

2013 UO LIBRARIES YEAR IN REVIEW

(Covering the period of July 1, 2012 through December 31, 2013)

Library Mission Statement

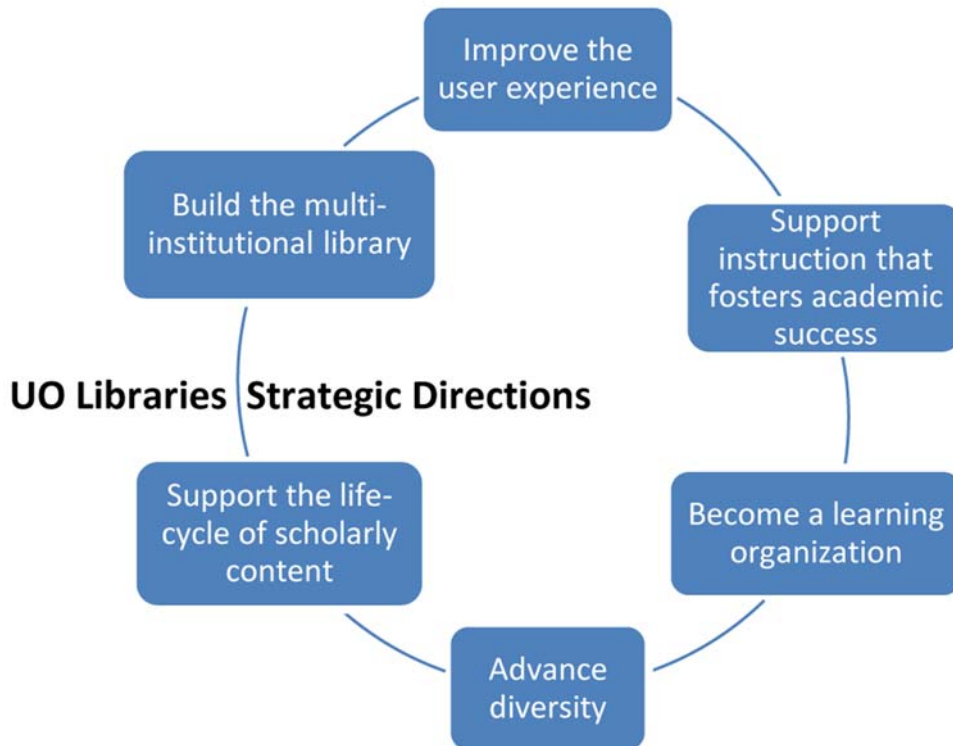
The University of Oregon Libraries enriches the student learning experience, encourages exploration and research at all levels, and contributes to advancements in access to scholarly resources.

Vision

The UO Libraries will be an active and visible partner in the enhancement of learning and creation of new knowledge. We will engage students, faculty, and campus leadership in dynamic, user-centered processes for planning, delivering, and assessing all programs, services, and information resources.

