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

A. Excellence in Teaching and Learning

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. 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

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**Actions taken for 2007-2008:**

In 2007-08, as in the past several years, librarians participated in all freshman seminar courses. 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.

Librarians were actively engaged with the Center for Teaching and Learning and the Center for Research and Learning.

During the 2007-08 academic year, an Information Literacy Strategy was developed for University Library. As part of that strategy we have defined information literacy competencies for each undergraduate year and have inventoried the competencies addressed by librarians in each class they teach. The mission, goals, and objectives of the information literacy strategy and the competency inventory form are attached.

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**Evidence of Progress for 2007-2008:**

Because of concerns for the way our instructional statistics have been kept, we have moved to annual reporting which is more accurate. In 2007 University Library librarians were involved in 221 classes with 488 class sessions reaching 7,827 students. Approximately 24% of these classes were first year experience; 44% were 100 and 200 level classes, and 32% were 300 level or above. In addition, 79 tours and similar activities were conducted with 1,299 people attending.

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**Activities planned for 2008-2009:**

In the coming year, we will concentrate our efforts on evaluating the information literacy competencies of incoming students so that we can focus our instruction appropriately and more productively assess the effectiveness of our classroom interventions.

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2. 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, Reference Team, Digital Libraries Team, Operations Team, and Client Support Team

**Time Frame:** On-going

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**Actions taken for 2007-2008:**
We continue to provide reference and research support and computer assistance to our users, in the library and remotely.

The Reference Desk and Research Help Desk initiated an instant messaging (chat) reference service that has been well-received by our users.

The relationship between library research support and the IUPUI Writing Center continues and traffic in that area has increased in the past year.

In the summer of 2007 the University Library was invited to join the ChaCha project to developed a guided search capacity for the University. That project has changed focus over time to a “mobile” search application. The current project will be launched in November in conjunction with the Bloomington libraries and the IU Call Center. Librarians and call center staff will answer IU-related questions using the ChaCha application that allows us to communicate with our users via mobile telephone.

Evidence of Progress for 2007-2008:

Reference transactions at the reference desk declined 5.1% from 32,147 in 2006/07 to 30,513 in 2007/08. This trend is consistent with national trends that indicate that reference activity has been declining slowly for a number of years.

Schedule consultations with librarians increased slightly from 277 in 2006 to 280 in 2007. Unscheduled consultations increased 21.8% from 847 in 2006 to 1,032 in 2007. 2008 figures are not yet available.

In 2007 the average visitor sessions per day on the libraries web site was 5,938. This was up 6.8% from 5,561 in 2006. The average length of the sessions was 18:30 up 10 seconds from 2006.

There were 3,262 bookings for the library’s meeting and study rooms in 2007/08.

Activities planned for 2008-2009:

Though the project has changed focus and may not be as likely to produce a significant new reference tool for the library, librarians and reference staff will take a lead role in the ChaCha project.

Reference staff and librarians are working to create Web-based tutorials and to enhance our Web presence in order to provide reference and research support to users located off-campus.

3. 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:**
- **Sub Unit:** Client Support Team, Access Services Team, Reference Team, Herron Team
- **Time Frame:** On-going

**Actions taken for 2007-2008:**

The library maintains approximately 400 public computer workstations on a three-year replacement cycle with a full set
of software resources available on the machines and provides technology consulting support on Levels 2 and 4.

We continue to be challenged with difficulty in managing noise, particularly cell phones. A library Code of Conduct to assist in managing this and related issues was completed.

A coffee service in the Level 1 lobby was began in the spring of 2007. Furniture was added to create a "cafe" area in this space.

Problems with the temperature in the library were pursued and some progress was made, but the temperature in the building remains a concern.

After an investigation of the possibility of developing space on Level 2 that could be operated 24/7, it was determined that security issues and the distance from parking made this an unacceptable alternative for late night study space.

Cabinets were installed in the Herron Library Special Collection room that match those in the alcove. New light fixtures were installed so that the light levels in the Herron Library are what they should be.

Evidence of Progress for 2007-2008:

The Library Code of Conduct was completed. It is available at: http://www.ulib.iupui.edu/libinfo/policies/conduct

The gate count for the library went from 805,906 in 2006/07 to 873,470 in 2007/08, or a increase of 7.7%. See attached document for the gate count history since 2000/01.

