Mission

Vision/Mission:

Wisdom demands the sharing of knowledge. We therefore collect, organize, and assist in the use of the record of human understanding. We preserve the records of the past; we help individuals inform themselves in the present, and we shape the information environment for the future.

The IUPUI University Library honors tradition, but looks to the innovative application of technology and new forms of engagement with our various publics as our path to excellence.

Vision: To be the innovative leader among urban university libraries

Mission:

- To promote excellence in learning
- To serve as a gateway to information vital for research and scholarship
- To create unique scholarly resources with an emphasis on philanthropic studies, IUPUI generated research, and materials relating to central Indiana
- To be the primary informal learning space on the IUPUI campus
- To enhance the availability of scholarly information for the residents of Central Indiana

The mission of the IUPUI University Library is derived from and aligned with the IUPUI Mission Statement.

Values: IUPUI University Library is committed to:

- Creativity and innovation
- Collaboration and teamwork
- Individual and organizational learning
- Trust
- Diversity
- Opportunity
- Accountability
- Academic and intellectual freedom

In support of these values, IUPUI University Libraries endorses the American Library Association’s Library Bill of Rights.

Goals and Objectives

1. Integrate librarians into curriculum development and delivery in order to teach the critical thinking skills related to information for entry students by contributing to Learning Communities and Gateway Courses.
Actions taken for 2003-2004:

In 2003-04 librarians participated in all learning communities. This is consistent with our involvement in past years. Librarians are engaged in all of the major teaching and learning initiatives on the campus including the Gateway Initiative, the Electronic Portfolio Project, the development of the critical inquiry courses, and the Summer Bridge program. The Texas Information Literacy Tutorial (TILT) was modified for the IUPUI environment and was ready to be used through OnCourse beginning in the fall of 2003. Because of this development there was some purposeful decline in the face-to-face instruction provided in some learning communities.

Evidence of Progress for 2003-2004:

In 2003-04 librarians participated in all learning communities. This is consistent with our involvement in past years. Librarians are engaged in all of the major teaching and learning initiatives on the campus including the Gateway Initiative, the Electronic Portfolio Project, the development of the critical inquiry courses, and the Summer Bridge program. The Texas Information Literacy Tutorial (TILT) was modified for the IUPUI environment and was ready to be used through OnCourse beginning in the fall of 2003. Because of this development there was some purposeful decline in the face-to-face instruction provided in some learning communities. In 2002-03 the library conducted 327 tours, orientations and instructional sessions that reached 6,717 people. In 2003-04 326 sessions were presented; 7,215 people were reached.

Activities planned for 2004-2005:

We will continue our current approach to and level of engagement.

2. Provide more advanced students with discipline-based library skills by working with departments and schools.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Client Teams
Time Frame: On-going

Actions taken for 2003-2004:

A variety of efforts were made and some progress was made in expanding our involvement with upper level courses. Our work with the PULs supported this activity. This will need to remain a focus as progress in this area is often dependent on the level of faculty interest in a given department or school.

Evidence of Progress for 2003-2004:

No statistical evidence available. We know we have developed new programs with several departments and expanded them in several schools and departments.
Activities planned for 2004-2005:

The liaisons for the various schools and departments will begin working with these units to establish library and information skills that are needed for students as they enter their majors and what they are expected to know when they graduate. This may be done in the context of the PULs. In conjunct with the units the library’s liaisons will begin developing programs that meet these requirements.