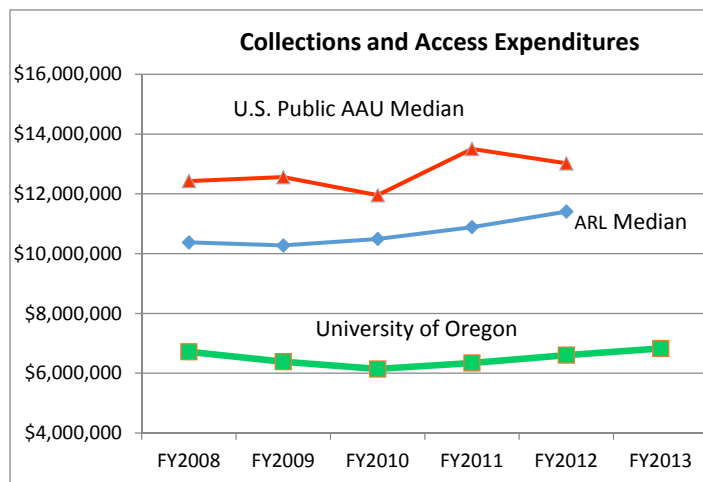
Trends and Highlights

- This was a banner year for development – the library is among the top fund-raisers at the UO. Highlights include a \$3 million gift from Google, Inc. for the Network Startup Resource Center and a gift-in-kind from Chambers Communications valued at over \$1 million.
- Private donations totaling over \$8 million for the Allan Price Science Commons and Research Library enabled the University to successfully lobby for state-backed bonds to fund half the total project costs.
- The University Administration provided \$1 million in additional support to enable the purchase of the Ken Kesey Collection, which was then covered by a private donation.
- Campus service reorganization brought more academic technology support services into the library portfolio – along with budget increases to fund the services.
- The library made strategic investments in organizational development including increased funding for local programming, training and self-guided learning, as well as professional development travel.
- Improvements to our heavily used facilities included the creation of space in the Knight Library for the Digital Scholarship Center; repurposing space in the Architecture and Allied Arts Library to increase public seating and provide space for its special collections; relocation of Knight Library Reference and Research Services staff; creation of an employee training room; and implementation of a LearnLab collaborative classroom in the Knight Library.
- While the circulation of print materials continues to decline, there has been significant growth in the number of e-books available to our patrons and the usage of e-books.
- The number of items in our locally produced digital collections and the use of these collections have grown dramatically, primarily with the grant-funded addition of historic newspaper content.
- The Libraries' website was redesigned based on extensive usability testing.
- We made special efforts to listen to our users, via focus groups with graduate students and with Global Scholars Hall residents; and targeted one-on-one conversations with faculty.



Support the life-cycle of scholarly content

- *Strategically expend available collections funds to best meet the needs of faculty and students. Deficiencies in library collections have a negative impact on student and faculty research, graduate education, and faculty publishing productivity. The UO Libraries' expenditures lag significantly behind the median of our peer groups, both the 34 U.S. public AAU libraries and the 115 academic*

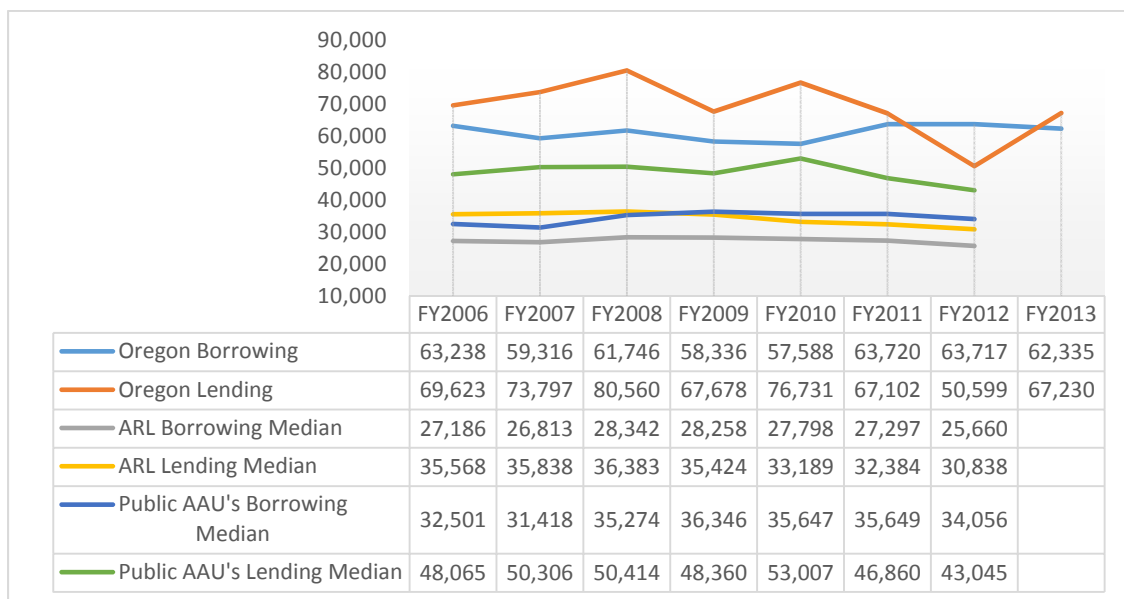


library members of the Association of Research Libraries. To best meet the needs of students and faculty, all available funds must be used strategically, using known and demonstrated demand and Orbis Cascade Alliance holdings to guide decisions on what to purchase or license. For example, librarians across the Alliance have developed a shared monographic purchasing plan; determined a threshold for the maximum number of copies to be purchased by consortium libraries; and created a program to centrally fund a shared e-book collection.

