
- university mandated cash and budget reductions
- self funding salary increases
- short term improvements in several Library facilities

Libraries’ administration is closely monitoring the cash balance for FY 03 and is implementing strategies to eliminate any deficit.

4. Funding report

a) No significant changes in General Funds.

b) In FY 02 - **\$8,000 in mandated one-time funds** available for Web Access/ADA compliance. There were no new funds in FY 03. To date, \$6293.64 was used for OmniPage Pro, scanner, HomePage Reader, Acrobat 5, and kits for ADA PCs to accommodate audio output

In FY 02 - **\$713,000 in one-time funds** from the President’s Strategic Reserve was available for Library Acquisitions and was used as follows:

- To preserve the serials subscriptions and cover the cost of inflation, which generally runs 6-8% of the serials budget.
- To pick up the costs of electronic resources that was previously paid for us by OhioLINK. As funding worsened at the state level, OhioLINK has taken the brunt of the full cuts levied on state agencies. Those cuts have been passed on to the individual member libraries of OhioLINK.
- Some unencumbered balances in FY02 were carried forward into FY03 to reduce the impact on the serials budget. This limited the serials cut to 3% rather than a much higher figure.
- To meet the required 2% given back in cash \$169,747 in FY02.
- The greatest advantage was that the one time allocation reduced the need to cancel subscriptions.

c) No fee or charge increase requested.

d) No new mandates. See attached [templates for service improvement requests](#).

5. Reallocation Plan

- a) **General funds 4% budget cut for FY 03**
\$14,790,670 X 4% = \$591,626

The Libraries will absorb a 4% budget cut in FY 03 as a reduction to any cash available at the time the cut is taken. As we have already reported, the Libraries forecast a possible deficit between \$100,000 and \$500,000 at the end of the FY. A 4% cut will mean a greater deficit and short term actions would be implemented to control the impact. As reported earlier, the impact would be great.

Materials 4% budget cut for FY 03

\$8,192,726 x 4% = \$327,709

Most will come from contingency funds set aside to balance the budget if serials inflation is greater than the 5% predicted at the beginning of the year. Some will also come from monograph reserves used to fund new discipline areas, e.g. we recently worked with a Dean to craft a proposal for a new faculty member in a specific area of study. With successful recruitment, the Libraries will be obligated to spend new funds in this area for a minimum of three years. Losing cash will make it harder to support these important initiatives in recruiting top faculty.

b) 4% reallocation plan for FY 04 (See attached templates)

Operating Budget reallocation	\$14,790,670 x 4% = \$591,626
*Materials Budget reallocation	\$ 8,192,726 x 4% = \$327,709
	<u>TOTAL</u> \$919,335

*The Materials Budget cannot be used to fund personnel actions.

The reallocation for FY 04, as shown on the attached template, is in addition to the personnel actions already taken in FY 02/03 resulting in 24.1 FTE vacant positions (9 FTE faculty and 15.2 FTE staff). We also eliminated 5 GAA positions and reduced the Student Assistant budget by 10%. These actions are expected to produce \$920,000.

To: Edward J. Ray
Executive Vice President and Provost

From: Joseph Branin
Director of Libraries

Subject: Libraries' Budget Reallocation Plan for 2003: Additional Commentary

Per your request of March 28, 2002, I am providing below additional commentary on the Libraries' Budget Reallocation Plan for 2003.

1. There does not appear to have been any effort to truly stop offering some services in order to protect core functions.

The core functions of the Library were identified in the Libraries Self Study I prepared for Alayne Parsons at the end of January 2002 (see attachment 1: University Libraries Self Study). In order to protect these core functions, the Library's budget reduction strategy has been to cut most deeply into administrative support areas of the Library. Advertising, business meals, travel, office supplies and equipment are the types of support areas proposed to be cut most deeply in the Libraries. Overall, supplies and services will be cut 20% and equipment 35% (see attachment 2: Libraries Budget Reduction Strategy).

However, the two largest budget categories in the Libraries are personnel (48% of the Libraries current total budget) and acquisitions (40% of total budget). Cuts in these areas, while less deep, are necessary but painful, and do affect core functions of the Libraries. In the Self Study Report, I describe the challenges to cutting a personnel budget that is already weak by every measure and cutting an acquisitions budget that is core to the Libraries' function and the Academic Plan. I am trying to keep cuts to the acquisitions budget to a minimum.

The personnel budget, to be cut overall by 5% in the proposed plan, is being reduced in a manner that avoids layoffs. Ten to fifteen vacant personnel lines will not be filled, and student employee support will be reduced by 10%. True, on the surface this is not programmatic, but it is a strategic human relations plan to keep morale and productivity high. Over time, internal reorganization and reassignments will occur to adjust programmatically to these vacancies. For example, several staff members have already been programmatically reassigned to key positions in science librarianship and technical services electronic resources management to adjust for personnel vacancies. Many areas of the Libraries have been affected by personnel reductions: Circulation, Information Technology, General Reference, Black Studies, Slavic Studies, Western European Studies, Music, and Veterinarian Medicine. Operations in these areas or functions continue, but with some reduction of service quality. Where a unit has had multiple vacancies, as has the Music Library, we have selectively filled some of the positions *in order to maintain an acceptable level of service. To do less, would be contrary to the academic plan. We anticipate that staff will be adjusted based on programmatic needs.*

As colleges reduce and change program, the Libraries will evaluate and reduce services and programs accordingly. It is difficult to state what the programmatic cuts will be as it is partially driven by the colleges.

The acquisitions budget will be cut by 7% in the reduction plan, but in reality I am hoping that some funding relief (inflationary increase from tuition and a smaller actual cut) will be found and the required cut will be more in the 3% to 5% range. The acquisitions budget is relatively the strongest portion of the Libraries' budget, but it faces the greatest inflationary challenge with an annual rate of increase of 6% to 8% to the cost of published scholarship. The acquisitions program will be reduced in the following manner:

General funds budget cut of 2% for FY02: This one-time cut of \$169,797 from the acquisitions budget was taken from reserves. As a result, we were unable to purchase new one-time electronic resources such as the newest section of HarpWeek (a digital version of Harpers' Magazine which was requested by a faculty member in History for use in his class). We were unable to provide book funds to individual collection managers to address unmet faculty needs. For example, the Architecture School has increased greatly its focus on international architecture and we are unable to provide the funds to buy more materials from abroad to meet their needs.

Plan for a 7% budget reduction in FY03: Because the materials budget will have received no permanent increase for two years (in FY03), we will have two years of serials inflation to accommodate. Our plan to reduce the budget will impact us in the following ways:

Serials - our plans are to execute an across the board serials cut. All disciplines will lose equally in the dollar figure but will suffer differentially based on the role of the journal literature in their discipline. The sciences will be the hardest hit because their journals are the most expensive. Humanities will suffer a bit less but will lose valuable journals none the less.

Books - in order to meet the mandated cut, some disciplines will opt to give up some portion of their book budget rather than cut serials. Again, this will mean that we will fall further behind in buying the book material needed in the disciplines which take this option.

Electronic Resources – our first goal in this cut is to preserve as much electronic access as possible because it is the most heavily used material by faculty and students. This budget cur severely hampers our ability to expand access in this arena. At the same time, OhioLINK has experienced budget cuts which force us to allocate scarce funds to purchase core titles that they will no longer provide.

It is true that the Libraries is “slicing thin” rather than “cutting whole” to manage its budget reductions. As a central academic support unit, the Libraries must respond to curricular and research changes at the University. If and when it becomes clear that

certain academic programs and interests in subject areas are being reduced at the University, the Libraries will respond by reducing support for corresponding collections and information services. The Libraries does have a long-range plan to consolidate three of its branch libraries (Journalism, Theater Research, and Cartoon Research), but these depend on the renovation of the Main Library that is scheduled to begin around 2005. Finally, the Libraries can, and will if it has to, cut basic services. The Science and Engineering Library, for example is open twenty-four hours a day. These hours of operation could be cut back. Other library facilities hours could be cut, or service points within facilities could be closed. Such reductions, however, weaken the Libraries' ability to support the Academic Plan's goals of "improving the quality of teaching and the learning environment" and "enhancing the service to the student body."

2. Compensation strategies or needs are not discussed.

The Libraries compensation strategy continues to be to pay our employees a competitive wage that is internally equitable. The Libraries have, for many years, not used the full dollars available for addressing salary needs. As a result, employee salaries are below peer salaries. This has affected recruitment and retention as well as created a situation where we find ourselves "catching up". We have administered equity increase over the past two years to address this problem.

In order to provide a competitive and equitable wage, our strategy is to continue to reallocate from vacant positions. This strategy will compete for the same dollars that we will plan to use to fund annual salary increases. We will also evaluate reallocating dollars from supplies and equipment lines as appropriate, but neither category provides significant dollars.

We anticipate that market data gaps will be significant (particularly with staff positions) and we will find ourselves in a difficult position of funding those salary increases even as the Libraries incur additional cuts to annual rate. Our compensation needs will be guided by the market gap analysis. We plan to fill those gaps with dollars from vacant positions. We may also need to phase filling the gaps over several years.

3. No discussion of reduction strategies in light of the Academic Plan

Joe – here are the parts of the strategy plan which we can argue our strategies support:

1. Build a world class faculty – the strength of the library system and the materials it delivers are essential to faculty recruitment and retention. We are working with faculty directly in making the decisions about which serials to retain and which to cancel. Their input should help us retain the most important resources for their research and teaching.
2. Enhance and better serve the student body – part of this strategy is to "create a rich educational environment for undergraduates." The various libraries on

campus are heavily used by students for research and study. Our strategy is not to cut hours but to tighten our belts in discretionary areas such as deferring additional maintenance of the Main Library since much has been done in the last 2 years to improve the physical environment. We will also extend the timeline for the replacement of computer equipment since many replacements have been installed recently.

3. Enhance the Quality of the Teaching and Learning Environment – this strategy speaks specifically to “transform the Library into a 21st century, Information-Age center within the next 5 to 10 years.” While much of the focus of this is on the renovation of the Main Library, a library for the 21st century must also have strong services and collections (print and electronic). Our strategies in this budget cut have been to preserve the core of what we do acquire, make accessible and preserve collections and provide information services. We have eliminated positions where they have become vacant but then reorganized to cover key areas. No specific activities will be ended as a result, but the general quality of all services will deteriorate as priorities are set. However, this strategy allows us to retain our talented and diverse staff.

To: Alayne Parson

From: Joseph Branin

Subject: Budget Guidance Report for the University Libraries, Fiscal Years 2001 and 2002

The University Libraries has six budget priorities for the 2001 and 2002 fiscal years. They are listed in priority order and briefly described below. Two mandates – increases to minimum wage and the addition of ADA compliant computer workstation – are driven by Federal law and policy; while the other four recommendations are mandated by the University's and the Libraries' programmatic priorities.

1. Increase the University Libraries acquisitions budget by 5.69%, that is \$456,873, in 2001, and apply an index-based funding increase again in 2002 for a predicted increase of approximately \$483,000.

This recommendation is based on the agreed-upon Library Materials Budget Index that has been used since 1991 to determine changes in the University, Health Sciences, and Law Libraries' annual materials acquisitions budget. The 2001 request is down from the overall 6.83% acquisitions budget increase of last year. See attachment 1, "FY 2001 Library Index," for the details on the calculation of this index.

This index driven formula allows the University Libraries to maintain its acquisitions buying power in the face of inflation for scholarly and scientific information sources. The acquisitions budget is used to build print and digital collections that are the foundation of the University Libraries' programs.

2. Improve public service areas in the Main Library and selected branch libraries with an infusion of \$500,000 in one-time funds in 2001 and an additional \$500,000 in one-time funds in 2002.

The weak link in a generally excellent library program at Ohio State is the poor physical condition of public areas in the Main Library and several branch libraries. Serious efforts are underway to carry out a major restoration/ renovation of the Main Library, but this is a long-term project that will take 8 to 10 years to complete. In the meantime, short-term facilities and services improvements can be made over the next two years that will transform public space into much more attractive and functional areas.

The University Libraries propose to use \$1 million of its cash reserve with matching new one-time funds from the University during the 2001 and 2002 fiscal years to accomplish the following:

- Reorganize selected collections and services in the Main and several branch libraries to ease crowding and create more coherent and appealing arrangement of public space;
- Strengthen general reference and undergraduate services through service and collection reorganization and the addition of more individual and group study space and public, networked computer workstations;
- Make public areas more attractive and functional by replacing old, worn out study tables, carrels, and chairs, adding more public workstations and networking options, adding new signage, and thoroughly cleaning, spot painting, and repairing damaged walls and ceilings.

3. Establish a digital library program to digitize and deliver over the Internet to students and faculty unique cultural and informational resources that support their curricular and research needs. The Library is preparing an Academic Enrichment Proposal requesting \$136,000 in personnel annual rate increase for this digital library program.

The OSU Libraries have been a leader in offering students and faculty access to a rich array of digital information resources. In fact, in partnership with OhioLink, OSU must be ranked number one in the country when it comes to online access to reference tools and full-text articles. However, in addition to purchasing digital content developed by others, the OSU Libraries must have the capability to prepare its own digital resources based on its unique holdings and the special demands of campus curricular and

research needs. The Libraries propose reallocating \$142,000 of internal funds and combining that with \$136,000 in new University funds to create this digital library program. Attachment 2 provides a draft copy of the proposed Academic Enrichment Proposal.

4. Increase development efforts in the University Libraries by adding a Communications Officer, a Development Office Assistant, and funding for travel and printing in the order of \$100,000 annual rate.