3. Develop systems that enhance the ability of users to effectively use the library’s collections and services.
   
   **Campus Planning Theme:** Teaching and Learning  
   **Secondary Goals:**  
   **Sub Unit:** Client Teams, Digital Library Team, Operations Team, Reference Team, and Client Support Team  
   **Time Frame:** On-going  

Actions taken for 2003-2004:

We continue to provide reference support and computer assistance. The computer support operation continues to be refined. In the past year we relocated the desk and developed an instant messaging support system, which has had some early success. We also developed a mentor program that uses students to provide some supervision of the service. Our chat-based reference service (provided by a library vendor) was used throughout the year, but this use has been limited. We continue the development of the electronic reserve system. We modified our policy on copyright to make in more liberal, but intellectual property issues continue to be an impediment to the smooth operation of electronic reserves. We continued to develop the library’s web site as a research resource for the campus. We deployed MetaSearch, a federated search engine and portal to library resources. This was a major initiative, which we only rolled out for operation in the fall of 2004. For the fall semester 2004, we deployed a system for linking from OnCourse to library resources. This system uses the MetaSearch e-shelf. This system allows faculty to easily create a “reading list” which can be located inside OnCourse. Many, but not yet all, electronic full-text resources licensed by the library can be made available using this system. We believe we are one of the first libraries in the country to put a system like this in place.

Evidence of Progress for 2003-2004:

Reference transactions increased 3.6% from 47,254 in 2002-03 to 48,967 in 2003-04. This reverses a decline.

Activities planned for 2004-2005:

Evaluate the service strategy for the library, both on and off site, and revise services appropriately. Working groups for this project have been established and are working. Recommendations are expected in the spring of 2005. With others (primarily Bookstore, CTL, and the Copyright Management Center) to rethinking how supplemental course materials can be delivered on campus. A pilot project to review the School of Nursing’s use of course packs was just begun. Continue to develop MetaSearch and continue the integration of these products into Oncourse (including developing Sakai compatible versions of the systems) and OneStart. Evaluate and refine chat-based reference service.

4. Maintain the quality of the space and technology in the University Library facility. Provide support for the use of the technology, information resources, and collections housed in the library.

   **Campus Planning Theme:** Teaching and Learning  
   **Secondary Goals:**
Actions taken for 2003-2004:

The library continues to maintain approximately 350 public computer workstations on a three-year replacement cycle with a full set of software resources available on the machines. During 2003-04 we added 48 additional machines by slightly renovating the computer furniture on levels 3 and 4. Preliminary planning was done to modify the reference area on Level 2 to create and information commons with an expanded number of computers, workspaces designed for group work and an additional classroom for library instruction. The classroom would be used as a computer cluster when not needed for instruction. The size of the reference collection has been reduced by a third that has already created some space for this project. External funding will be sought to fund this project, which is expected to cost about $1 million and, even if fund raising goes well, will not be able to be built before the summer of 2006. Some reserve funds may be used to create group workspaces during the summer of 2005. Initial planning was complete for the new Ruth Lilly Art Library, which will open in the summer of 2005 and will replace the current Herron Library, which is severely inadequate.

Evidence of Progress for 2003-2004:

The gate count for the library increased from 824,981 in 2002-03 (note this is a revised figure) to 944,762 in 2003/04. Both of these figures are lower than the 2001-02 figure of 1,009,000. The library conducted our usual satisfaction survey in the spring of 2004, but the results have not yet been analyzed. Log-ins on the library’s public workstations went from 417,983 in the September 2002-August 2003 year to 488,695 in the same period in 2003-04. This is a 16.9% increase and indicates the continued heavy use of the library’s public computers.

Activities planned for 2004-2005:

Continue to maintain and upgrade computer equipment as part of the life-cycle replacement program. Plan for and deploy 10 to 20 group workspaces in the current reference area in the summer of 2005. Make progress on fund raising for renovation of the reference area into an information commons. In conjunction with the Herron School of Art, complete the planning, construction, and occupation of the Ruth Lilly Art Library.

B. Excellence in Research, Scholarship, and Creative Activity

1. Develop collections, in print and electronic formats, to support the instructional and research programs of the schools supported by the University Library.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: Client Teams, Herron Team, Acquisitions Team, and Cataloging Team
Time Frame: On-going.