- *Expand campus awareness of scholarly communications and data management issues.* In support of research, the UO librarians, working in collaboration with campus partners, continue to assess the campus readiness for implementation of federal mandates in terms of systems, support, and workflow. The library is in the process of creating a five-year plan for storage, curation, and preservation of digital collections. Scholarly communication issues have been the focus of our subject librarian outreach to faculty and graduate students in the 2013-14 academic year, and will continue into FY15. In 2012-13 the outreach effort resulted in nearly 250 substantive interactions with teaching faculty.

Build the multi-institutional library

- *Implement new technology platforms adopted by the Orbis-Cascade Alliance.* This initiative, begun in 2012 and continuing through 2014, will provide mechanisms for enhanced collaboration and increased efficiencies among the 37 members of the consortium, e.g., shared purchasing plans, reduced duplication of print content. Faculty and students are heavy users of the Orbis-Cascade collections, and these efforts will improve the discoverability and access to those resources. As part of the Alliance “Cohort 3” the UO Libraries will migrate to the shared platform in June 2014, with much work taking place in 2013 and early 2014 to prepare our data and train staff prior to the cut-over date.
- *Commit to shared collections and shared service.* Resource sharing is a signature service of the UO Libraries encompassing both traditional interlibrary loan and the *Summit* service of the Orbis Cascade Alliance. Our borrowing and lending are both significantly higher than would be expected for an institution our size (see graph below). Note that changes in the Summit algorithm for selecting a lender among multiple libraries that hold an item create year-to-year variations in lending rates.



Improve the user experience

- *Better understand and improve the graduate student user experience.* Non-traditional focus groups were held in Eugene, Portland, and Charleston (on separate days, January/February 2013) with 68 graduate student participants. Seventeen library faculty and staff participated in the process which included extensive group debriefing and review of the qualitative data.

Key Themes that emerged - “Aspirations & Wish-fors”:

Better Website and Discovery Tools	More Access to Technology
Better Collections and Resources	More Building Access and Hours
More Help and Orientation	More and Better Study Space
More Relaxation Space	Better Campus Environment

Action Items and Accomplishments (partial list):

- Changes to website, discovery system, and review of learning management system
 - Incremental improvements to “Find Text” and linking to e-resources
 - Electronic delivery of locally-held journal articles and book chapters to grad students
 - Purchase of three additional book-eye scanners and laptop lock boxes
 - Examination of library hours, loan periods and policies, and recall policies
 - 24/7 access to the Portland computer classroom
 - Further examination of technology and instruction/orientation needs
 - More collaboration with the Graduate School to shape services
- *Improve the library’s website.* The alignment between user needs, user behavior and business goals is critical to a web presence which supports the University’s academic mission. This past year’s effort consisted of one-on-one, task-based usability testing of versions of the redesigned library homepage. Feedback was collected by recording participant comments as tasks were completed and via a one-on-one debrief at the end of each study.

Featured Changes Implemented Based on Findings:

- Enable users to construct complex searches from library homepage
 - Increase visibility of online databases and format-specific search tools
 - Organize resources by audience, targeting their specific interests and needs
 - Implement how-to and resource features to assist users with high priority tasks
 - Increase visibility of library hours
 - Simplify high use pages such as Blackboard help, off-campus access, computers and technology
- *Formalize and enhance the Libraries’ marketing and strategic communications efforts.* Based on input from several library departments and a key theme from the summer 2013 Library Council strategic planning retreat, a new department was formed, *Library Communications and*

Marketing. The objective is to raise awareness about library facilities, services, collections, exhibits, and events with audiences including students, faculty, staff, alumni, community members, and donors. This brings several people together into the same unit/work space, expands our communication efforts, supports library-wide outreach efforts with marketing content in all formats, and creates a systematic process for sponsoring events.