The University Libraries in general needs to increase its fund raising efforts in order to improve its economy for acquisitions and operations, but the Libraries has an immediate and specific need to raise significant private funds for the major restoration/renovation project of the Main Library. This project may cost as much as \$75 million, and the Libraries would like to raise at least \$25 million in privation donations towards this major capital effort. To date, the Libraries has raised a little less than \$1million a year and most of this is in in-kind contributions. Consequently, the development effort must be geared up considerably over the next few years. The University Development Office is hiring and funding a new senior development officer for the Libraries, who will join a junior development officer already on duty and paid for by the Libraries. By adding a Communications Officer at approximately \$56,000 annual rate (salary and benefits), a Development Office Assistant at \$34,000 annual rate, and \$10,000 for travel and printing/supplies, the Libraries can mount an aggressive and effective development effort that should generate significant new funds.

5. Raise student assistant wages in the Libraries to new minimum wage levels without the decrease in FTE counts or service quality, \$50,000 in annual rate in 2001 or 2002.

The U.S. Congress is considering legislation to increase the federal minimum wage by \$1.00, from \$5.15 to \$6.15 per hour. Both Republicans and Democrats appear to support this increase, although there is some disagreement over how quickly this increase should be enacted (see *New York Times*, November 10,1999, page 21). The University Libraries is one of the largest employers of student workers on campus, employing more than ___ students who in total work more than ___ hours a year. Students assist in a variety of library operations and services, from assisting in the cataloging of new books to staffing service desks in the evenings and on weekends. They are essential to the Libraries, and they receive financial assistance and useful training through their employment. In 2000, the average wage paid to all library assistants is \$5.85, with those making less than \$6.15 averaging just \$5.70 per hour. To raise all students to at least the new minimum wage of \$6.15 per hour in 2001 or 2002 would cost the Libraries an additional \$49,377.60 annually.

6. Add ADA compliant computer workstations to 8 branch libraries, \$18,792 in one-time funds in 2001.

The American with Disabilities Act (ADA) states that people with disabilities cannot be denied participation in programs and activities that are available to people without disabilities. In the Libraries this means we must provide disabled students, faculty, and staff access to library catalogs and on-line resources in support of their academic pursuits. To date, the Libraries have added computer workstations equipped with large 21" monitors and written word to spoken translation software and speakers to three library locations at a cost of \$2,349 each. The Libraries request one-time funding in 2001 of \$18,792 to add these enhanced computer workstations to 8 more library locations around campus.



Qualitative Assessment

I. **Review of Achievements, Goals, and New Programs/Initiatives in Education, Research and Service Activities**

1. **Accomplishments**

The activities of the library have been aligned with the vision statement of the Library: To be a leader committed to excellence and innovation in the dissemination of health information.

Excellence in Service

- Managed and promoted open access resources and scientific publishing topics such as reduced author fees for supporting open access and the new NIH Public Access Policy.
- The library in-person use continued to increase to 316,995 in FY05. This is in contrast to the downward national trend.
- Added highly requested resources such as the Cell Press journal package and Nature's new Clinical Practice evidence-based medicine e-journal series. These subscriptions were supported by the Office of Health Sciences.
- Merged Document Delivery and Technical Services units into single Resource Management Department workspace. This integration reduced costs and increased staff and service efficiencies.

Innovation in Service

- Developed shared facilities with medical center partners to support testing, e-learning and productivity including renovation of the computer lab.
- Opened the ASK Desk on January 3, 2005, combining library circulation and reference along with the MedCenter IS Help Desk, CKM pager and poster pickup, PDA and laptop support services, at a single central service desk on the first floor. From January through June an estimated 12,000 questions will be answered.
- Planned for and installed four Do IT Yourself workstations in conjunction with the ASK Desk renovation. These workstations provide a variety of public access multimedia software and hardware tools unavailable elsewhere in the medical center.
- Partnered with the College of Medicine and Office of Alumni Affairs to develop and install permanent history exhibit in Graves Hall.

Dissemination of Health Information

- Created Research Librarian position to provide services in support of research mission and IRB activities with support from the Office of Health Sciences.
- Hosted the National Center for Biotechnology Information (NCBI) Field Guide to Resources session on searching the genome databases. 145 faculty, researchers, and students attended.
- Replaced public workstations and network infrastructure through support from the Office of Health Sciences.
- Expanded consumer health services through the Library for Health Information in the Hospital Atrium.

2. **Goals (one to three years)**

One Year

- Plan a Personalized Knowledge Delivery service, featuring a Knowledge Tool Bar incorporated in to a web browser.

- Research, develop, and implement an electronic “classroom for tomorrow” to be located in the Library’s room 400.
- Reverse the downward trend resulting in a lower ranking of total budget compared to AAMC libraries.
- Increase course related instruction sessions held in the computer lab. Partner with Allied Medical Professions in utilizing the facility for teaching and testing.
- Continue to promote open access and other alternative publishing models to support the digital rights of OSUMC authors through web sites and educational efforts.
- Continue to build the evidence based medicine collection and provide related educational support to faculty, staff, and students.
- Work with strategic partners to submit IAIMS planning grant.
- Promote Research Librarian services in support of research mission, IRB activities, and the opening of Biomedical Research Tower.
- Construct Copyright Management Center within the library and hire Head of Center. Create action plan for first two years of operation.
- Prepare and execute library faculty/medical informatics integration plan. Includes POA and team teaching activities.
- Partner with the CKM to plan for the education of faculty and staff on the new learning management system including the libraries’ role in the transition.
- Finalize the Medical Heritage Center’s revised strategic plan and implement a development effort.
- Implement and market joint Library/CKM “Knowledge Now” (KNOW) educational program.
- Identify impact fee funding formulas. Impact fee will be used to build collections and services provided to new Medical Center programs and centers.

Two Years

- Develop a Personalized Knowledge Delivery service.
- Explore integration of evidence based information resources into electronic medical record system.
- Rank in the top third of AAMC libraries (total library budget).
- Continue development efforts to ensure that the Medical Heritage Center is self-supporting by 2008.
- Acquire and promote access to data sets for research areas.
- Identify opportunities for offering informatics/library science courses using distance education technologies.
- Implement Copyright Management Center year two action plan and refine ongoing menu of services.
- Implement impact fee charged to new and developing programs.

Three Years

- Implement Personalized Knowledge Delivery service.
- Rank in the top quartile of AAMC (total library budget).
- Ensure the Medical Heritage Center is self supporting.
- Integrate digital rights management into core services.
- Upgrade computer lab / testing facility workstations.
- Begin offering informatics / library science courses using distance education technologies.

3. New Program/Initiative Funding, Section II, F

4. Current Administrative Structure, Attachment One

**The Ohio State University Medical Center
 Annual Budget Review - FY2006
 Section II
 F. Schedule of New Program/Initiative Requests**

UNIT: Prior Health Sciences Library

1

Description: Expansion of Research Services

Funding is requested to expand the collection of electronic resources available to a growing number of Medical Center researchers. These resources would support the basic and clinical research needs of the scientists at the Davis Heart & Lung Research Institute as well as programs expected to expand with the opening of the Biomedical Research Tower and would further the OSUMC commitment to supporting research efforts and would aid in recruitment and retention. These specialized collections are often requested by current researchers and would include online databases, journals, and data set packages. Additionally, the position of Research Librarian was funded for one year and has been filled for only two months. In this brief period, the Librarian has already made a significant impact toward improving the work of OSUMC researchers on the Clinical Scientific Review Committee, accreditation efforts with OSU Office of Responsible Research Practice, the Cancer IRB, Biomedical Science Review Board, the Center for Nursing Excellence, OSUMC Risk Management and the department of Clinical Informatics.

Continuing Funds Requested:

Salary & Benefits, Research Librarian	70,000
Salary & Benefits 0.5FTE Assistant	26,240
Student Wages	10,000
Other- Database subscription and license fees	70,000
Total	176,240

One-Time Funds Requested:

Equipment	16,700
Renovation	
Total	16,700

New Revenues Generated:

Increase level of scientific rigor and improve efficiency of IRB process	0
--	---

Space Requested:

Amount of Square Feet & Type (Lab,Office, etc...)	0
Need to be contiguous to any existing space?	X

F. Schedule of New Program/Initiative Requests

DEPT: Prior Health Sciences Library

2

Description: Facilities upgrade and service expansion

The goal of this request is to to upgrade the library facility (replace worn carpet and upgrade office workstations) and expand building hours.

Expand and Enhance ASK Desk Customer Services Student representatives on the College of Medicine & Public Health Library Advisory Committee requested an expansion of the weekend library hours by 31%. Additionally the successful ASK Desk and DIY workstations have customers who are requesting services at the point of use. A total of 1.5FTE staff are needed to provide these services.

Safety Concerns The introduction of COM laptop program will bring an increase in the number of laptop users to the library building. The buildings power-port infrastructure and current furniture presents significant safety issues for laptop usage. All of the power ports are located on the walls. This requires customers to string their power cords across walkways between the furniture and wall. An increase in the number of laptops will also increase the frequency which our customers navigate over or around these cords and is both a safety and a liability risk. New "laptop friendly" furniture is requested which contains a built in power source. The Library renovation is close to 10 years old and the carpet is worn in many areas which reflects use by over 300,000 customers annually as well as the continued reconfiguration of furniture and equipment to maximize use of common areas by students faculty and staff.

Ergonomic Challenges Employee Health and Safety (EH&S) representatives from the University Medical Center audited workstations of employees who completed a survey requesting such a review and a list of recommended equipment for the individuals audited has been submitted by EH&S for which funding is requested. The report from the Ergonomics Task Force of the Center for Knowledge Management revealed the critical need for ergonomic furniture for technology personnel in the Center for Knowledge Management.

Continuing Funds Requested:

Salary & Benefits (1.5 FTE)	52,089
Other- Supplies	
Total	52,089

One-Time Funds Requested:

Salary & Benefits	
Equipment- Furniture	68,500
Radio Frequency Identification/Detection Gates	103,000
Renovation-carpet replacement	364,528
Total	588,117

New Revenues Generated: 0

Space Requested:

Amount of Square Feet & Type (Lab,Office, etc...) 0

Need to be contiguous to any existing space?
If so, where?

X
X

The Ohio State University Medical Center

Annual Budget Review - FY2005

Section II

F. Schedule of New Program/Initiative Requests

(Quantitative Assessment from Section I - #4)

DEPT: Prior Health Sciences Library

3

Description: Personalized Knowledge Delivery Service

The latest study* indicates that 74% of the US population seek their healthcare knowledge on their own. This often leads to erroneous or misleading conclusions by patients. In order to harness the library/information already available to the OSUMC, ie: evidence based medicine databses, consumer health information, etc. the CKM and Library propose to develop a Personalized Knowledge Delivery Service to compliment the ongoing Personalized Healthcare initiative. The PKDS will be developed in phases over three years. Funding is requested for Phase One to be designed and implemented over the next 18 months which utilizes the Knowledge Bar, technology like that available from Google. This service will seek a patients' permission to "push" the appropriate quality driven health content to the patient electronically. The type of information needed will be identified by either the physician or the patient. *

Continuing Funds Requested:

Salary & Benefits: Systems Specialist	65,600
Other- Supplies:	
Total	65,600

One-Time Funds Requested:

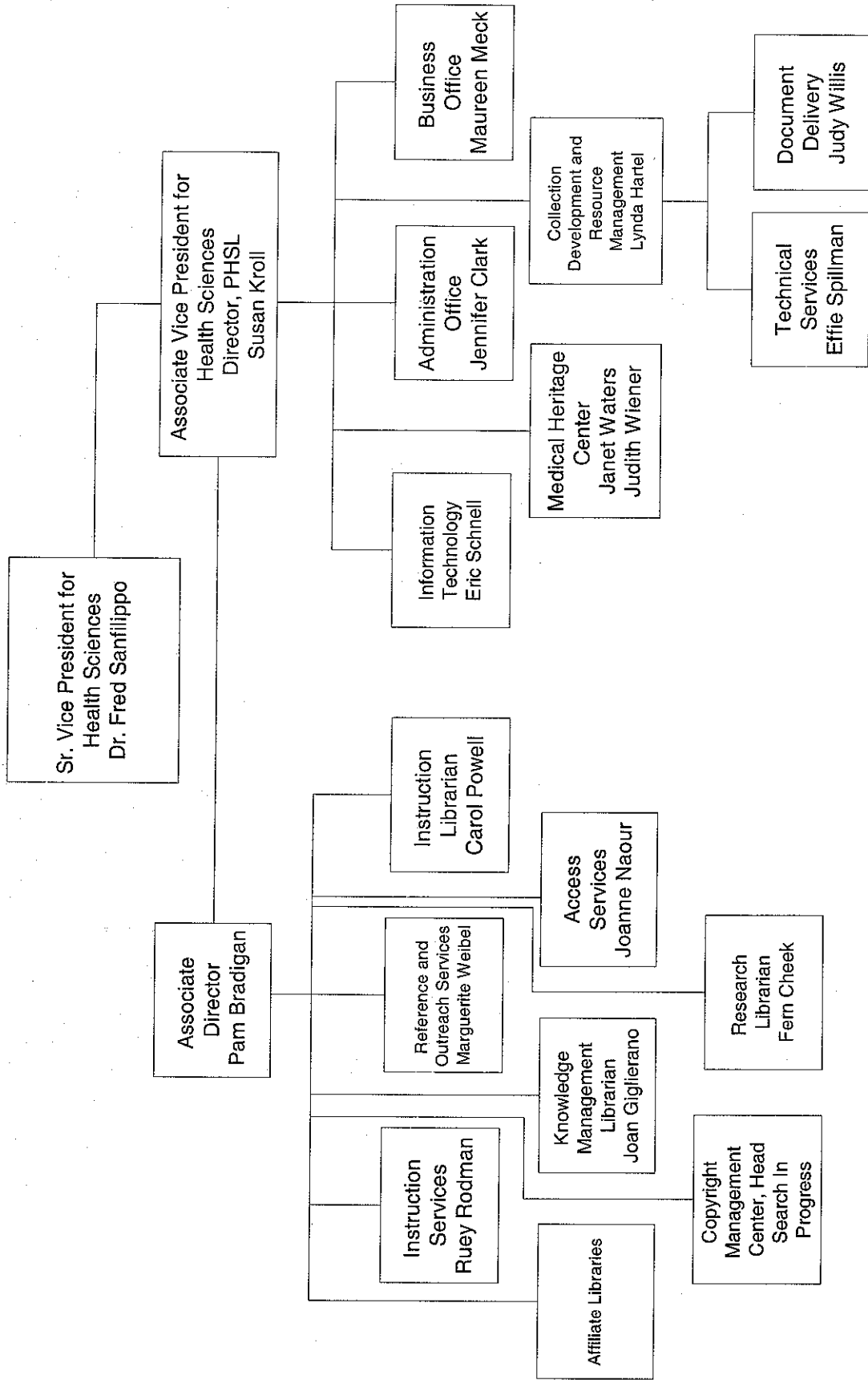
Equipment :Office Furniture/Equipment	15,000
Other:	
Total	15,000

New Revenues Generated:

Clinical	
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0
Other- Improved outcomes due to increase in patient information which leads to improved compliance.	0
Increase in physician efficiency due to decreased time needed to explain information to patient.	0
Total	0

Space Requested:

Amount of Square Feet & Type (Lab,Office, etc...)	0
Need to be contiguous to any existing space?	X
If so, where?	X





John A. Prior Health Sciences Library

376 West 10th Avenue
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Phone: 614-292-9810

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Qualitative Assessment

I. Review of Achievements, Goals, and New Programs/Initiatives in Education, Research and Service Activities

1. Accomplishments

Technical Support

- Implemented WebCT printing for College of Medicine and Public Health students.
- Installed a wireless network compatible with current Meiling and Graves Hall networks.
- Redesigned the Library's website to enhance access to online resources and streamline maintenance of content.