Actions taken for 2003-2004:

We have continued to communicate with schools and their faculty on this collection development issues. The Commitment to Excellence funds ($300,000) added to the materials budget made it possible to modestly increase the purchasing power of all of school funds. Our book jobber merged with a competitor and the resulting merging of systems has resulted in the need to make significant adjustments in our approval plans. We are reviewing the way in which decisions are made to purchase these electronic resources with the intent of providing client teams more direction in
decisions are made to purchase large electronic resources with the intent of providing client teams more discretion in selection. University-wide efforts continue to define a “common pool” of electronic resources than can be shared by all campuses. We continue to believe that while there are significant opportunities for sharing across Indiana University, that current strategy of being opportunistic when good deals can be negotiated is more effective than a centralized overly planned project. The library subscribed to ebrary, a collection of more than 20,000 electronic books covering a wide range of academic programs. This single acquisition added more titles than we added in print in 2003-04.

Evidence of Progress for 2003-2004:

External Circulations declined from 13.4% from 360,391 in 2002-03 to 312,268 in 2003-04. In-house use of materials (items reshelved) increased 10.9% from 71,391 to 79,173. The number of current periodicals reshelved declined 2.9% from 22,299 in 2002-03 to 21,664 in 2003-04. Use of electronic resources continued to grow. From 2002-30 to 2003-04 the number of searches in the EBSCO databases (general academic and business indexes with full-text of many journal articles provided by the INSPIRE Project) grew 41.6% from 341,723 to 483,790. Interestingly, the number of full-text accesses declined 7.0% from 324,584 to 301,742. In the same period, the number of searches on JSTOR (a collection of electronic scholarly journals) grew 13.3% from 35,551 in 2002-03 to 40,277. The number of JSTOR articles downloaded as PDFs grow 41.0% from 15,485 to 21,840. The number of searches of Lexis-Nexis Academic Universe, a large news, business and legal database, increased 18.2% from 64,360 to 76,096. The number of documents retrieved in Lexis-Nexis Academic Universe increased 15.7% from 145,871 to 168,767. The number of accesses on netLibrary, a collection of e-books, increased 25.8% from 6,987 in 2002-03 to 8,770 in 2003-04. It is hard to know with precision what the real growth in the use of electronic resources is because databases change (JSTOR for example regularly adds new journals to their database) and because vendors have different time providing consistent statistics. It is though clear that use continues to increase, probably at approximately a 15% annual rate. The library survived the Rowecon debacle without significant damage to its collections.

Activities planned for 2004-2005:

The Commitment to Excellence funds should provide the library the ability to modestly increase the purchasing power of the materials budgets. We will continue to allocate resources to support schools based on the percentage of allocated expenses provided to the library by the school. Develop a strategy to manage the growth of collections over the next ten years with particular attention to moving from print to electronic resources. Review and refine the role of gifts in building our print collections. Review and refine the federal depository collection. The last initiative has begun and is working inside the context of broader planning at the university level. There are considerable opportunities to reduce the effort required to make federal documents available because of the work the Government Printing Office has done to make most federal documents available in web-based formats. We hope to have recommendations for action in this area by early spring 2005.

2. Migrate from print-based collections to web-based collections or other delivery mechanisms that are clearly superior to commercial providers at the undergraduate level, and which provide 50% to 75% of the support for research in science, technology, and in a majority of the professional programs.

   Campus Planning Theme: Research, Scholarship and Creative Activity
   Secondary Goals:
   Sub Unit: Client Teams, Herron Team, Digital Library Team, Acquisitions Team, and Cataloging Team
   Time Frame: Accomplish by 2004/05

Actions taken for 2003-2004:
As noted above we have purchased ebrary a large collection of electronic books. This added to electronic book collections from Books 24x7 (technology) and netLibrary (general academic collection) gives the campus a collection of nearly 35,000 e-book titles. Catalog records for these titles have been added to IUCat. We continue to migrate to electronic versions of scholarly journals, though because publishers have a large number of mixes of print and electronic subscriptions, it is hard to know exactly what the breakdown between formats is.