Total log-ins to library workstations went from 391,539 in 2006/07 to 404,906 in 2007/08, or an increase of 3.4%. The number unique individuals logging-in users logging-in to computers in the library was 25,385 in 2007/08.

November 2006 through October 2007 there were 1,532,737 pages printed on public printers. In the period November 2007 through October 2008 there were 1,520,764 pages printed. This is a decline of 0.8%. The decline in the number of print jobs was less at 1.1% from 317,169 to 313,539.

Activities planned for 2008-2009:

Preliminary plans will be completed for creating additional instructional space, including initial design work and fundraising. If fundraising is successful this project will be completed in the summer of 2009.

Plan for and begin to develop funding to repurpose the current microforms area. The initial plan is create an international news room with television feed on large screen from the areas of the world where IUPUI foreign students are from.

Preliminary investigations will be made into creating a quiet reading room.

Problems with the temperature in the library will be pursued.

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: Client Teams, Herron Team, Acquisitions Team, and Cataloging Team

Actions taken for 2007-2008:

Individual subject librarians, working with the schools, develop the best resource development strategies for each school.

The materials budget was unchanged from 2007/08 to 2008/09. The CTE increase that the library received several years ago has provided a good base, but the impact of these increases has now been nearly absorbed by serials inflation. In 2008/09 the materials budget was increased by $350,000. The bulk of this funding was targeted at the School of Science and this increase made it unnecessary to implement the serials cut which had been planned for the school. In general other schools received enough funding to maintain their serials collections as well. The allocation of this fund was done outside of the libraries traditional practice of basing allocations on the allocated expense (taxes) schools pay to support the library. It will be necessary to review the library’s allocation system in the future.

In order to free space for expansion of the Academic Commons, we have been reviewing and decreasing our acquisition of federal documents. A concerted effort is made to replace paper reference works with electronic versions when they are available.

The School of Science made plans for a journal cut in the spring of 2008, but as noted above it was not necessary to implement it. Other schools also reviewed their journal collection in order to reduce the number and cost of subscriptions.

In order to make data-based journal subscription cancellation decisions, a working group was formed to collect and review journal usage statistics in a uniform and comprehensive way. We have also subscribed to a software program that should provide significantly better statistical information on the use of the library’s electronic materials.

We continue to collaborate with the other campus libraries, particularly the School of Medicine Library, and to work with other libraries in the IU system to acquire electronic resources collaboratively.

Evidence of Progress for 2007-2008:

The library’s current print collections include 800,263 monographs and 229,480 serial volumes for a total of 1,029,743 total volumes. We subscribe to 3,448 current serials.

Circulation of printed materials declined from 211,466 in 2005/06 (revised figures) to 191,271 in 2006/07, or 9.6%.

The use of paper copies of current journals to be minimal. In 2007/08 we reshelved 6,872 paper journals issues three years old or more recent. Only 24 titles were reshelved more than 50 times.

Use of electronic resources continued to grow. It is nearly impossible to get use statistics from all of the suppliers of electronic resources, and the statistics that we get from different vendors often do not measure the same things, however it is clear that there is a continued increase. From 2006 to 2007 the number of journal articles retrieved in seven our our most used databases (for which we can get good statistics) went from a total of 1,053,406 in 2006 to 2,179,808 in 2007. This is an increase of 106.9%.

The use of e-book declined in 2007/08 to 43,933 uses from 50,705 uses in 2006/07. This is a decline of 13.4%.
Activities planned for 2008-2009:

Develop a budget strategy for the campus for the continuing funding of the materials budget. Such a proposal will not be expected to maintain the purchasing power of the budget, but rather to design a manageable gradual decline of the purchasing power. It should also address the extent to which we will protect monographic purchasing even when this hastens the decline of the journal collection. The expected fiscal pressures will undoubtedly force this issue to the forefront.

Review the allocation system used to allocate materials fund to support schools.

As noted above, we will be focusing on significant modifications to our approach to the collection and management of federal documents.

Review the stack capacity and develop a plan for the long term storage needs of the University Library.