Collection/Services

- Developed Core25 Books, Journal and Video collections, a unique digitization project, with access from the Library's website that has generated national interest.
- Added *UpToDate* an evidence-based database containing concise practical answers on more than 6,000 topics and a complete drug information database.
- Acquired *Cell*, a biweekly electronic publication and electronic access to 28 journals in the *Nature* series bringing the total number of electronic journals to 3,695.
- Supported the International Medicine outreach initiative by sending duplicate books and journals to universities and medical centers in India, South America and Ghana.

Innovation/Development

- Implemented the recommendations made by the Center for Knowledge Management Task Force which led to the creation and opening of the Center for Knowledge Management.
- Developed a plan to assume management of the University's Office of Information Technology computer lab on the fourth floor of the Library. Transition will be completed Fall 2004.
- Developed the concept of an Impact Fee to defray costs of expanding services to new programs.
- Received grants from NEH, ALA and NLM to host the exhibit *Frankenstein: Penetrating the Secrets of Nature* at the Medical Heritage Center. Five community events were held related to the exhibit.
- Offered new educational workshops, resulting in a 71% increase in contact hours and 208% increase in attendance.

Assessment/Evaluation

- This year's data from the AAMC libraries demonstrates the gradual improvement in our rankings from the bottom quartile of our peers to the bottom half as measured by total library expenditures.
- Resident satisfaction with Library services and support increased from 75% "very satisfied" to 82% "very satisfied" (OSUMC Resident Satisfaction Survey 2003).

- The Library and Center for Knowledge Management are utilizing the services of the OSUMC Human Resources, Education and Training Department to address organizational change.

2. Goals (one to three years)

One Year

- Develop shared facilities with medical center partners to support testing, e-learning and productivity.
- Implement Phase II of the Center for Knowledge Management.
- Develop a Library scorecard that reflects customer needs.
- Identify and promote alternative vehicles for scholarly publications.
- Combine expertise and educational resources from the CKM and Library, eg: Brown Bag workshop series, team teaching.
- Acquire additional evidence based medicine databases.
- Demonstrate improved user satisfaction with resources and services (currently in process).
- Develop and implement a new service desk model with the Center for Knowledge Management.

Two Years

- Develop initiative with clinical faculty to integrate evidence based information resources into daily decision making.
- Rank in the top third of AAMC libraries.
- Replace 22 public workstations throughout the Library.
- Ensure that the Medical Heritage Center is self-supporting by 2007.
- Identify strategic partners to design systems that implement IAIMS concepts.
- Acquire and promote access to data sets for research areas.
- Support Internal Review Board (IRB) process through dedicated research librarian.
- Develop business plan for Phase III of the Center for Knowledge Management.

Three Years

- Submit IAIMS planning grant.
- Rank in the top quartile of AAMC libraries (according to the Association of Academic Health Sciences Libraries ranked by total library budget).
- Increase efficiency of customer driven systems, i.e., implement Radio Frequency Identification Device (RFID) system.
- Integrate digital rights management into core services.
- Begin Phase III of the Center for Knowledge Management which includes adding two floors to the Library to integrate Biomedical Informatics into the CKM for enhanced clinical data collection and management.

3. New Program/Initiative Funding, Schedule G Attached

4. Current Administrative Structure

Section II

G. Schedule of New Program/Initiative Requests
(Quantitative Assessment from Section I - #4)

DEPT: Prior Health Sciences Library

Description **TOTAL**
Faculty members often need assistance in adapting new technologies for the classroom and need to focus on content development rather than mastery of technologies. Funding is requested to hire an instructional design specialist to foster faculty training, support and creation of shareable, digital learning objects. These can take the form of educational animations, video vignettes, interactive 3-D models that can be shared across the web. To utilize this new technology, faculty need access to expertise in (1) online pedagogy (to design effective objects), (2) technology (to create the objects), (3) content (to facilitate its creation), and (4) project management (to identify and marshal needed institutional resources).

Continuing Funds Requested:

Salary & Benefits	59,040
Other- Supplies	6,700
Total	65,740

One-Time Funds Requested:

Salary & Benefits	0
Equipment	0
Renovation	0
Other	0
Total	0

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0
Other	0
Total	0

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	0
Need to be contiguous to any existing space?	X
If so, where?	X

The Ohio State University Medical Center
Annual Budget Review - FY2005

Section II G. New Prog/Init Requests

Section II

G. Schedule of New Program/Initiative Requests
(Quantitative Assessment from Section I - #4)

DEPT: Prior Health Sciences Library

Description	TOTAL
-------------	-------

RFID (Radio Frequency Identification) is a new application of technology in libraries which provides students and faculty with enhanced access to the collections via a complete inventory of collections, self check out and return of items, and streamlined security on individual titles.

Continuing Funds Requested:

Salary & Benefits- Student Wages	3,647
Other	0
Total	3,647

One-Time Funds Requested:

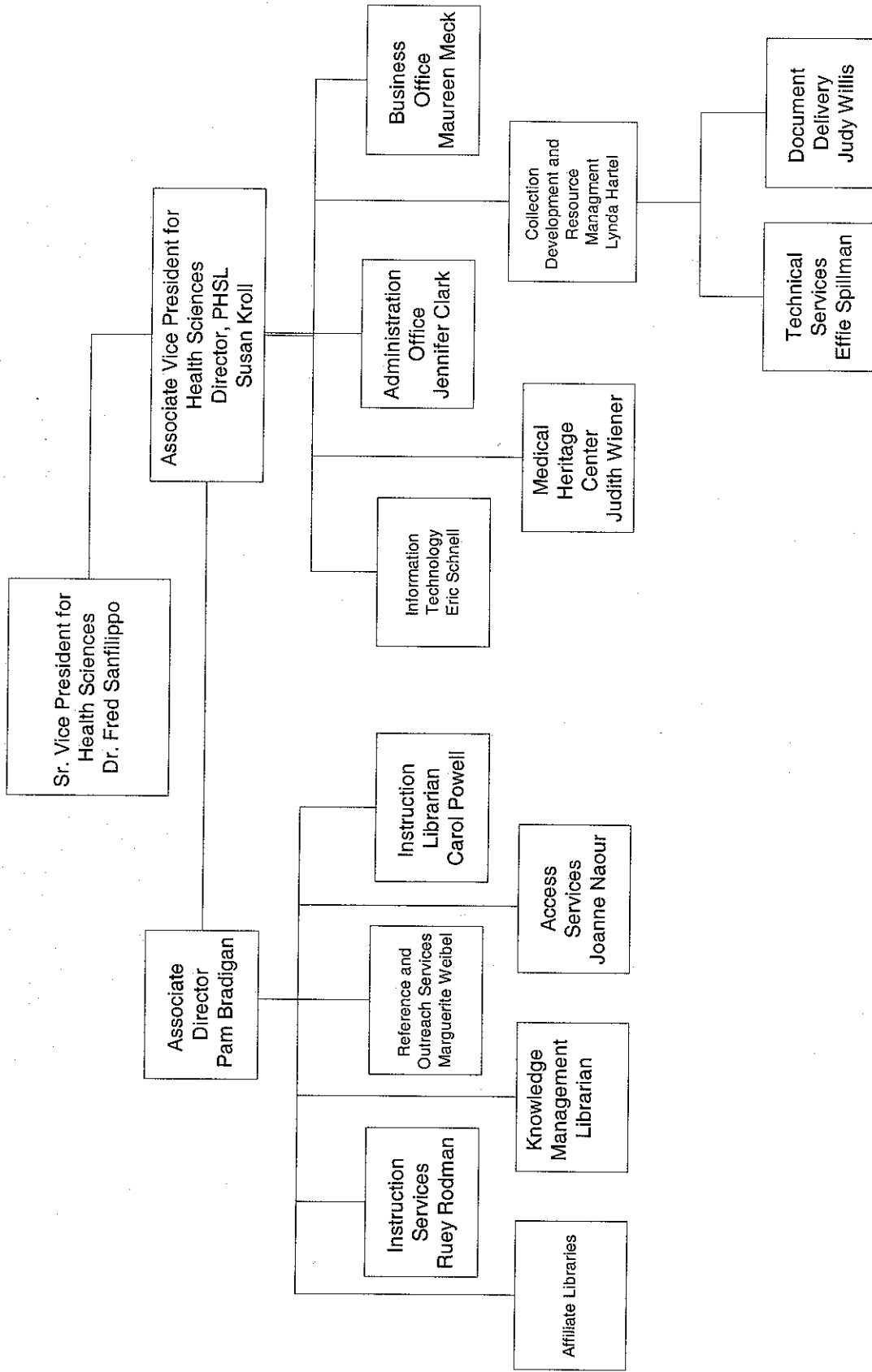
Salary & Benefits	0
Equipment	185,503
Renovation	0
Other	0
Total	185,503

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0
Other	0
Total	0

Space Requested:	
Amount of Square Feet & Type (Lab,Office, etc...)	0
Need to be contiguous to any existing space?	X
If so, where?	X

Current Administrative Structure
Prior Health Sciences Library



**The Ohio State University Medical Center
Annual Budget Review - FY2004**

Prior Health Science Library

The attached Annual Budget Review for Fiscal Year 2004 has been prepared by the Prior Health Science Library and reviewed and approved by the Director.

Prepared By: Jennifer Clark, Pam Bradigan, Susan Kroll and Maureen Meck

Date: April 18, 2003

Approved By: *Susan Kroll*

Date: 4/18/03

4/25/03	9:45 a.m.	4/18/03	4/18/03
Scheduled Meeting Date		Due Date	Received Date



John A. Prior Health Sciences Library

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Qualitative Assessment

I. Review of Achievements, Goals, and New Programs/Initiatives in Education, Research and Service Activities

1. Accomplishments

Technical Support

- The Library installed and currently maintains a wireless network on four floors of the library.
- Hosted a second PDA Fair to coincide with Alumni Weekend.

Collection/Services

- Solicited input from Health Sciences Colleges in review of journals for the 2003 subscription year. After receipt of college input, approximately 50 titles (\$40,000/yr) were cancelled to absorb budget reductions for FY 03.
- The faculty evaluated reference services and created "Key Elements of the Future Reference Services Model" to facilitate the development of a comprehensive help desk at the library.
- Planned and implemented the instruction of basic MEDLINE searching to all Med I students enrolled in the College of Medicine's CAPS curriculum.
- Assumed responsibility from University Hospitals for the Center for Health Information.

Innovation/Development

- Appointed a Center for Knowledge Management (CKM) Task Force which met for five months and developed a mission statement and is currently developing a business plan.
- Recaptured annual rate from Children's Hospital and are now using it to fund the Information Systems Specialist position.
- Established a new endowment of \$25,000 for general support of the Medical Heritage Center.
- Implemented new and more efficient staffing patterns in Access Services in response to reduction in force and shorter library hours.
- The Medical Heritage Center hosted approximately 107 symposiums, lectures and special events for 7,375 guests.

2. Assessment/Evaluation

- This year's data from the AAMC libraries demonstrates the continuing decline in ranking of the Prior Health Sciences Library's budget. The overall Library budget fell from the bottom half (52%) to the lowest quartile (77%) when compared to the other libraries. (See Attachment One)
- Participated in a national web based survey, LibQUAL+, which measured library customers' perception of service quality. Our total user population identified the

following two dimensions, which are most desired: a) comprehensive electronic resources, b) electronic access to resources from home or office.

- Consolidating services from 2nd and Biomedical Media Group into one stronger department will lead to a greater ability to support faculty, clinicians, staff and students.
- An ongoing challenge for the Library is to maintain core services such as current Library hours, document delivery and processing of materials while absorbing a 1.75 FTE budget reduction at the 5% level for FY04. This will result in a reduction of 7% of the total library staff.
- Without designated operating funds, the Center for Knowledge Management will have a prolonged implementation.