Evidence of Progress for 2003-2004:

The percentage of the materials budget used to purchased electronic resources increased from about 25% in 2002-03 to nearly 30% in 2003-04. The number of current periodicals and bound periodical two years or less old that were reshelved in 2003-04 was 34,873. This is about 15% of the number of articles that were downloaded from the EBSCO databases. This is a very imprecise comparison, but it is at least indicative of the proportion of use made of the paper and electronic journal literature. The number of e-books available increased from about 10,000 this time last year to about 35,000 today. In 2002-03 netLibrary accesses made up 2.1% of the library’s total circulations (if you assume an access equals an external circulation). In 2003-04 this increased to 3.0%. E-books still make up a small percentage of book use, but this clearly growing. See the data provided above. The use of most electronic journal resources continues to increase. These resources now make up the vast majority of the use of the journal literature.

Activities planned for 2004-2005:

Continue to expand spending on electronic materials with a particular focus on scholarly electronic journals. Spending should reach 35% to 40% by 2005/06.

☐ 3. Develop mechanisms to provide access to materials not owned by the University Library.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: Access Services Team
Time Frame: On-going

Actions taken for 2003-2004:

Deploy ILLiad, an interlibrary loan software system. As part of a university-wide effort, in December of 2003 we implemented a request delivery system that allows individuals, using IUCat, to request delivery of books from other IU libraries without submitting an ILL form. These transactions are treated as circulations rather than interlibrary loans. Policies were changed to charge fees for out-of-state borrowing libraries who charge us fees.

Evidence of Progress for 2003-2004:

The combination of new systems and services made the measurement of services difficult because we are not always measuring apples and apples. ILL requests made by IUPUI users increased 34.7% from 7,643 in 2002-03 to 10,291 in 2003-04. This is because of ILLiad. The number of items borrowed for IUPUI users using traditional means declined 14.9% from 6,538 in 2002-03 to 5,564 in 2003-04, however 3,051 items were borrowed by IUPUI users using the request delivery system. The total items borrowed in 2003-04 using both mechanisms was 8,615. This is a 31.8% increase over the borrowing in 2002-03. ILL requests from other libraries declined 14.7% from 28,428 in 2002-03 to 24,237 in 2003-04. Items loaned declined 11.2% from 17,509 in 2002-03 to 15,553 in 2003-04. This does not include 7,439 items supplied through the request delivery system. If these have been added the number of items loaned in other
Activities planned for 2004-2005:

Refine our use of ILLiad and the request delivery system. Work to develop statewide resource sharing projects with the Academic Libraries of Indiana group.

☐ 4. Develop the premiere philanthropic studies collection in the country, in all formats.

*Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: Special Collections Team
Time Frame: On-going

Actions taken for 2003-2004:

The Philanthropic Studies Collections Advisory Group, a group with national representation continued to advise the UL on collection development issues related philanthropic studies. PRO (Philanthropic Resources Online -- http://indiamond.ucib.iupui.edu/PRO/) a web-based repository of important documents in philanthropic studies continues to grow. The Philanthropic Studies Index (http://cheever.ucib.iupui.edu/psipublicsearch/) also continues to grow. In conjunction with the Center on Philanthropy the library received a planning grant from the Lumina Foundation to study how best to preserve and provide access to foundation documents. The results of this project should be available in early 2004.

Evidence of Progress for 2003-2004:

Reference use in FY 2003/04 of the Philanthropic Studies Collections in the Philanthropic Studies Library and the Special Collections and Archives remained about even with the previous year, following large increases over the previous three years. Tours were conducted for over 500 visitors, including academic groups from the University of Bologna, National ChengChi University (Taiwan), and Emory University, as well as U.S. organizations such as Independent Sector, the Council of Michigan Foundations, The National FFA Organization, and the Islamic Society of North America. Use statistics (FY 2003/04) for the Philanthropic Studies Index indicate nearly 20,000 hits during over 5,300 visitor sessions, resulting from over 2,500 unique visitors. These figures represent approximately a 100% increase over the previous year. During this same period, 400 new citations for journal articles were added to the database. In an effort to expand coverage provided by the Index, citations for 160 online working papers and 460 doctoral theses were also added. Using the Lumina Foundation grant the University Library, in conjunction with the Center on Philanthropy, sponsored two meetings of foundation representatives and national knowledge management experts. These meetings resulted in recommendations to foundations for organizing, providing access to, and preserving their published and semi-published materials. Use statistics for Philanthropy Resources Online from January 2003 through June 2004 indicate nearly 48,000 hits during over 7,300 visitor sessions, resulting from over 3,300 unique visitors.