- *Build the Science Commons and Research Library.* Having reached our fund-raising goal and secured legislative approval for the sale of bonds to fund half the cost of the project, planning for the renovated and expanded facility is well underway. Groundbreaking is expected in late 2014 or early 2015.

Support instruction that fosters academic success

- *Strengthen the UO learning management system.* The University’s Learning Management System (LMS) is a heavily used mission critical service supported by the UO Libraries. It is the only enterprise-wide system devoted to teaching and learning. A process to review the marketplace and issue a Request for Proposal began in 2013. Five platforms are now under review and will be tested by faculty during winter and spring terms, 2014. A new platform, if selected, will be implemented in 2015.

Academic Year 2012-2013	Fall 2012	Winter 2013	Spring 2013	Summer 2013	Total AY2013
Courses	2,231	2,210	5,887	2,180	12,508
Course Users	24,268	22,921	22,187	8,677	78,053
Course Instructors	2,154	2,140	2,103	746	7,143
Course Users Actually Enrolled	23,206	21,824	21,023	7,844	73,897
Course Enrollments	103,082	80,412	78,075	20,164	281,733

- *Re-purpose physical space to enhance learning, collaboration, and research.* The need for learning spaces (classrooms, production labs, collaboration spaces) is acute. Over the last several years the library created new classrooms and program spaces to accommodate Cinema Studies, the Oregon Folklife Network, and the Network Startup Resource Center, in addition to space for expanded library programs such as the Digital Scholarship Center. The library partnered with Academic Affairs, Academic Extension, the Committee on Academic Infrastructure, and the Yamada Language Center to launch the UO Steelcase LearnLab pilot project – creating collaborative instructional spaces in the Knight Library and in Pacific Hall. The library is now looking to partner with Undergraduate Studies to develop a co-curricular learning space in the Knight Library, the “Academic Commons” (see below).

- *Complete an external program review of the Libraries' instructional programs.* This initiative for 2014 will result in closer alignment of library instruction efforts with campus learning outcome goals. FY2012-13 inputs and outputs of the UO Libraries' robust and diverse instruction program include:
 - 16,420 total students taught
 - 1,500 freshmen taught via FIGs
 - 180 international students on library tours
 - 51 campus departments requested library instruction
 - 32 librarians who teach
 - 5 minutes to completely fill registration for Lib 199: Baseball Research Seminar

Become a learning organization

- *Strengthen organizational development efforts.* The purpose of Gateway to Organizational Learning & Development (GOLD) is to provide programs that enhance overall organizational effectiveness, workplace satisfaction, opportunities for advancement, skills development, diversity awareness, and recognition for all groups of employees. The past year's objectives were to:
 - Design and implement a comprehensive training and learning process for all library staff
 - Identify and publicize internal and external staff development resources inside and outside of the library to expand the scope and understanding
 - Recommend additional resources required to implement a successful program (Expenditures for staff development increased by 46% over the last five years.)
- *Develop a new employee advanced orientation program.* In early 2012, GOLD was charged to design and implement a comprehensive orientation program, which became *ESP: Employee Success Program*. The goal was to augment what departments do for new employees by providing an orientation to the organizational culture that goes beyond the specific tasks for learning a new job. At the end of 2013 the program was fully established with new roles outlined for supervisors and mentors.

Advance diversity

- *Increase the number of minorities in applicant pools at all levels.* The main need for assessing progress in this area is the establishment of benchmarks and baseline data for comparison. As of 2013, we now are beginning to get the information that we can use to measure future success. For unclassified searches (where we have the past data) we are seeing on average two more minority applicants per search when compared to two years ago. We are seeing a steady increase in the percentage of minority classified employees in the libraries and a very diverse group of student employees: 25% of library student employees self-identified as minority compared with the overall student population of 19.5%.