3. Goals (one to three years)

One Year

- As the first step towards the development of the CKM, the Library will integrate three departments (2nd, Biomedical Media Group and Student Educational Services), into the fourth floor of the Library while establishing and supporting their development as an educational resource.
- Develop a plan to assume management of the University's Office of Information Technology computer lab.
- Expand information access via Library's website.
- Rank in the top half of AAMC libraries (ranked by total library budget by the Association of Academic Health Sciences Libraries).

Two Years

- Research and develop the concept of an Impact Fee to defray costs of expanding services to new programs.
- Re-align budget restructuring tax from Health Sciences Colleges to directly support the Health Sciences Library.
- Rank in the top third of AAMC libraries (according to the Association of Academic Health Sciences Libraries ranked by total library budget).
- Demonstrate improved user satisfaction with resources and services.

Three Years

- Ensure that the Medical Heritage Center is self-supporting by 2007. A business plan is in development.
- Rank in the top quartile of AAMC libraries (according to the Association of Academic Health Sciences Libraries ranked by total library budget).
- Implement Phase II of the Center for Knowledge Management (see Schedule H).

4. New Program/Initiative Funding

Schedule G Attached

- Information Systems funding for equipment (\$35,000).- **Must Have**
- Five FTE (\$310,000) which includes one faculty, four A&P and student wages (\$22,750) for CKM-**Must Have**
- Acquisitions Budget (Books and Journals, \$55,000)-**High Priority**
- Increase librarian salaries to meet the national average of AAMC librarians (\$25,200)- **Would Be Nice**
- State of the Art Classroom (\$106,000)- **Would Be Nice**
- **Library Contribution to CKM-** \$43,000 to provide administrative support, and space contribution of 2759 sq ft.

5. Reallocation/Reinvestment
Schedule H Attached

With a 5% addition to the Library's budget the following will be implemented:

- Create an IT equipment budget. The Library continues to become more reliant on computer systems and has not, since the renovation of 1997, upgraded its technology systems.
- Restore acquisitions budget to partially offset price increases, and
- Increase the librarians' salaries to meet the national average of AAMC librarians.

With a 10% addition to the budget (including the above 5% reinvestment):

- Implement the unfunded Phase II of the Knowledge Management Center. This portion includes assuming management of the University's OIT computer lab. This includes funds to hire a lab manager, students to staff the lab and an equipment budget.
- Create a new state of the art classroom in Room 200 to increase the amount of technology enhanced instructional space.

Total Increase: \$220,000

With a 5% reduction the Library:

- Will cut the acquisitions budget by 10%.

With a 10% reduction the Library (including the above 5% reduction):

- Will eliminate weekend Library hours (a reduction of 22%), the Information Systems Specialist, support for affiliate libraries, and further reduce the supplies budget.

Total Reduction: \$220,000

- 6. Library's Current Administrative Structure (Attachment Two)**
7. Performance Evaluation Schedule I (See Section 2, I)

National Ranking

Source: 2001, 2002 Annual Statistics of the Association of Academic Health Sciences Libraries*

		Percentile		Percentile
		2001		2002
Total Library Budget	60/115	52%	84/108	77%
Collections Budget	54/115	47%	74/119	62%
Personnel Budget	39/115	34%	49/120	40%

Budget Per Client Compared to Benchmark Universities

Source: 2002 Annual Statistics of the Association of Academic Health Sciences Libraries*

Johns Hopkins University	\$31.56
Stanford University	\$31.33
Duke University	\$21.20
UNC Chapel Hill	\$16.76
University of Michigan	\$11.52
UCSD	\$12.09
University of Iowa	\$10.46
The Ohio State University	\$8.74

*The association's members are library directors of accredited U.S. and Canadian medical schools that belong to the Association of American Medical Colleges.

Appendix to Section I, A Education Efforts

Technology enhanced courses or new education initiatives

Offered "Finding the Best Health Education Resources on the Web" to the Ohio Society for Public Health Education. The hands-on session included a website (<http://hs1-stat.med.ohio-state.edu/staff/msprague/sophe/index.html>), pretest/posttest, a printed list of Internet resources for health educators, and a list of selected libraries.

Participated in the Critical Analysis and Problem Solving (CAPS) curriculum for all Med I students.

Cosponsored second PDA vendor fair to support college PDA activities.

Offered "Identifying Quality Health Resources on the Web." The workshop examined various "quality filters" including authority, currency, conflict of interest, scope, and students were required to determine the quality of six sites.

Offered "Demystifying Open Source Software for Librarians." This ten week course utilized the BlackBoard interface to instruct University of North Carolina at Chapel Hill's School of Information and Library Science (SILS) students.

Presented course integrated library instruction, highlighting electronic resources at the request of faculty, to OB/GYN and surgical residents, nursing classes, allied medicine classes and students in public health. Each class emphasized electronic journals, databases and books focused on the unique specialties. PDA software, programs and resources were highlighted for the residents.

Continued providing Library support for SAGE, a web based gerontology distance education program.

Offered various Medical Center faculty groups an overview of the Library's electronic resources such as electronic reserves, online journals, document delivery to the desktop, key databases, and a customized Library portal. Biomedical Informatics and Dentistry were representative faculty groups.

Offered PubMed for Legal/Paralegal Professionals. The session consisted of a three hours lecture/demonstration with hands-on (online) practice for paralegals working in Ohio. Course materials adapted from National Library of Medicine teaching materials.

Featured the traveling exhibition of the "Art of Neuroscience: Image and Understand, 1518-2000" on loan from the National Academy of Sciences. Attendance for the exhibit and the reception was approximately 500 individuals.

Office of Health Sciences, Web Communications Advisory Board
University Medical Center, Complementary & Alternative Medicine Task Force
University Medical Center, Information Management Task Force
University Medical Center, PDA Oversight Committee

Appendix to Section I, C2 Service Efforts

Other Services Activities

	New 2001-2002	Old 2000-2001
Client count gate	368,077	321,014
Reference questions	19,656	20,890
Materials checked out	39,553	37,390
Volumes used in library	126,181	116,332
Materials borrowed for clients	10,880	20,432

Source: AAHSL Data, 2001-2002

1. Number of Faculty and Staff

	02-03	01-02	00-01	99-00
	FTE	FTE	FTE	FTE
Faculty				
9 month Faculty				0.80
12 Month Faculty	7.50	7.50	7.60	8.40
Total Faculty	7.50	7.50	7.60	9.20
A&P	8.5	7.1	5.9	5.0
CCS	15.0	15.0	16.8	16.0
Graduate Students	0.0	0.0	1.0	0.5
Total	31.0	29.6	31.3	30.7

2. Diversity

	02-03	01-02
	FTE	FTE
Males	6.5	4.0
White	6.5	4.0
African American	0.0	0.0
Females	24.5	25.6
White	23.5	23.6
African American	1.0	2.0
Total	31.0	29.6

3. Honors and Awards, National or Regional Leadership Appointments

American Library Association, Association of College and Research Libraries Publications Committee, Chair

American Library Association, Association of Presidents Program, Chair Committee on Interinstitutional Cooperation, Health Sciences Library, Chair

Medical Library Association: Chair, Public Services Section, Standards Committee

Medical Library Association: Chair, Frank Bradway Rogers Information

Advancement Award Jury

Medical Library Association: Chair, Fee Based Services, Section Interest Group

Ohio Academy of Medical History, President Elect

Ohio Health Sciences Library Association: President

Society of Ohio Archivists, Chair, Education Committee

3. Recruitment Plans

None.

The Ohio State University Medical Center
 Annual Budget Review - FY2004
 Section II
 G. Schedule of New Program/Initiative Requests
 (Quantitative Assessment from Section I - #4)

DEPT: PRIOR HEALTH SCIENCES LIBRARY - Request #1

Description	TOTAL
<i>Information Systems funding for equipment comprehensive upgrade for public computers.</i>	\$35,000

Note:

This funding has been requested through Board of Regents equipment fund

Continuing Funds Requested:

Salary & Benefits	0
Other	0
Total	0

One-Time Funds Requested:

Salary & Benefits	0
Equipment	35,000
Renovation	0
Other	0
Total	35,000

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	0
Need to be contiguous to any existing space?	0
If so, where?	0

Annual Budget Review - FY2004
 Section II
 G. Schedule of New Program/Initiative Requests
 (Quantitative Assessment from Section I - #4)

DEPT: PRIOR HEALTH SCIENCES LIBRARY - Request #2

Description	TOTAL
<i>Center for Knowledge Management Staffing/Phase II</i>	\$319,360

Continuing Funds Requested:

Salary & Benefits	Salary	Benefits	Total
Director (Benefit Rate 28.9)	70,000	20,230	90,230
Administrator (Benefit Rate 28.9)	40,000	11,560	51,560
Education/Training Personnel (Benefit Rate 28.9)	45,000	13,005	58,005
Education/Training Personnel (Benefit Rate 28.9)	45,000	13,005	58,005
Lab Manager (Benefit Rate 28.9)	40,000	11,560	51,560
Total			309,360

One-Time Funds Requested:

Salary & Benefits	0
Equipment	10,000
Renovation	0
Other	0
Total	10,000

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0

New revenue sources will include: implementation of ecommerce capability and copyright research services.

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	0
Need to be contiguous to any existing space?	0
If so, where?	0

The Ohio State University Medical Center
 Annual Budget Review - FY2004
 Section II
 G. Schedule of New Program/Initiative Requests
 (Quantitative Assessment from Section I - #4)

DEPT: PRIOR HEALTH SCIENCES LIBRARY - Request #3

Description	TOTAL
<i>Increase Librarian salaries to meet national average of AAMC librarians</i>	\$25,160

Continuing Funds Requested:

Salary	20,000
Benefits	5,160
Total	25,160

One-Time Funds Requested:

Salary & Benefits	0
Equipment	
Renovation	0
Other	0
Total	0

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0
Other	0
Total	0

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	0
Need to be contiguous to any existing space?	0
If so, where?	0

The Ohio State University Medical Center
Annual Budget Review - FY2004

Section II

G. Schedule of New Program/Initiative Requests
(Quantitative Assessment from Section I - #4)

DEPT: PRIOR HEALTH SCIENCES LIBRARY - Request #4

Description	TOTAL
<i>New state of the art classroom with state of the art equipment</i>	\$106,000

Continuing Funds Requested:

Salary & Benefits	
Other	11,000
Total	11,000

One-Time Funds Requested:

Salary & Benefits	0
Equipment	55,000
Renovation	40,000
Other	0
Total	95,000

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	0
Education (Fees, Instructional Subsidy)	0

New revenue sources include: fees for new workshops held in classroom.

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	Existing 540
Need to be contiguous to any existing space?	0
If so, where?	Room 200

The Ohio State University Medical Center
 Annual Budget Review - FY2004
 Section II
 G. Schedule of New Program/Initiative Requests
 (Quantitative Assessment from Section I - #4)

DEPT: PRIOR HEALTH SCIENCES LIBRARY - Request #5

Description	TOTAL
<i>Subsidize acquisitions budget to offset price increase for books and journals</i>	\$55,000

Continuing Funds Requested:

Salary & Benefits	0
Other	55,000
Total	55,000

One-Time Funds Requested:

Salary & Benefits	0
Equipment	
Renovation	0
Other	
Total	0

New Revenues Generated:

Clinical	0
Salary Recovery	0
IDC Recovery	20,000
Education (Fees, Instructional Subsidy)	0
Total	20,000

Space Requested:

Amount of Square Feet & Type (Lab, Office, etc...)	0
Need to be contiguous to any existing space?	0
If so, where?	0

**The Ohio State University Medical Center
Annual Budget Review - FY2004**

Section II

**H. Schedule of Reallocation/Reinvestment
(Quantitative Assessment from Section I - #5)**

DEPT: PRIOR HEALTH SCIENCES LIBRARY

If you were to receive 5% and 10% more funding of your total sources (from Total Resource Management Statement), what would you do differently? Specify impact.

5%

With a 5% increase the Library would:

Create an IT equipment budget. The Library continues to become more reliant on computer systems and has not, since the renovation of 1997, upgraded its technology systems.

Fund the Director of CKM.

10%

With a 10% increase the Library would:

Implement a portion of Phase II of the Center for Knowledge Management. This includes personnel to manage the CKM computer lab.

Create a new state of the art classroom in Room 200 to increase the amount of technology enhanced instructional space.

Fund an Education Training Specialist for the CKM.

If you were to receive 5% and 10% less funding of your total sources (from Total Resource Management Statement), what would you do differently? Specify impact.

5%

With a 5% reduction the Library would:

Reduce the acquisitions budget by 10% which would eliminate support to present and future initiatives, such as the Heart and Lung Institute and Heart Hospital.

10%

With a 10% (including the above 5%) reduction the Library would:

Eliminate weekend Library hours, the Information Systems Specialist, support for affiliate Libraries and further reduce the supplies budget.

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The Ohio State University Medical Center
Annual Budget Review—FY2003

Health Sciences Library

The attached Annual Budget Review for Fiscal Year 2003 has been prepared by the Health Sciences Library and reviewed and approved by the Director.