Activities planned for 2004-2005:

Continue to grow print and archival collections. Continue to grow PRO (Philanthropic Resources Online). Continue to grow the Philanthropic Studies Index. Complete the Lumina study. Develop plans for a repository for foundation documents using DSpace. Continue to seek advice from the Philanthropic Studies Collections Advisory Group.
5. To create unique scholarly resources with an emphasis on philanthropic studies, IUPUI generated research, and materials relating to central Indiana

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**
- Sub Unit: Digital Libraries Team, Operations Team, Special Collections Team, others
- **Time Frame:** Ongoing

**Actions taken for 2003-2004:**

As noted above we continue to develop resources in Philanthropic Studies. We continue to develop the Electronic Atlas of Central Indiana. The IUPUI Image Collection now has over 4,000 items. This collection and other photographic projects were endowed by a gift from Neal Matthew, which created the Jeannette Morrow Matthew Fund for Archival Photography. Received a two-year grant from the Indianapolis Foundation to digitize materials relating to the history of Indianapolis. This project was done in conjunction with the State Library and the Indianapolis Marion County Public Library. Developed a project with the Historic Landmarks Foundation to digitize the county surveys that are out-of-print. Ten volumes were completed. Deployed the DSpace software and developed initial policies and procedures for its use. We are calling this project IDEA. Acquired a large format scanner and a book cradle scanner.

**Evidence of Progress for 2003-2004:**

Infrastructure for digital library is mostly in place. Production of text and image collections is underway.

**Activities planned for 2004-2005:**

Continue to expand PRO and the Philanthropic Studies Index. Make significant progress on the Indianapolis grant and release the first material in early 2004. Develop several LSTA grant projects to create digital collections relating to the history and culture of Indiana. The most likely projects are an Indiana maps project, a Indiana in the Civil War project and a project with the Historic Landmarks Foundation to digitize a part of the slide collection. Make significant progress on the deployment of DSpace/IDEA. Create several department or school based communities. Fully investigate, and if possible begin, the archiving and preservation of thesis and dissertations produced at IUPUI.

C. Excellence in Civic Engagement

1. To enhance the availability of scholarly information for the residents of Central Indiana. Welcome non-IUPUI users to the University Library and make the community aware of the services that are available to them.

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**
- **Sub Unit:** Access Services Team, Reference Team, External relations Team, others
- **Time Frame:** On-going

**Actions taken for 2003-2004:**

The library established an Advisory Board that was formally begun in January 2003. This group has help the library focus on engaging with the central Indiana Business community, especially in the areas of technology and life sciences. Much of the library’s efforts in the last year has been focused on the celebration of the tenth anniversary. The library
hosted a number of exhibits and receptions for neighborhood organizations. The celebration culminated in a gala evening, which was a great success. In the summer of 2004 the library began charging for printing for users who are not affiliated with IUPUI. This resulted in a significant reduction in the printing by this group of users.

Evidence of Progress for 2003-2004:

Based on a variety of indicators, including circulation of books and the library’s annual survey approximately 10% of the use make of the library is by individuals not affiliated with the university.

Activities planned for 2004-2005:

Continue promoting the library and hosting local groups, particularly from high schools. Continue to promote the library to the business community and look to develop services that can be appropriately provided in support of economic development initiatives. Work in the community to raise funds for the creation of an information commons on level 2 on the library. Work with the campus administration to develop a community scholar program that would allow the library to provide remotely access to the library’s resources to a limited number of people in the community who have a relationship with the campus.

☐ 2. Develop programs that take advantage of the University Library's facilities to expand cultural and scholarly activities on campus.