☐ 2. 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 2007-2008:

Continued the use and refinement of the ILLiad interlibrary loan management software. In the fall of 2007 we joined the Rapid Consortium. This has decreased the turnaround time on many journal requests. We have decreased turnaround time for article requests through increased use of automated delivery of articles that are sent direct from a lending library to the requesting IUPUI patron without staff mediation. We implemented automatic ordering of some book requests, speeding requests through decreased staff mediation.

We have continued a buy-not-borrow program for recently published books, as well as continued to handle increased use of patron-initiated ordering of books from other IU campuses through direct ordering in IUCAT.

The document delivery operations were moved to Level 1 to provide better work space.

Began provided a service to digitized and e-mail articles available in our print collection to faculty and graduate students. The service has been well received.

Evidence of Progress for 2007-2008:

In 2007/08, we received 21,513 requests from University Library patrons. Of these, 7,052 were made through Request Delivery. For 2006/07, we received 19,457 requests from University Library patrons of these 6,189 were made through the Request Delivery service in IUCAT. This represents a 10.6% increase overall and a 13.9% increase in the use of Request Delivery. The number of items filled was 17,997, or 83.7%. This is up from a fill rate of 77.9% in 2006/07.

University Library received requests for 46,579 items and lent 36,942 items in 2007/08. In 2006/07, we received
requests for 43,409 items and lent 35,008 items. This is a 7.3% increase in requests to borrow and a 5.5% increase in items lent.

Activities planned for 2008-2009:

We plan to continue to refine workflows and use technology to automate and speed requesting. The impact of the Rapid service and work on working to automate process will be most important. Because interlibrary lending a reciprocal arrangement we not only benefit from working more productively with partners, but it also imposes a burden on us to respond quickly to request our partners make of us.

Given the expect declines in our journal collections, especially in the sciences, effective document delivery systems will be increasingly critical in accessing scholarly material, especially that published in subscription journals.

3. 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 2007-2008:

PRO (Philanthropic Resources Online (http://indiamond.ulib.iupui.edu/PRO/)) a web-based repository of both current and historical publications in philanthropic studies continues to grow.

The Philanthropic Studies Index (http://cheever.ulib.iupui.edu/psipublicsearch/) continues to grow.

FOLIO (Foundation Literature Online), an online repository of digital foundation publications, produced in conjunction with the Foundation Center, continues to grow.

Records were received from the National Network of Grantmakers and Women & Philanthropy.

The records of the DJB Foundation were received, along with a $12,155 gift, as the final grant of the foundation when it closed this year.

The records of the Public Welfare Foundation were received, organized and now available to researchers.

PolicyArchive (http://www.policyarchive.org), a comprehensive digital library of public policy research, produced in conjunction with the Center for Governmental Studies, launched in June.

Evidence of Progress for 2007-2008:

Reference use in FY 2007/08 of the Philanthropic Studies Collections in the Philanthropic Studies Library and the Special Collections and Archives remained about even with the previous year. (PSL = 521, Archives = 346). Statistics for the PSL website indicate an average of 550 users per month, an increase of 17% over the previous year. Comparable statistics don’t exist for philanthropic studies collections users of the Archives, although the Special Collections home page received 440 users per month.
Tours were conducted for over 80 visitors including Southern California Grantmakers, SPEA interns (Bloomington), Butler University nonprofit management students, American University in Cairo. In addition, over 250 visitors from the National FFA Organization toured the Archives and viewed exhibits during their annual convention in Indianapolis.

Use statistics (FY 2007/08) for the Philanthropic Studies Index indicate a monthly average of 725 users. These figures represent a 22% increase from the previous year. During this same period, 500 new citations for journal articles were added to the database.

36 volumes of the Conference of Charities and Corrections (1874-) have been scanned and will be added to the PRO interface early in 2009. Use statistics for PRO indicate a monthly average of 258 users, an increase of 7% over the previous year. Although close to 80 percent of usage is from within the U.S., PRO has had visitors from 51 countries during the year.

325 publications have been harvested and preserved in FOLIO. Use statistics for the last quarter indicate a monthly average of 190 users.

For PolicyArchive, over 17,000 documents were collected from over 500 publishers. Use statistics indicate a monthly average of 4300 users.

Activities planned for 2008-2009:

Continue to grow print and archival collections.

Continue to grow PRO: Philanthropy Resources Online.

Continue to grow the Philanthropic Studies Index.