Prepared By: Pam Bradigan, Susan Kroll, and Maureen Meck

Date: July 9, 2002

Approved By: Susan Kroll

Date: July 9, 2002

I. REVIEW OF GOALS, ACHIEVEMENTS AND NEW PROGRAMS/INITIATIVES IN EDUCATION, RESEARCH, AND SERVICE ACTIVITIES

1. Major Accomplishments for FY 2002

- ◆ Received funding for three grant proposals totaling \$201,220, to:
 - support training of public health professionals in Ohio Appalachian counties
 - write the book *Health Care and Medical Education Come to Columbus and Franklin County*
 - establish a statewide electronic document delivery system for hospital libraries
- ◆ Established consistent levels of funding and services for affiliate libraries at Children's and Mary Rutan hospitals, OSU East, and the Radiation Oncology and Internal Medicine departments
- ◆ Designed an educational Web site to support College PDA activities and held a PDA vendor fair
- ◆ Enhanced support of Medical Center activities through:
 - development of a continuing education resource site for Medflight personnel
 - creation of an information resource Web site for distance education students enrolled in the Series in Applied Gerontology Education (SAGE) program
- ◆ Continuously evaluated services and saved \$25,000 by:
 - recruiting work study students
 - establishing a student bonus program to improve retention of student workers
 - outsourcing library cataloging to OCLC on an annual basis
- ◆ Created the Library Leadership Council to enhance communication and leverage new opportunities for the Library within the Medical Center
- ◆ Developed a strategic plan

2. Assessment/evaluation of activities for FY2002, including areas of concern and suggestions

A. Assessment/Evaluation

- ◆ The Library participated in a national Web-based survey, LibQUAL+, that is designed to measure service quality across academic health sciences libraries. The survey was administered in spring 2002 and the results are to be disseminated in the fall. Sponsors of the project include the National Library of Medicine, the Association of Academic Health Sciences Libraries, and the Association of Research Libraries.

B. Areas of Concern

- ◆ Entering the budget reduction process with minimal staffing resulted in major challenges to redistribute additional workloads from reductions in force and elimination of vacant positions. Workload data were used to determine which positions to reduce. Two staff FTE civil service positions have been abolished. The Library must pay the salaries of the employees until they find new positions. Total staff loss: 10%.
- ◆ The budget reduction also resulted in shortened Library hours. The Library will reduce the hours of operation by 13 hours per week in fall quarter. The Library will close two hours earlier Sunday through Thursday and reduce three hours on Saturday. The reductions were based upon client-use data.
- ◆ Loss of University funding for the Book/Journal/Electronic Resource Index and OhioLINK budget cuts have resulted in a 12% to 20% decrease in the book/journal/electronic resource budget.
- ◆ Over the past decade, the salaries of Prior librarians have consistently been below the national mean, according to AAMC data.
- ◆ Due to a limited journal collection onsite, Prior borrowed more material than any other academic health sciences library in the country.

- ◆ Annual rate is needed to fund the systems specialist and electronic resources positions. Potential revenue sources include:
 - recaptured annual rate from Children's Hospital
 - redirection of University indirect cost recovery to libraries
- ◆ Revenue in photocopy and document delivery earnings accounts declined as a result of client needs shifting from print-based to electronic resources. Revenue from those accounts traditionally funded 1.55 FTE staff positions and student wages.

3. Short Term Goals (one to three years)

A. Externally Assisted Goals

- ◆ Misalignment of Library budgets at the University needs to be corrected through budget restructuring (see Fig. 1).
- ◆ Enhanced partnership with 2MD group will facilitate the development of Web-based information resources.

B. Internal Goals

- ◆ A marketing campaign will be conducted this fall to communicate to our primary clients the breadth of the Library's services, the actual cost of providing "free" services, and the complexity of decision-making required to maintain services at the cutting edge of education and technology.
- ◆ The Library will seek external funding opportunities by partnering with the Biomedical Informatics to submit an IAIMS Planning Grant to the National Library of Medicine in October to enhance components of the hospital information system.
- ◆ The Library will incorporate new technologies into its services and operations. Specific goals include wireless access to the campus network, and a dedicated workstation for physician access to the Medical Center's CAPI System.
- ◆ The Library will evaluate services to meet the needs of clients. Specific goals include redesigning the delivery of reference and information services and continuing to participate in the national LibQUAL user satisfaction survey.

4. Long Term Goals

- ◆ To evolve into a Knowledge Management Center incorporating technologically based educational, research and patient care tools to facilitate a new role as knowledge managers.
- ◆ As the Medical Center advances its goals, to identify and adapt appropriate resources to support those goals (see Fig. 2).
- ◆ To encourage an entrepreneurial culture resulting in innovative value-added services.
- ◆ To identify core library services and align requisite resources (see Fig. 3).

5. New program/initiative requests

- ◆ Creation of a Knowledge Management Center: Identification of funding to evolve the Library building from a "just in case" facility to one that supports the total knowledge assets of the Medical Center. The process will begin this fall with incorporation of a Clinical Skills Lab into the Library.
- ◆ Development of a business plan for the Medical Heritage Center to become self-supporting within 4½ years.
- ◆ Transition of responsibility for the Center for Health Information from the Hospital to the Library.

6. Provide a chart that illustrates the current administrative structure

Fig. 3: UNIVERSITY BENCHMARKS

	<i>Personnel</i>	<i>Collection</i>	<i>Total Budget</i>	<i>Total Clients</i>	<i>Budget Per Client</i>
NATIONAL					
Johns Hopkins	\$2,594,124	\$1,699,716	\$5,444,431	11,466	\$475
UCLA	\$2,272,733	\$1,880,676	\$4,632,316	10,177	\$455
University of Washington	\$1,819,054	\$2,119,362	\$4,838,521	11,704	\$413
University of Michigan	\$1,309,864	\$1,938,887	\$3,437,801	10,548	\$326
Duke	\$1,738,144	\$1,922,899	\$4,172,865	16,488	\$253
Penn State	\$513,096	\$977,012	\$1,631,527	8,045	\$203
Ohio State University	\$1,419,612	\$1,178,244	\$2,597,856	12,987	\$200
BIG TEN UNIVERSITIES					
Indiana	\$1,274,894	\$1,663,703	\$3,300,037	4,316	\$765
University of Minnesota	\$1,899,059	\$2,146,295	\$4,685,180	11,677	\$401
University of Illinois	\$2,384,761	\$1,807,875	\$4,596,054	12,478	\$368
University of Wisconsin	\$1,668,153	\$1,359,430	\$3,269,107	9,132	\$358
University of Michigan	\$1,309,864	\$1,938,887	\$3,437,801	10,548	\$326
Iowa	\$1,079,074	\$1,375,467	\$2,591,249	10,902	\$238
Northwestern	\$1,066,445	\$1,003,556	\$2,379,531	11,040	\$216
Penn State	\$513,096	\$977,012	\$1,631,527	8,045	\$203
Ohio State University	\$1,419,612	\$1,178,244	\$2,597,856	12,987	\$200
OHIO					
University of Cincinnati	\$1,768,615	\$1,245,909	\$3,014,524	9,394	\$321
Ohio State University	\$1,419,612	\$1,178,244	\$2,597,856	12,987	\$200

APPENDIX TO SECTION I**A. Education Efforts****1. Honors and Awards**

None in FY02

2. Technology enhanced courses or new education initiatives

- ◆ Participated in video-teleconference classes for the Ohio State Health Network (OSHN) on the use of MD Consult. The interactive sessions offered health professionals an opportunity for training without traveling.
- ◆ Designed and pilot-tested electronic library resources to support SAGE, a Web-based gerontology distance education program. The pilot test evaluated the use and cost of the program.
- ◆ Offered two new classes for Medical Center faculty and staff, "Beyond the PDR: Funding Drug Information Online" and "Beyond MEDLINE: Other Health Sciences Databases," to complement the existing education programs. Other education efforts are referenced in Section C2.

B. Research Efforts**1. Research Awards**

- ◆ **FY02: Ohio Appalachian Public Health Literacy Training**
 - Funding Source: National Library of Medicine
 - Pamela S. Bradigan, Associate Professor, PI
 - Mary Sprague, Assistant Professor, PI
 - Dates: 2/1/02–1/31/04
 - Amount awarded: \$49,980
- ◆ **Funding Approved waiting for OSURF notification:**
 - DocMD Document Mediated Delivery
 - Funding Source: National Library of Medicine
 - Eric Schnell, Assistant Professor, PI
 - Dates: 6/15/02–12/15/03
 - Amount awarded: \$85,000
- ◆ **FY01: Teens Look @ Health**
 - Funding Source: President's Council for Outreach and Engagement
 - Brenda Rose, Program Manager, Netwellness
 - Dates: 8/16/2000–6/30/01
 - Amount awarded: \$10,000

2. Direct Costs

- ◆ **FY02:** Direct costs have not been expensed for this year for either grant due to OSURF approval process
- ◆ **FY01:** Netwellness Grant: \$1,303.33

3. Indirect Cost Recovery

- ◆ **FY02:** Ohio Appalachian Public Health Literacy Training: \$6663
DocMD Document Mediated Delivery: \$10,915
- ◆ **FY01:** Netwellness Grant: Not applicable

4. Salary Recovery

- ◆ **FY02:** Ohio Appalachian Public Health Literacy Training
Salary and benefits: 30% FTE Sprague; 5% FTE Bradigan
DocMD Document Mediated Delivery: 13% FTE Schnell; 6% FTE Willis,
19% FTE Hamrick
- ◆ **FY01:** Netwellness Grant: 100% FTE graduate student

5. Disclosures and Patents Filed

Not applicable

D. Faculty / Staff

1. Number of Faculty / Staff (Compare FY01 to FY02)

	01-02 FTE	00-01 FTE	99-00 FTE
Faculty			
9-month Faculty			0.8
12-month Faculty	7.5	7.6	8.4
Total Faculty	7.5	7.6	9.2
A&P	7.1	5.9	5.0
CCS	15.0	16.8	16.0
Graduate Students	0.0	1.0	0.5
Total	29.6	31.3	30.7

2. Diversity

	FTE
Males	4.0
White	4.0
African American	
Females	25.6
White	23.6
African American	2.0

3. Recruitment Plans

None

FY01

Prior Health Sciences Library Departmental Budget Report



***Susan Kroll, Director • Pam Bradigan, Assistant Director
Maureen Meck, Fiscal Administrator***

May 2001

M10-1

Outline

I. Library Profile

- A. Organization Chart
- B. Customers
- C. Finances
- D. Resources
 - 1. Total Expenditures
 - 2. Personnel Expenditures
 - 3. Collection Expenditures
 - 4. Customers

II. Services

- A. Overview
- B. Examples of Basic Services
 - 1. Journals
 - 2. Reference
 - 3. Education
 - 4. Document Delivery
 - 5. Electronic Reserves
- C. Outreach
 - 1. NetWellness
 - 2. NLM Grants
 - 3. Distance Education

III. Faculty Productivity and Salaries

- A. Publications
- B. Evaluations
- C. Equity Adjustments and Salaries

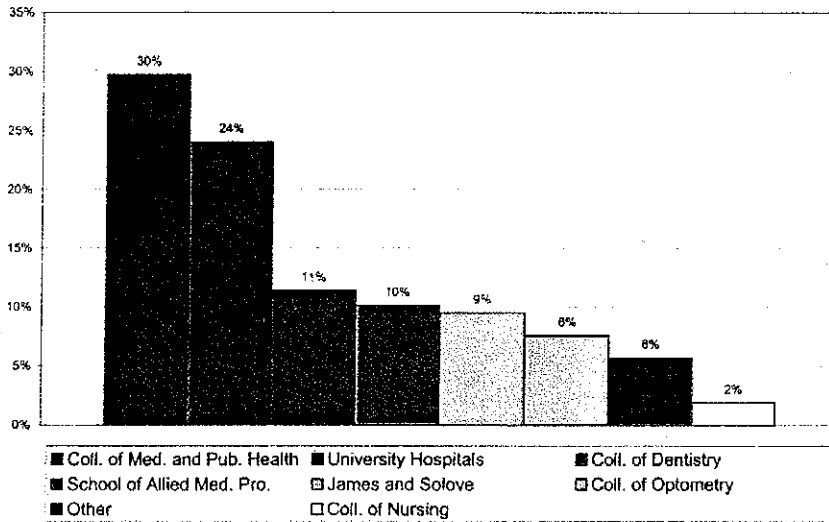
IV. Goals

- A. Library Representation
- B. Number of Librarians
- C. Increase Journal Support
- D. Review Earnings
- E. New Program Identification
- F. Development

VI. Opportunities

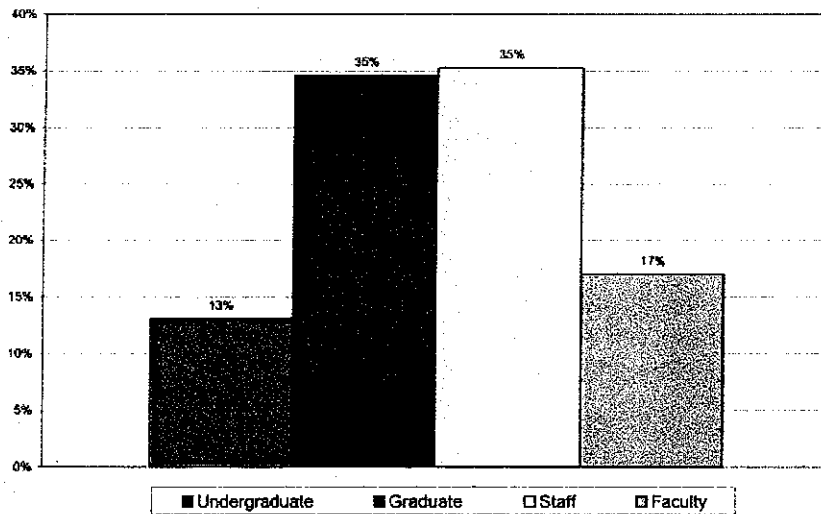
Customers

HEALTH SCIENCES AFFILIATION



The Prior Library provides services at its primary campus location and web site to faculty, staff and students in the Colleges of Medicine and Public Health, Dentistry, Nursing, Optometry, University Hospitals, James Cancer Hospital Research Institute, Comprehensive Cancer Center and Nisonger Center. The Library coordinates affiliate library operations to varying degrees, for University Hospitals East, Children's Hospital, the Department of Internal Medicine, the Department of Radiation Oncology, and the Ohio State Health Network (OSHN) members such as Mary Rutan Hospital. Additionally, the Prior Library is a resource and outreach library for the National Library of Medicine. Total primary customers exceed 13,000.