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: External Relations Team, Others
Time Frame: Ongoing

Actions taken for 2003-2004:

The library is a co-sponsor of the Rufus Reiber Creative Reading Series. Working with the University College, the library is in the process of rethinking and revising the Bookmarks program. The library continues its relationship with the Herron School to bring art into the library. The library continues to revise its room use policy to balance access to the facilities for campus groups and arrangements that can be managed with existing resources.

Evidence of Progress for 2003-2004:

Ongoing partnerships, collaborative programming and continued requests for facility use provide strong indicators of consistent interest and support of the UL programs and services. Individual correspondence of acknowledgement from patrons and those using the facility also indicate satisfaction and areas of concern, which are reflected in organizational planning.

Activities planned for 2004-2005:

Continue work on the Bookmarks program. Review and revise policies on the use of the library’s exhibit space.

☐ 3. Participate in marketing programs with other libraries in activities that enhance the library and information services.
5. Contribute to cooperative programs with other libraries in activities that enhance the library and information resources available to Indianapolis and the state of Indiana.

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** A variety of library staff

**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

Librarians from the University Library have played a major role in the creation and continued development of INSPIRE, the state-wide project to provide electronic resources to all the residents of Indiana. Librarians from the University Library have played a leadership role in the creation and continued development of the Marion County Internet Library, a project of the Indianapolis Foundation Library Partners to provide web-based resources to the residents of Marion County. A number of librarians were involved in various programs of the Indianapolis Foundation Library Partners. Librarians from the University Library were engaged in the creation of the Academic Libraries of Indiana. Several library staff were involved in the Digital Summit sponsored by the State Library. A number of library staff have been involved in the work of the Indiana Geographic Information Council.

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**Evidence of Progress for 2003-2004:**

The IUPUI receives free access to web-based resources that would cost well in excess of $100,000 to provide. Partnerships with other organizations have lead to the development of projects for which we can expect external funding.

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**Activities planned for 2004-2005:**

Continue involvement in the various programs and project. Develop partnerships with other agencies such as the Indiana Historical Society, the State Archives, and the Indiana Landmarks Foundation.

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4. Other Contributions.

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** Various staff

**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

The library is a central player in the Computer Loan Program which provides computers that would otherwise be surplus to IUPUI scholarship students. The library annually conducts a "Basketball and Books" program which uses a book sale in the library to provide books to a local school. In 2003-04 the school was Washington Community School.

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**Evidence of Progress for 2003-2004:**

The Computer Loan Program has given out over 75 machines in each of the past two years. The students in the program are more successful than the typical IUPUI student.
Activities planned for 2004-2005:

Continue this programs.

D. Best Practices

Improve Library Operations

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: All Library Staff
Time Frame: On-going

Actions taken for 2003-2004:

The library’s model for working with faculty in the development and delivery of curriculum is a national model for how this can be done in university settings. The library purchased and installed ILLiad, an interlibrary loan system that will make both significantly enhance productivity of both backroom and user interface aspects of interlibrary loan. Working with ExLibris, the library developed a system for linking from OnCourse to library resources for the Fall semester 2004. In conjunction with the Medical School Library implemented DSpace, a repository system developed by MIT. This system has been deployed. We are now working to engage faculty to begin using the system. It could be used for thesis and dissertations as well as many other applications that require the long term preservation and access to digital items. Several digital library projects have made significant progress. PRO (Philanthropy Resources Online) has a significant number of resources up and several photography collections, most notably the IUPUI photography collections are now available. The library’s community board continues to develop. We believe this board is a model for how libraries can develop relations with the communities in which they are located. We are in the process of reviewing service strategies for both in-building and remote users. We are reviewing how we handle federal documents.

Evidence of Progress for 2003-2004:

In the 2003 campus staff survey the University Library was by our analysis the second best unit in terms of staff satisfaction. Staff turnover, especially among technology staff is very low. Our level of staffing for technical services (cataloging and acquisitions) is significantly below the level of other libraries in the state with similar budgets and rates of acquisitions.