Continue to develop and grow FOLIO (Foundation Literature Online).

Continue to develop and grow PolicyArchive.

1. 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 2007-2008:

   As noted above we continue to develop digital collection in philanthropic studies.

   We continue to work with Historic Landmarks Foundation of Indiana was their slide collection.

   We completed a collection of digitized images of quilts from the Conner Prairie Living History Museum collections.

   IDeA, the institutional repository, has grown to over 1,000 items representing nearly 1,000 authors. We made significant progress in moving toward a program to digitize all IUPUI thesis and dissertations. This collection now contains 79
items.

We began using DSpace as a means of preserving campus archival material that is in digital form. We are calling this service e-Archive. We will need to work with various schools and departments to more effectively utilize this capacity.

The library’s collaboration with the Center for Governmental Studies (an independent 501(C)3 in Los Angeles, CA) resulted in the deployment of The Policy Archive. This collection includes policy studies from foundations, academic research centers, and other sources and would be available in an open access format. The library is responsible for the back office operations (using our DSpace server), metadata, and long-term preservation. The Center for Governmental Studies is securing funding, designing the user interface, and recruiting content. Over 16,000 documents from nearly 500 publishers have been added to the collection.

The Open Journal System software from the Public Knowledge Project (an initiative of the University of British Columbia, Stanford University, and Simon Fraser University) was deployed and Advances in Social Work, a journal published by the School of Social Work has been made available through it. See: http://journals.iupui.edu/index.php/advancesinsocialwork

Evidence of Progress for 2007-2008:

Philanthropy collections continue to grow and are regularly used. Digital projects funded by the Indianapolis Foundation and the State Library (LSTA) are on schedule for completion.

iDeA contains 1,266 items and currently averages over 1,000 downloads per day.

A variety of other projects were complete and existing collections continue to grow, for example the IUPUI Image Collection now contains over 8,425 digitized photographs with well over 1,000 new images added in the past year.

We have developed a robust production scanning operation with the capacity to digitize a variety of formats -- books, maps (and other large format items), and slides. This capacity has allowed us to enter into a variety of partnerships on digitization projects.

Several of the library’s digital projects were highlighted in a front page article in the Indianapolis Star on September 29, 2008. The article is attached.*

Activities planned for 2008-2009:

Continue to develop the philanthropic studies digital program, particularly the Philanthropic Studies Index, PRO, and FOLIO.

Develop at least one significant LSTA grant project in the 2009 cycle. The tentative plan is to work with Conner Prairie on a project to digitize tools and domestic objects.

Continue to promote the iDeA. Work with subject librarians so that schools and departments begin to utilize iDeA as a repository for faculty and student work. Harmonize iDeA with the IUB repository by renaming iDeA IUPUIScholarWork and modifying the look and feel.

Continue to add to existing collections such as the IUPUI Image Collection.
Work with departments and schools to make the use of e-Archives a routine part of day-to-day operations of this unit that results is the long-term preservation and access to this material.

Work with faculty and others to create one or more open access journals using the Open Journal System software.

Continue to actively seek external funding and partnerships for a variety of digital library projects.

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 2007-2008:

The library continues to serve as the primary general research collection for central Indiana. We work to welcome members of the community and to offer a high level of service and access to our collections including our electronic resources.

The library’s Community Advisory Board was effective in raising funds from the community for the Academic Commons.

The community scholar program was used by a select number of people in the community.

The library changed the way it handles computer access for non-IUPUI users. These users now get one day IDs and passwords. This has reduced abuse by this population. During the summer of 2008 a dollar a day fee was established for these IDs. This partially covers the library’s cost to manage this system.

Evidence of Progress for 2007-2008:

Based on a variety of indicators, including circulation of books and computer log-ins approximately 10% of the use make of the library is by individuals not affiliated with the university.

Activities planned for 2008-2009:

Continue promoting the library and hosting local groups, particularly from high schools.

Review, and as necessary revise, policies to appropriately manage the increased use of the library by the homeless population.

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

Actions taken for 2007-2008:

The library is a co-sponsor of the Rufus Reiberg Creative Reading Series with the English Department.

The library continues its relationship with the Herron School to bring art into the library. The sixth hanging sculpture was installed in the library’s atrium in June and the seventh piece, which will be installed in June 2009 was selected in November 2008.