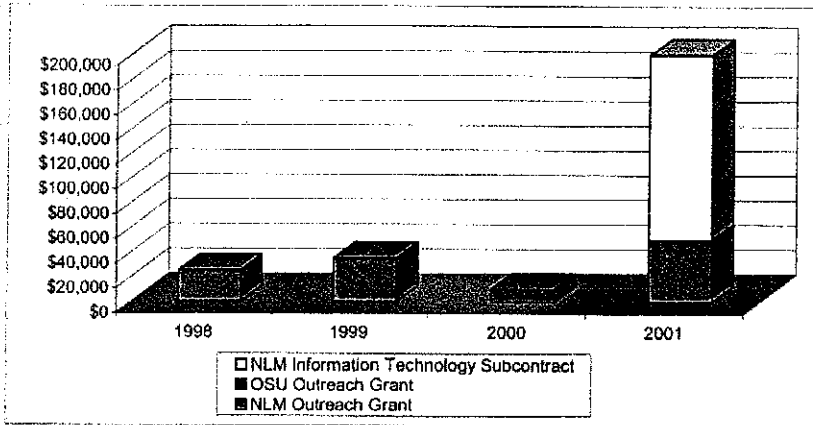
LIBRARY CUSTOMERS



Finances

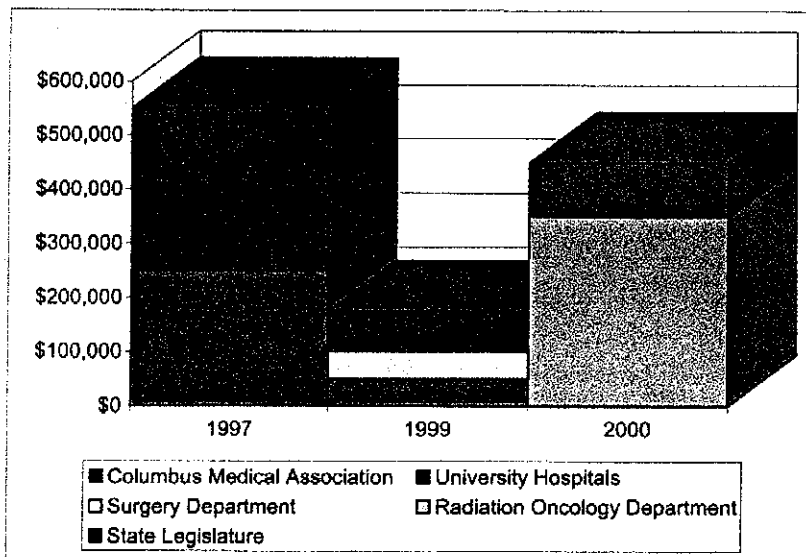
Grants

	1998	1999	2000	2001
NLM Outreach Grant	\$25,000	\$35,000		\$50,000
OSU Outreach Grant			\$10,000	
NLM Information Technology Subcontract				\$150,000
Total	\$25,000	\$35,000	\$10,000	\$200,000



EXTERNAL FUNDING SOURCES

	1997	1999	2000
Columbus Medical Association	\$250,000	\$50,000	
University Hospitals	\$300,000		
Surgery Department		\$50,000	
Radiation Oncology Department			\$350,000
State Legislature		\$75,000	\$100,000
Total	\$550,000	\$175,000	\$450,000



1. Historical Background

1990 Deficit Budget:
-352,000

2. 2001 Positive Balance: +\$352,000

Current budget includes new expenses incurred since 1997:

\$47,000 IT staff member previously paid by Colleges and Hospital
\$60,000 Special budgets for communications, equipment and building support

\$25,000 Outsourcing for cataloging books and journals previously paid for by Main Library

3. 2001 sources include grants and external funds

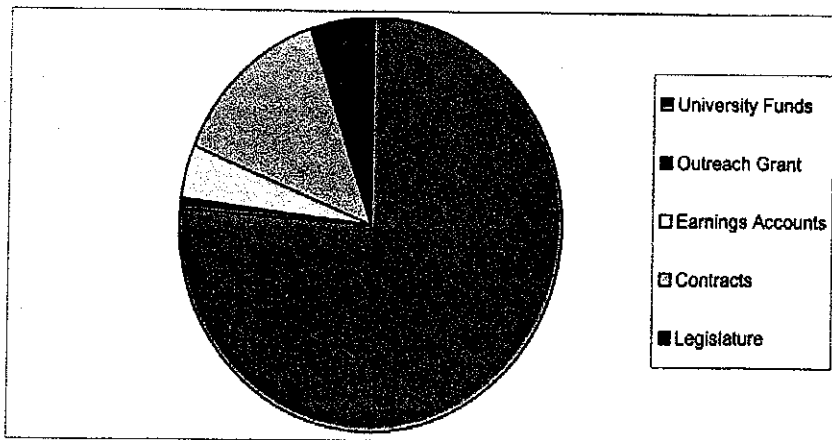
Financial Sources for Personnel

FINANCIAL SOURCES FOR PERSONNEL

Salary Expense as of March 31, 2001

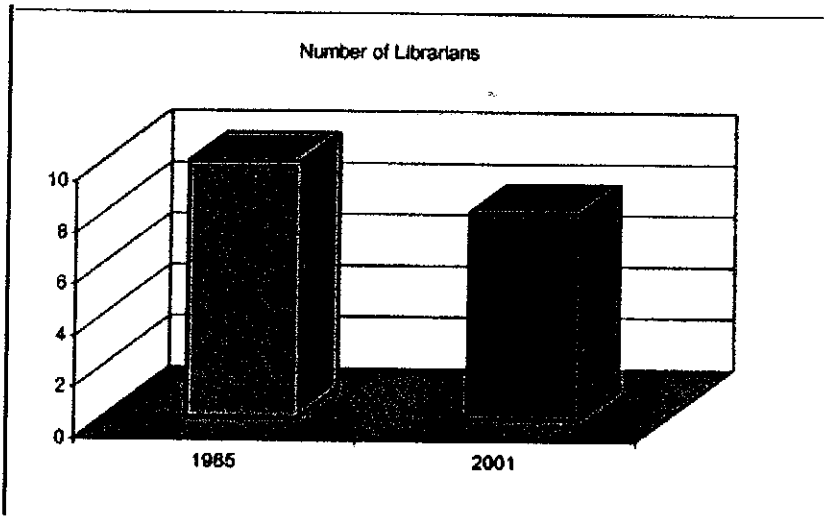
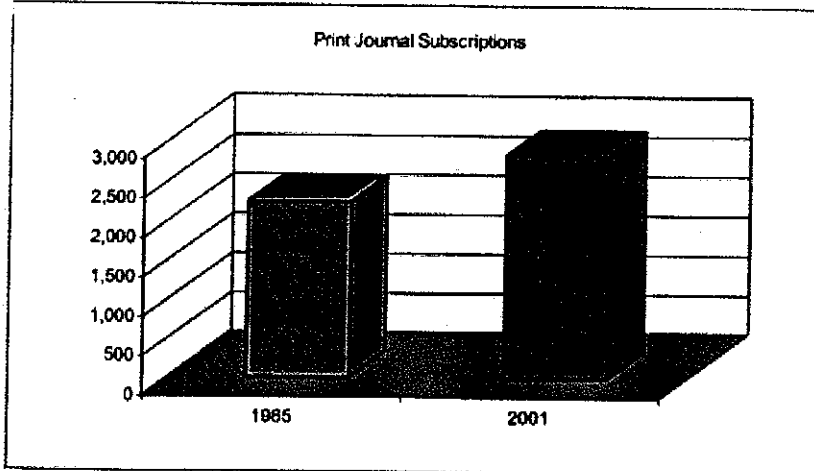
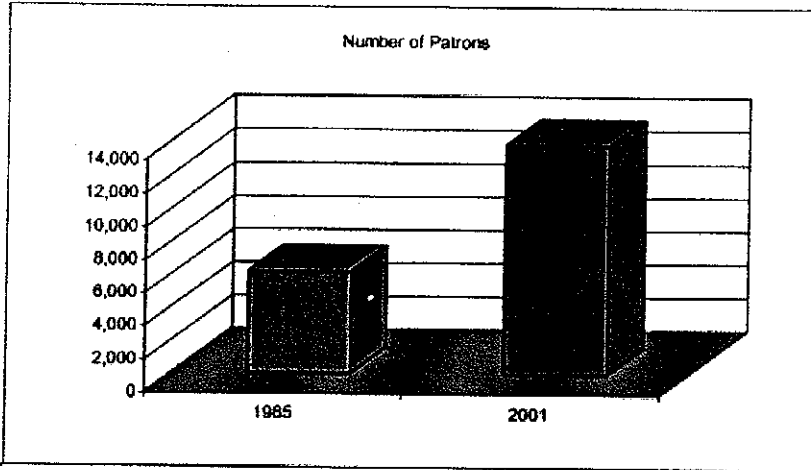
	University Funds	Outreach Grant	Earnings Accounts	Contracts	Legislature	Total
12 month Faculty	385,652.76		2,386.56			388,039.32
A&P	141,751.80			161,923.32	51,660.12	355,335.24
GRA		12,000.00			14,400.00	26,400.00
CCS	428,112.84		47,455.20	9,859.20		485,427.24
Total	955,517.40	12,000.00	49,841.76	171,782.52	66,060.12	1,255,201.80
	76.12%	0.96%	3.97%	13.69%	5.26%	100.00%

General Funds includes support from OSU Hospitals and TRF	76.12%
Other Funding Sources	23.88%
	100.00%



Resources

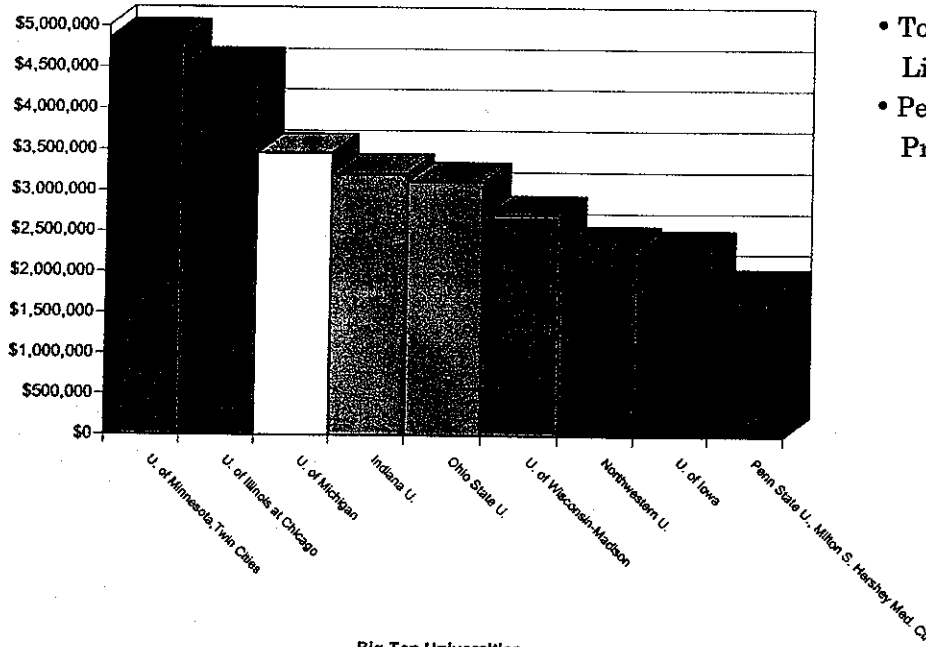
Year	Number of Patrons	Print Journal Subscriptions	Number of Librarians
1985	6,173	2,224	10
2001	13,796	2,815	8



The Library currently has 8 FTE librarians and 2,800 print journals. In 1985 the Library had 10 FTE librarians and 2,200 print journals. At the same time the number of patrons has grown from 6,173 to 13,796 with the addition of the James, OSU East, Heart-Lung Institute, and the School of Public Health.