Activities planned for 2004-2005:

Continue development of MetaSearch enhance the tools available to library users. Deploy these services through the OneStart portal. Use MetaSearch as a central part of the libraries web presence. Continue to enhance the availability of library services in Oncourse and develop Sakai compatible functionality to do so. Continue to work across campus to develop DSpace applications. Work with the Center for Teaching and Learning to continue to build library skill and information literacy into the curriculum. Continue to develop digital library resources, including a recently funded project on Indianapolis history. Continue to explore expanded use of the approval plan and the use of the PromptCat cataloging system to enhance productivity in technical processing operations. Implement recommendations of the service strategy and federal documents groups. Review the organizational structure of the library as part of the January 2005 library
Fiscal Health

*** Fiscal health report for 2004-05 is attached as PDF file. ***

The current fiscal health of the University Library is generally sound. In 2003-04 and 2004-05 the University Library received $300,000 in Commitment to Excellence funds. These funds were added to the materials budget and allowed the library to modestly expand the purchasing power of the materials budget. It should be noted that the 2004-05 level of funding was reduced $50,000 from the level of funding originally promised. A final Commitment of Excellence contribution of $300,000 is expected in 2005-06. This figure was also reduced from $350,000. Assuming this commitment is met, the library will be able to continue to modestly expand the purchasing power of the materials budget. It is worth noting that inflation rates for serials have not declined and are still in the 8% to 10% range. In 2003-04 expenditures in other areas have been managed carefully and are at or slightly below budgeted amounts. The library should be able to continue manage the non-materials part of its budget if funding for salary increases is provided. If funds for mandated salary increases are not provided, and the materials budget can not be reduced for this purpose, as we assume would be the case given the Commitment to Excellence funding, we would have a difficult time finding the resources required to fund the salary increases. The library did not begin charging for printing this year and will likely not be able to do so until the beginning of the 2005-06 fiscal year. The library's cost of paper and toner for this year will be approximately $80,000 or over 10% of our S&E budget. The library has been able to build reserves to meet Trustee mandated levels. Beyond this there is approximately $120,000 in the library's fund balance. This reserve is being developed to support renovation and maintenance of the library building. We are particularly interested in creating computer workspaces that will accommodate groups. We will also need to loan some funds, probably $20,000, to Herron to pay for essential furnishings required to move into the new Herron Library.

Reallocation Plan

In 2003-04 the library received $300,000 in Commitment to Excellence funding. This was the first installment of a three-year $1 million commitment to the University Library. This funding was intended to expand the purchasing power of the library's materials budget. The commitment was later modified to a total of $900,000 over three years. This funding was added to the materials budget and was allotted to the portion of the budget that is used to support individual school programs. Because of the way in which the library allocates these funds, the impact on schools differed. The library uses a formula based largely on the assessment made on the schools for library support. This means that schools which depend on large journal collections, which inflate at 8% to 10% per year, get a smaller increase in purchasing power than a school that purchases a large number of books, which inflate at a much lower rate. The Commitment to Excellence funding allowed even schools that are largely dependent on journal collections, such as the School of Science, to modestly increase their purchasing power. This has allowed the library to expand our collections, in both print and electronic formats and to provide a better set of resources for students. An example of the kinds of resources we have been able to add is eLibrary, a collection of over 20,000 electronic books in a wide range of academic subjects.

Other Question(s)

How do you plan to maintain/increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