Long Term Issues

Space

- *RLCC.* Funding for the Regional Library Collections Center (RLCC) would allow the UO Libraries and potential partners to collectively and effectively provide long-term preservation for their print archives, *with minimal duplication and costs*. The RLCC would be an off-site high-density storage facility that would allow the UO—and potentially other partners in the Pacific Northwest—to collectively manage their print resources. In addition to storing rarely used items from our general collections, a climate-controlled and secure RLCC would help alleviate the growing pressure on storage space for Special Collections and University Archives.
- *Academic Commons.* The Knight Library is the largest facility on campus, with nearly 300,000 square feet of both historical and newly renovated spaces. Approximately 45% of the space is devoted to print collections which make up 7% of the collection use. The RLCC paves the way for the “Academic Commons” collaboration and other high priority initiatives. There is a growing demand on the UO campus for innovative learning centers that can enhance student success and contribute to retention and graduate rates. The UO Libraries and Undergraduate Studies have a shared vision to create the “Academic Commons” in the heart of the campus that will leverage the resources of the library (subject expertise, research content, technology, space, etc.) with the resources in Undergraduate Studies (student advising, learning services, etc.) to provide a centrally-located, integrated center for academic enrichment that would serve the entire campus.
- *Deferred Maintenance.* In addition to the need to repurpose, remodel, and refurbish learning spaces to accommodate enrollment growth and new modes of teaching and learning, deferred maintenance is a continuing problem with ongoing paint, carpet, and furniture replacement needs.

Technology

- The potential for technology to enhance both the instructional and research mission of the university cannot be overstated. Online education has the potential to extend the university’s reach regionally, nationally, and internationally. Hybrid instruction has the potential to increase student engagement in the classroom and build problem-solving and critical thinking skills. The availability of new technologies and systems for prototyping, visualization, digital scholarship, and data management have the capacity to improve the quality of teaching, learning, and research and open the door for further discovery and interdisciplinary work. The UO Libraries currently plays, and must continue to play, a central role in providing IT systems and support for the campus.

- Investments in technology of the highest quality enable the UO Libraries to make significant contributions to the academic enterprise. Several revenue streams currently make this possible: allocated general funds, endowment income, and one-time gifts. These revenue streams need to be enhanced as technology investments no longer lie on the periphery of higher education; they are at the core of our capacity to compete in a global market.

Collections

- Funding for library collections has been and will remain a significant challenge. Library collection expenditure per student is roughly half the median of AAU peers, mirroring the ratio of total university expenditure per student. The university has provided augments to our general fund collections budget to partly offset inflation over the last several years. Increases to collections gifts and endowments are also needed.

Staffing

- The UO Libraries is experiencing a transition in leadership, much as the campus as a whole, with the retirement of the Dean of Libraries and several changes to Library Council and other key positions. A deliberate, transparent, and inclusive process for filling vacancies draws upon our strength in collaboration. This past year we were encouraged by several successful new hires for NTTF librarians, officers of administration, and classified staff.
- The library's goal to support meaningful student employment has the potential to address several campus benchmarks related to access, student success, and student retention. These positions not only provide a needed source of income to help keep students in school and reduce debt, they contribute to intellectual growth, leadership development, social responsibility and teamwork skills, communication skills, and time management. These are the same skills and abilities that future employers value, so these positions can greatly increase a student's chance of finding a good job after graduation. The UO Libraries already relies more heavily on a student work-force than all but two of our AAU peers. Although not without overhead costs, growing our student work-force enables us to stretch our labor budget while at the same time providing useful and marketable skills for the student employee.