Big Ten Comparison

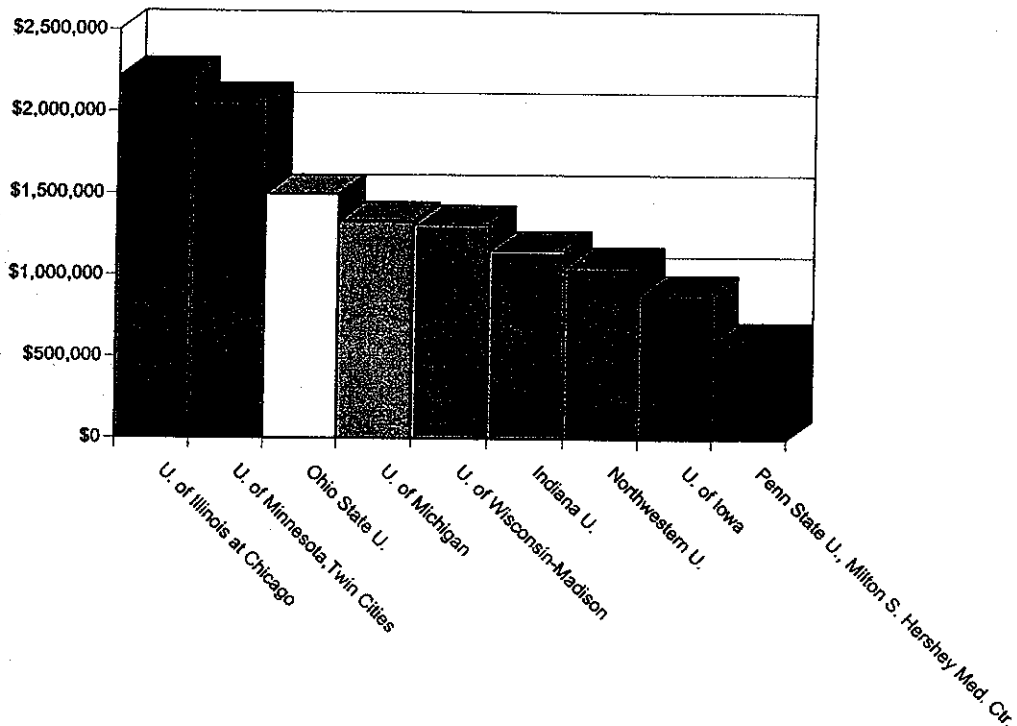
TOTAL EXPENDITURES 2000



- Total expenditures: Prior Library ranks 5th of 9
- Personnel expenditures: Prior Library ranks 3rd of 9

Big Ten Universities

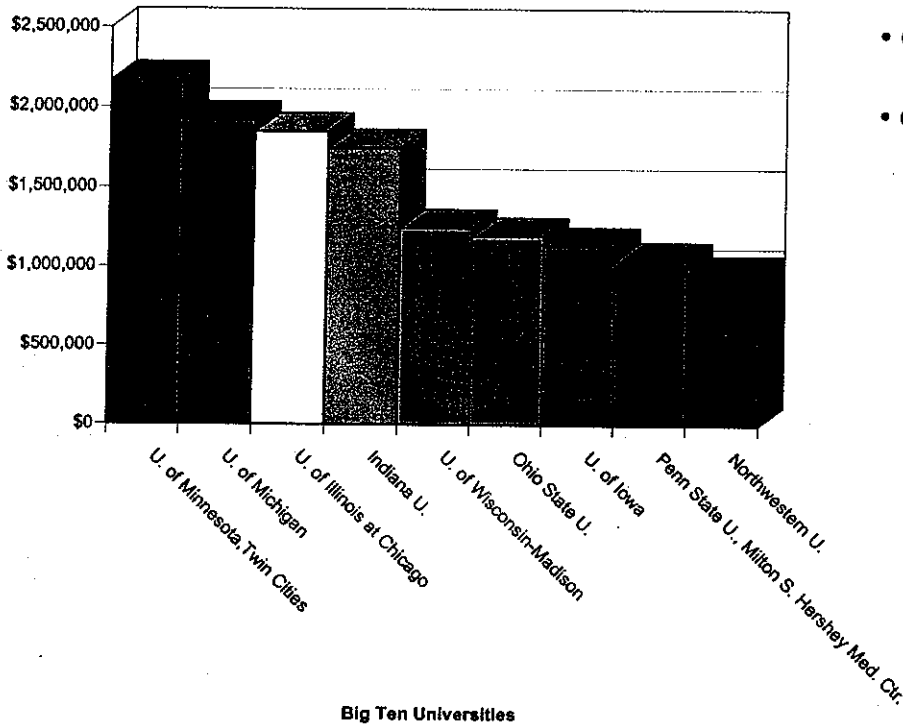
PERSONNEL EXPENDITURES



Big Ten Universities

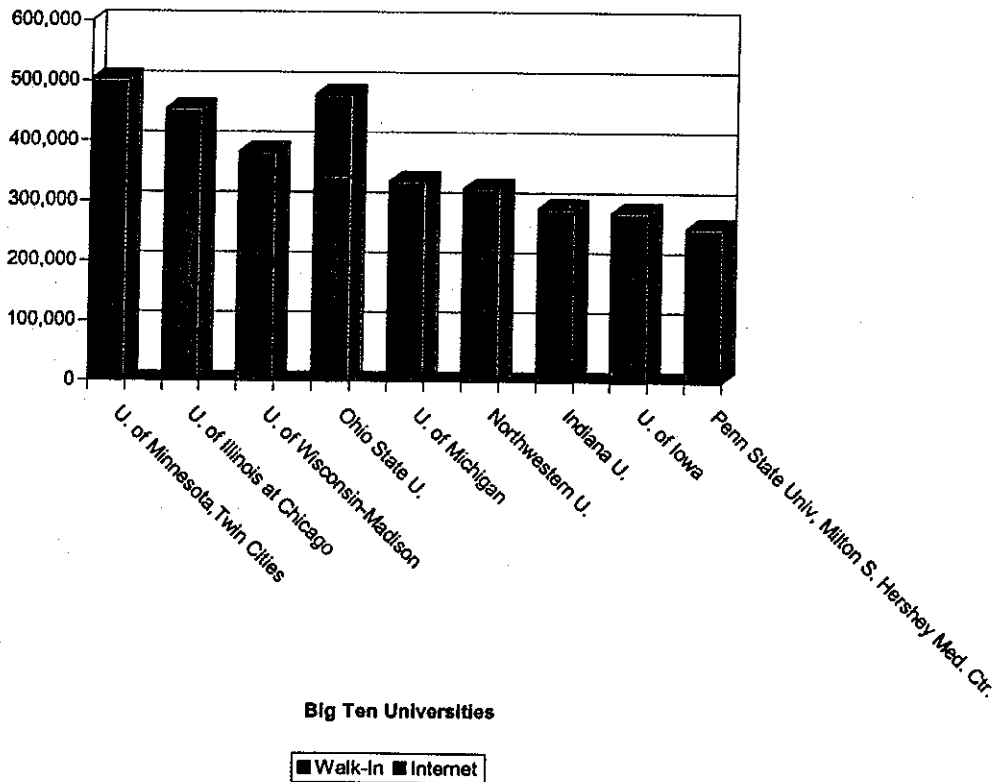
Big Ten Comparison

COLLECTION EXPENDITURES



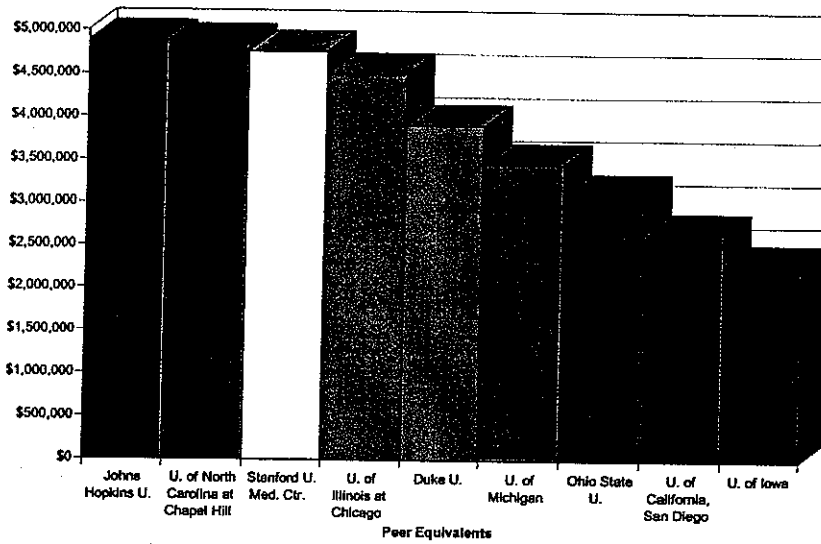
- Collection expenditures: Prior Library ranks 6th of 9
- Customers: Prior Library ranks 4th of 9

NUMBER OF CUSTOMERS



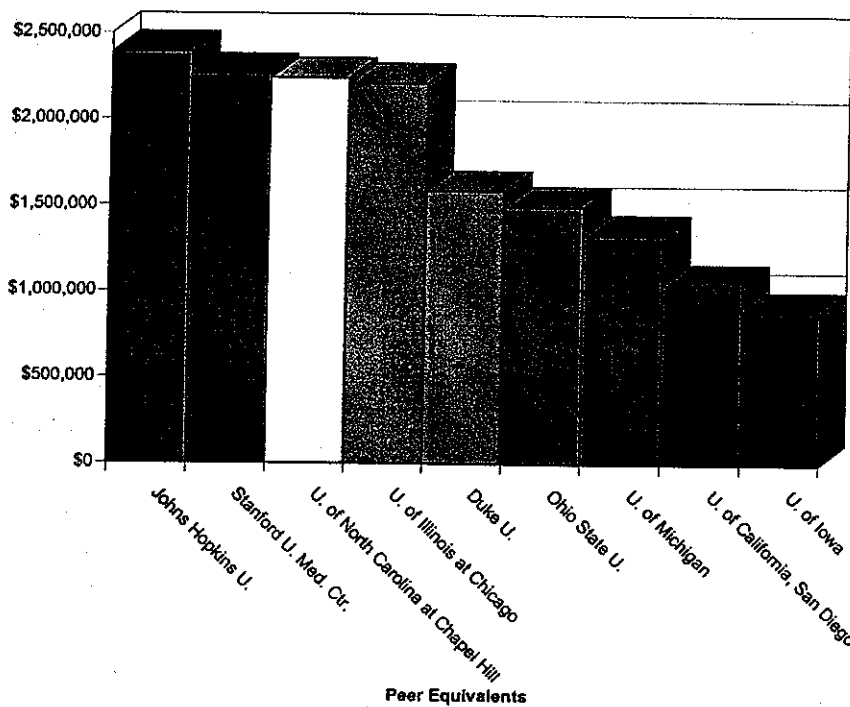
Peer Comparison

TOTAL EXPENDITURES 2000



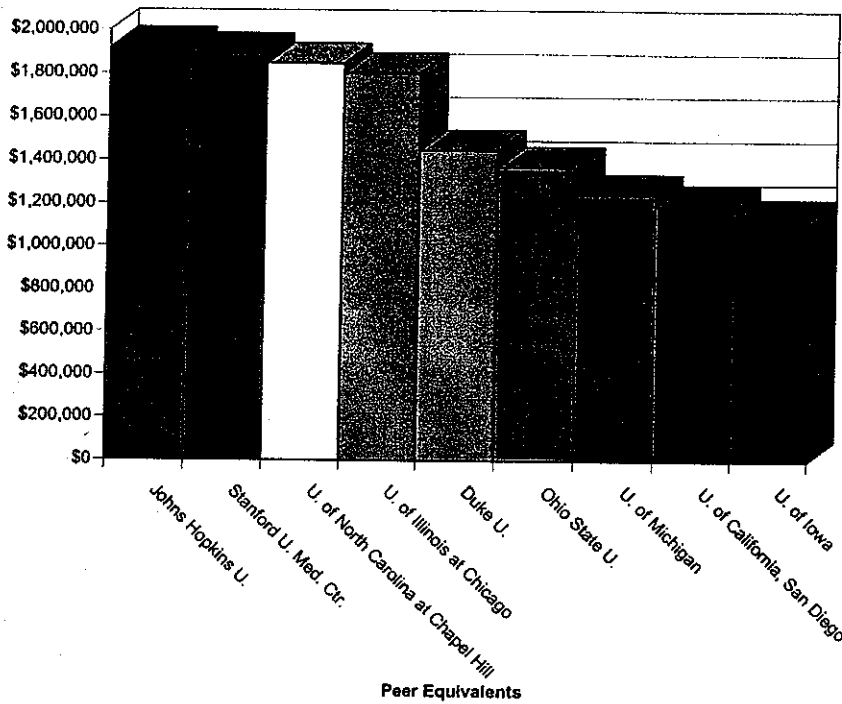
- Total expenditures: Prior Library ranks 7th of 9
- Personnel expenditures: Prior Library ranks 6th of 9

PERSONNEL EXPENDITURES



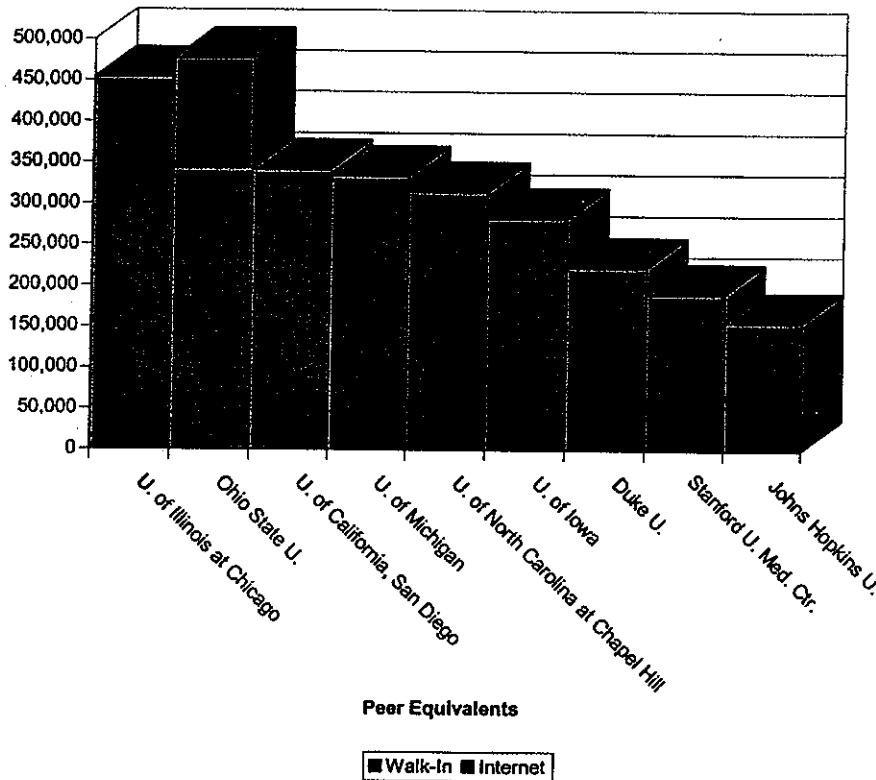
Peer Comparison

COLLECTION EXPENDITURES



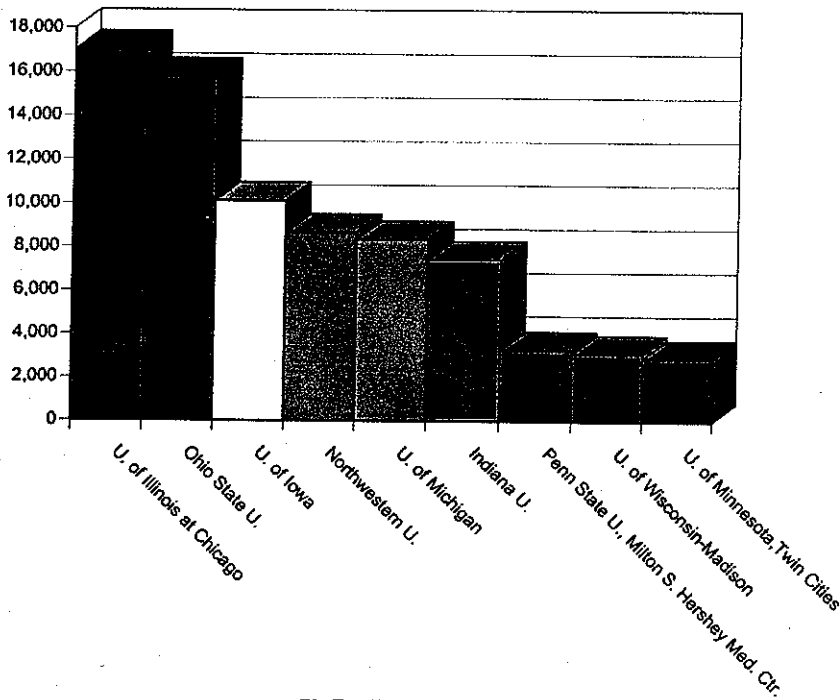
- Collection expenditures: Prior Library ranks 6th of 9
- Customers: Prior Library ranks 2nd of 9