The library hopes to begin charging for printing in 2005-06. This should provide about $80,000 in new income or in cost avoidance. This will help, but it is obviously not the long-term solution. The closing of the Herron Library and the relocation of collections and services to the University Library would save between $35,000 and $50,000 annually. The University Library has space available to accommodate this move. There would however be a significant decline in the services the library would be able to offer the Herron School. The library does not believe this trade-off is a good one. In the longer term, a decrease in resources would be a disaster for the university that we expect the library to solve over the next two to three years. This transition will
resources would accelerate a transition that we expect the library to make over the next ten to fifteen years. This transition will move the library, and the campus, from dependence on a library collection of purchased print and electronic resources to an environment in which as many as half of all scholarly resources are freely available in one of a number of open access environments. This transition will require the library to make investments in technology to support open access for material of interest to IUPUI and material produced by the campus. But these investments should be significantly less than the cost of the materials that need not be purchased because of the availability of open access collections. In all likelihood the way in which this transition will play out will be that investments in open access infrastructure will need to be made and the materials budget will be constrained, either, if there is no crisis, through the inability of the campus to fund the library in a way that will keep up with serials inflation, or, in a crisis, because of the need to make budget cuts. Clearly the less drastic course is preferable, but either can be managed. The critical issue is that funding of the open access infrastructure cannot be forgone. In addition, there may be some savings that result from the migration from purchased paper to purchased electronic materials. Electronic materials do not require the physical handling that paper items do. Over the next decade this will reduce the need for a number of clerical positions. Library staff are involved in the decision-making in several ways. There is a University Library Budget Advisory Committee which has representation of both librarians and other staff. The library’s Leadership Team would also be involved in the decision-making. The IUPUI Faculty Council Library Committee also provides advice on priorities.

How do you cultivate a climate for diversity -- how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

Diversity, particularly on the dimensions of race and ethnicity, is a national problem for libraries. The number of librarians and library school graduates of color is well below the number represented in the general population. In addition, for the next ten years or so we expect only three library positions to open because of retirements. We are currently actively developing strategies to address this issue. We believe the best general approach is to bring students of color to the SLIS program and to create graduate assistant positions in the library for them. This will provide us with potential candidates when librarian positions open. We will actively attempt to recruit minority candidates when librarian vacancies occur. The libraries clerical staff is reasonably close to the diversity goals set by the campus. The diversity of the PA staff, which is largely technical, needs so attention, but should be manageable through attention to the issue in filling positions.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

The University Library currently is staffed by 32 librarians, 15.75 FTE PAs, and 36.25 FTE clerical staff (CLs and TEs). The percentage breakdowns are 38.1% librarians, 18.8% PAs, and 43.2% clerical. Five years from now I would expect the number librarians to decline slightly, the number of PAs to increase, and the number of clericals to decrease. The staff mix is likely to be 37.5% librarians (30 FTEs), 22.5% PAs (18 FTEs), and 40% clerical (32 FTEs). I would also expect the total number of staff to decline slightly from the current 84 positions to 80.

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.

The library continues to be engaged in all of the teaching and learning initiatives on campus. While it is hard to benchmark, we believe the range of activities and the level of our engagement is unusual and could be a national model. While we need to more fully develop our activities with upper level students, we take great pride in our contributions to teaching and learning. The library has made several important enhancements to its technical infrastructure. We added nearly 50 computer workstations to the upper floors of the library. We expanded the range of tools available to exploit electronic resources by deploying MetaSearch, a federated search engine with additional portal capabilities. Fully integrating MetaSearch into our environment will be a continuing priority, but it has already had an impact. We have created a program to use MetaSearch to allow the linking to electronic library resources from Oncourse. We deployed ILLiad that has enhanced our ability to provide interlibrary loans. The linking of ILLiad and SFX makes requesting materials through interlibrary loan particularly easy. Our digital library program was advanced in several significant areas. A number of our ongoing projects have reached a critical mass. PRO: Philanthropy Resources Online, the Electronic Atlas of Central Indiana, and the IUPUI Image Collection are the best examples. We developed partnerships with the State Library, Indianapolis Marion County Public Library, and the Indiana Landmarks Foundation to create digital resources relating to Indiana and Indiana. We received a grant from the Indiana State
Foundation to create digital resources relating to Indianapolis and Indiana. We received a two-year grant from the Indianapolis Foundation to support an Indianapolis history project. Working with the Medical Library we deployed DSpace. This software allows the creation of a repository that can be used to provide access to and preserve digital objects. This project is just beginning, but we believe it will be a critical piece of campus infrastructure. The full development of a repository will be an important part of the library's work for the next several years.