Prepared by Nancy Slight-Gibney, UO Libraries Assessment Team, March 2014

UO Libraries Quick Facts for Fiscal Year 2012-2013

Facilities:		Public seating capacity: open seating, individual and group study rooms	
Architecture and Allied Arts Library			130
Global Scholars Hall Library Commons			67
John E. Jaqua Law Library			460
Knight Library (main library)			1655
Center for Media and Educational Technologies			
Digital Scholarship Center			
Network Startup Resource Center			
Special Collections and University Archives			
Science Library			276
Mathematics Library			73
Rippey Library (Oregon Institute of Marine Biology in Charleston)			48
UO Portland Library and Learning Commons			70
Fiscal Year 2013 Expenditures:		<i>% change from previous year</i>	
Unclassified staff	\$4,739,022		5.5%
Classified staff	\$3,352,437		6.3%
Students (inc. GTFs) (strategic investment)	\$1,113,153		28.1%
Other payroll expense	\$4,784,426		4.9%
Collection purchases	\$2,906,326		4.4%
Access to information content	\$4,563,308		9.3%
Technology (previous year was unusually low)	\$1,104,371		35.4%
Other supplies and services (previous yr was unusual)	\$1,261,362		101.9%
Staff development, travel (strategic investment)	\$251,202		43.8%
Total expenditure:	\$24,075,607		11.2%
Endowments:		<i>one year change</i>	
The libraries have 70 endowments (or quasi-endowments).			+ 1
The market value of these was \$23.65 million as of 06/30/13			10.2%
Human Resources (excluding Orbis 8FTE and NSRC 3FTE):		<i>one year change</i>	
Faculty (OI/NTTF)	55	}	5 FTE incr. combined*
Officers of Administration	25		
Classified staff	84		-1 FTE
Student staff (including Graduate Teaching Fellows)	61		3 FTE*
Headcount of student employees (approx.)	315		15*
*academic technology reorganization added 4 FTE permanent staff plus students			

Technology:	<i>one year % change</i>	
Public computers in libraries and labs (incl. classrooms)	497	38.4%*
Laptops available for student checkout (reduced service)	10	-50.0%
Learning management system: Blackboard Learn		
Library catalog, public interface: WorldCat Local (OCLC, Inc.)		
Library catalog, technical platform: Millennium (Innovative Interfaces, Inc.)		
*academic technology reorganization added campus computer labs		
Collections:	<i>one year % change</i>	
Titles held (various formats)	2,129,406	3.3%
Volumes held (including 285,341 ebooks)	3,231,345	2.9%
Orbis Cascade Alliance titles	9.2 million	n/a
Orbis Cascade Alliance items	28.7 million	n/a
Use of Collections and Services:	<i>one year change</i>	
Door count - typical week Fall Term 2012	52,398	-1.8%
Initial circulation (excluding reserves)	158,786	-11.5%
Reserves circulation	48,442	-4.1%
Total circulation (includes reserves and renewals)	252,969	-7.8%
Items borrowed <i>from other libraries</i>	62,335	-2.2%
Items loaned <i>to other libraries</i> (change in Summit algorithm)	67,230	32.9%
Full-text articles/videos/maps retrieved from licensed resources	2,434,079	2.8%
Full-text e-books retrieved (some growth is from better counting)	436,604	196.7%
Virtual visits to library website (libweb)	1,377,372	-4.7%
Number of items in local digital collections (increased newspapers)	718,965	50.5%
Item views in local digital collections (increase from newspapers)	4,403,488	49.7%
Reference questions answered - total	39,750	-2.4%
In person or by telephone	25,185	-11.3%
Virtual (e-mail, chat)	14,565	18.0%
Classroom instruction, presentations	1,148	5.9%
Classroom instruction, participants	16,420	-1.4%

Memberships:		
<u>National Advocacy and Research</u>		
· Association of Research Libraries		
· Coalition for Networked Information		
· Council on Library and Information Resources		
· EDUCAUSE Learning Initiative		
· Freedom to Read Foundation (of the American Library Association)		
· New Media Consortium		
· OCLC Research Library Partnership		
<u>Information Access and Preservation</u>		
· Center for Research Libraries		
· CLOCKSS: Controlled Lots of Copies Keep Stuff Safe		
· Portico		
· Public Library of Science (PLoS)		
· SCOAP3 (particle physics open access)		
· WEST: Western Regional Storage Trust		
· XArchive		
<u>Library Collaborations</u>		
· Greater Western Library Alliance		
· OCLC: Online Computer Library Center		
· Orbis Cascade Alliance		
· Pacific Rim Digital Library Alliance		