NUMBER OF CUSTOMERS



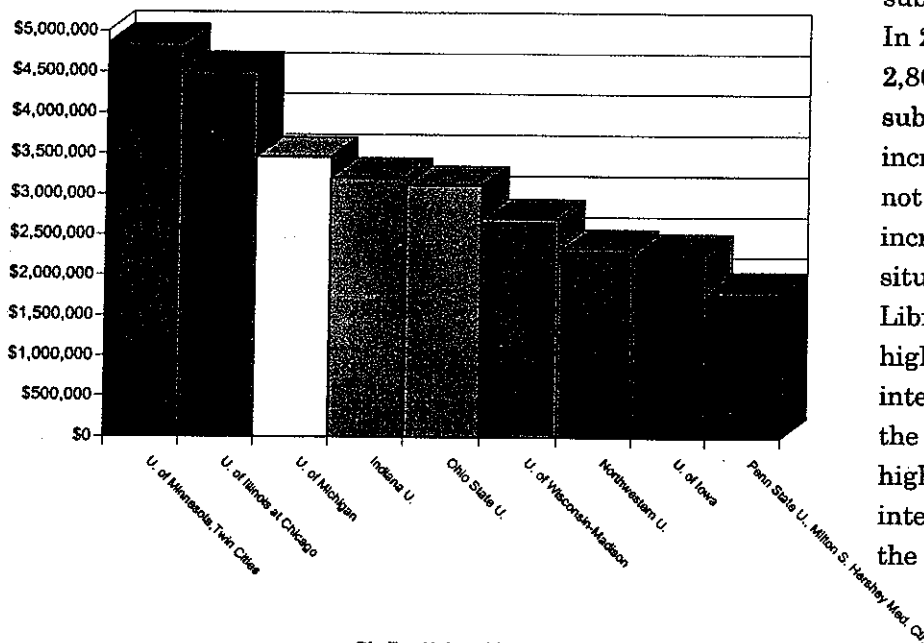
Examples of Basic Services

INTERLIBRARY LOAN BORROWING



Big Ten Universities

TOTAL EXPENDITURES 2000



Big Ten Universities

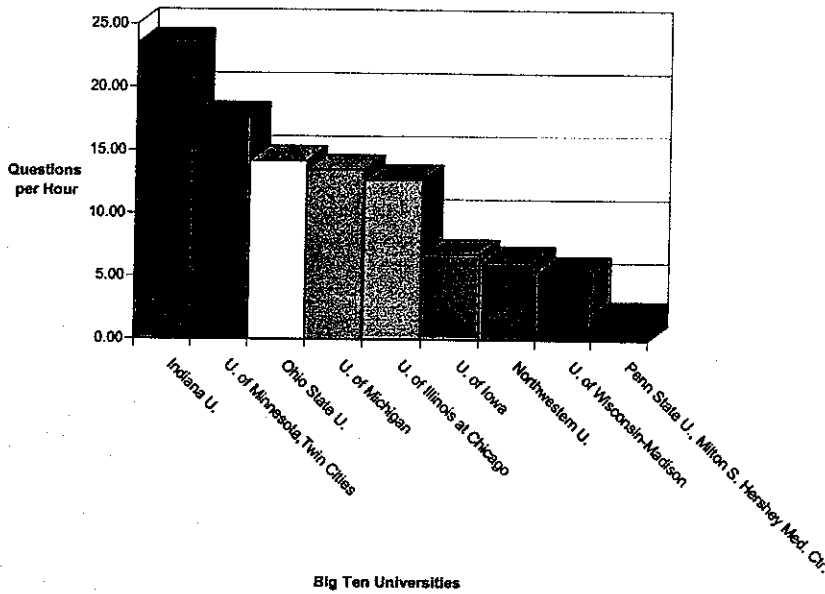
Overview: The Library's electronic resources have significantly expanded over the past year creating a 24-hour library service. The Library building is not open 24/7; however, at any time, patrons may electronically check out books, read journal articles or closed reserve materials, and find answers to basic reference questions in sources such as *MD Consult*. Through the efforts of OhioLINK, a statewide consortium of academic libraries, and the Library's staff, the OSU Health Sciences Library has expanded electronic resources and access.

Journals: In 1985, the Library received 2,200 print journal subscriptions.

In 2001, the Library receives 2,800 print journal subscriptions. This 21% increase in journal titles has not kept pace with the 55% increase in customers. This situation is reflected by the Library's ranking as the 6th highest borrower of interlibrary loan materials in the country and the second highest borrower of interlibrary loan materials in the Big Ten and among Peers.

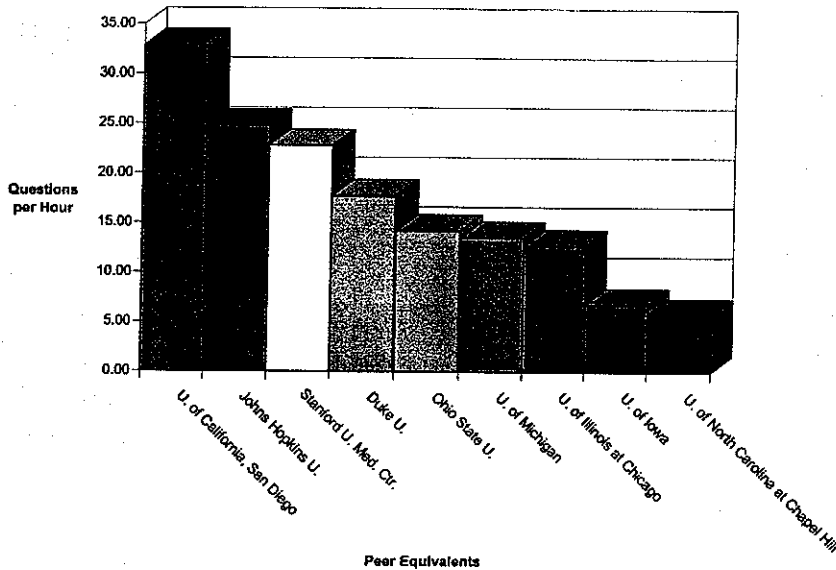
Examples of Basic Services

REFERENCE QUESTIONS



Reference: Librarians provide answers to requests for information from all types of customers. Faculty, staff, and students, the primary group of customers, walk-in, email or telephone, to get assistance. Patients, their family members, and members of the general public are another growing group of customers. Businesses also request assistance in meeting their health information needs and are charged for the service provided.

REFERENCE QUESTIONS



Examples of Basic Services

The 8 FTE librarian faculty members all teach and offer a variety of educational sessions with an emphasis on electronic information resources. The sessions are very well attended.

Education

The Library regularly offers a series of workshops on Basic and Advanced MEDLINE searching, Evidence Based Medicine databases, and using electronic journals. These sessions include online demonstrations and hands-on practice. Librarians also offer course integrated instruction designed to meet the needs of a particular class or group. For example librarians teach a mini module (Medical College 661) to first year medical students on how to search medical literature databases. The Library also offers web-based tutorials such as Basic MEDLINE searching on the Library's web site <http://bones.med.ohio-state.edu/education/tutorial1>).

This national award-winning service developed at the Prior Library scans journal articles and delivers them to a customer's desktop. It is a time and cost effective alternative to picking up paper copies of articles. Since the implementation of the service last Fall, 5,000 documents have been sent to customers.

Electronic Document Delivery

Through an Academic Enrichment Grant from the University, the Electronic Reserves system was implemented in September 2000. This system allows access to course materials twenty-four hours a day and seven days a week plus, multiple users can view the same materials at the same time. Since its premier, the Library Electronic Reserves system has had over 30,000 documents downloaded and of these requests 35% have come from off-campus locations.

Electronic Reserves

Outreach

NetWellness is a Consumer Health Web Site created in partnership with University of Cincinnati and Case Western Reserve University. Funding over the last two biennia provided by State Legislature totaled \$1,500,000. Over 50 OSU health sciences faculty and 20 medical students have participated in NetWellness over the past year.

NetWellness

Since 1997 the Library has successfully competed for several National Library of Medicine grants. The goal of these grants are:

- a. To provide health information training and equipment to inner city Neighborhood Health Clinics affiliated with Columbus Health Department.
- b. To educate Public Health professionals in Appalachia counties on public health information resources.
- c. To develop a State-wide Electronic Document Network to Hospitals throughout Ohio.

NLM Grants

In Spring Quarter 2001, the Library began participating in the distance education course, Series in Applied Gerontology Education (SAGE). Working with the team of instructors from the Office of Geriatrics and Gerontology, a library faculty member created a "library resource page" within WebCT and provided instruction to all students. The Library's electronic document delivery service is supporting this distance education program.

Distance Education

Faculty Productivity and Salaries

The Prior Librarians hold faculty rank within the University Libraries. With regard to productivity measures, they exceed the national average of 2.7 publications over 10 years. The Prior Librarians average 6 publications over 10 years.

Faculty Rank

The Library is fortunate to have outstanding librarians who are national leaders, teachers and researchers. Evaluations over the past year have all been outstanding.

Evaluations

Over the last nine years, annual requests have been submitted to Academic Affairs for equity funds for the Prior librarians. This year these librarians have received both national and university awards for their outstanding work. The data listed below compares the Prior Librarian salaries to national average of salaries in academic health sciences libraries. Several years ago, the library did receive half the equity funds requested from the Provost, with an agreement that the rest of the funding would come the following year. Unfortunately, the additional funds were never received. Some progress has been made over the last two years through an internal equity adjustment provided to the Information Technology librarian and salary increases for two other librarians related to faculty promotions in rank. Total funding needed this year to increase four of the librarians' salaries to the national average is \$23,468. Listed below is the data taken from the Annual Salary Statistics of Medical School Libraries.

Equity Adjustments and Faculty Salaries

Annual Salary Statistics of Academic Health Sciences Libraries 2000-2001

	Division Head	Dept. Head	Total
OSU Salary	60,786	51,439	
	41,694	49,562	
		45,936	
		42,416	
National Mean			
	54,138	49,646	
Funding Needed to Equal Mean	12,444	11,024 (spread over 3 positions)	\$23,468

Goals

Identify appropriate affiliation/representation for the Library.
Depending on the issue, the Library is either an academic unit or a support unit and must have representation on medical center committees.

Identify Affiliation

Increase number of faculty librarians to support:

Increase Faculty

1. Informatics
2. Distance Education
3. Information Technology. A sampling of courses offered by other libraries:
 - Introduction to Blackboard
 - Digitizing Images
 - Creating Web Pages Using Front Page
 - PowerPoint 2
 - Introduction to Adobe Acrobat
 - PowerPoint 3
 - Introduction to Photoshop

Goals

1. Limited journal collection is reflected in high interlibrary loan borrowing.
2. OhioLINK is funded through Board of Regents and subject to budget cuts. Will not be adding new content this biennium.
3. Percentage of University overhead is sought to support expansion of research journal collection.
4. Acquisitions Index only keeps up inflation, does not increase number of journals. The Library currently has 10 journal titles that account for 10% of the total journal budget.

Increase Journal Support

Ten Most Expensive Journals

Title	2000 Cost	Publisher	In House Use	Loaned to Others
American Journal of Medical Genetics	\$7,484	Wiley	902	317
Biochemical Pharmacology	\$5,480	Perg/Els	1287	90
Biochimica et Biophysica Acta	\$12,127	Elsevier	2318	237
Brain Research	\$17,444	Elsevier	4106	353
Comparative Biochemistry Experimental Brain Research	\$10,259	Elsevier		
Journal of Comparative Neurology	\$5,367	Springer	579	84
Journal of Neuroscience Research	\$16,187	Wiley	1641	225
Neuroscience	\$6,067	Wiley	732	108
Neuroscience Letters	\$6,270	Perg/Els	1404	179
	\$5,348	Elsevier	1167	122
Total Annual Cost of These 10 Titles	\$92,033			

Continue to review all expenses and sources as related to earnings accounts.

Review Expenses

Identify library support when new programs and schools are created. The Library currently spends over \$80,000 per year for oncology materials without receiving any direct support from the James. This is just one example of new initiative developed without library resources.

Identify Support

Seek support through Development Office and identify development opportunities.

Seek Support