Met with student groups to review appropriate use of the library meeting spaces. The result was an enhanced understanding of the needs and requirements of both the students and the library.

In conjunction with the Harrison Center sponsored a book arts exhibition in August of 2008.

Evidence of Progress for 2007-2008:

Ongoing partnerships, collaborative programming and continued requests for facility use provide strong indicators of consistent interest and support of the UL programs and services.

The book arts exhibition resulted in a in-kind gift of a significant collection of fine printing.

Activities planned for 2008-2009:

Continue Reiberg collaboration and atrium sculpture programs. The book arts exhibition with the Harrison Center will be repeated in August of 2009.

Evaluate revised room scheduling procedures and policies, especially in light of the opening of the Campus Center, and make changes as required.

Continuing our relationship with the University Library at Moi University, ship a container of books and computers to Moi. Initial plans have been developed and some funding is in place. The library will partner with Better World Books and Books for Africa in this project.

☑️ 3. 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

Actions taken for 2007-2008:

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...
In collaboration with the Marion County Internet Library, several librarians from the University of Indiana 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 have played a leadership role in ALI (the Academic Libraries of Indiana) which has developed a number of resource sharing programs. 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 variety of staff are involved in the work of the Indiana Library Federation.

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Evidence of Progress for 2007-2008:

The IUPUI receives free access to web-based resources from INSPIRE and the Marion County Internet Library 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. We are particularly pleased with our relationship with Crispus Attucks High School and the Conner Prairie Museum which have resulted from digital projects. We also have a developing relationship with the Harrison Center that was based on our joint book arts exhibit in August 2008. A second exhibit will be mounted next August.

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Activities planned for 2008-2009:

Continue involvement in the various programs and project.

D. Best Practices

Diversity

**Campus Planning Theme:** Campus Climate for Diversity  
**Secondary Goals:**  
**Sub Unit:** Library’s Diversity Council and others  
**Time Frame:** On-going

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Actions taken for 2007-2008:

The library’s Diversity Council developed a proposal for two undergraduate “diversity Fellows”. These positions were filled for the 2007-08 academic year by Ashley Mack and Trina Otero. For 2008-09 Alise Cool and Sindhu Raghavan will have these positions.

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Evidence of Progress for 2007-2008:

Activities of the diversity fellows are documented at: [http://www.ulib.iupui.edu/about/diversity/fellows2008](http://www.ulib.iupui.edu/about/diversity/fellows2008)
Activities planned for 2008-2009:

Continue the program and monitor and evaluate it to see how it can be improved.

☑ Improve Library Operations

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

Actions taken for 2007-2008:

Continue our development of library tools into the new version of Oncourse and work with faculty to integrate the library into their teaching.

Implement electronic resource management system from Serials Solutions and migrate linking and federated searching to Serials Solutions' software.

Enhancements were made to our document delivery capacities.

In the fall of 2008 the library conducted the LibQual+ survey and is currently analyzing the results.

We are exploring the application of Web 2.0 capacities to our service environment.

Progress was made in reducing the resources needed to manage our federal documents collections. This was the result of a state-wide initiative which allows us to reduce our federal documents collections.

The library continues its strong commitment to staff and organizational development by conducting three several day library-wide events per year.

Evidence of Progress for 2007-2008:

The library continues to be recognized as a leader in library services, particularly those relating to and applying technology. We have received recognition for our information literacy standards in the past year.

Activities planned for 2008-2009:

Review and refine our approach to providing reference and consultation services.

Continue our work with ChaCha and on Web 2.0 technologies.

Complete a review of our handling of printed journals with the aim of reducing the number of print journals received and effort required to maintain this part of the library’s collection.

Continue to reduce the federal documents collection.

Continue organizational development by conducting two Organizational Weeks.
Fiscal Health

The University Library anticipates that it will complete 2008-09 within the established budget.

The library’s short term ability to manage within existing budget constraints should not be taken as an indication that the library’s budget is adequate going forward. Despite last year’s increase in the materials budget, the library continues to be unable to keep up with serials inflation, which is particularly high in the sciences and engineering. Given this pressure, the library will continue to have difficulty supporting the campus’ increasing commitment to research. There is no easy solution, although a campus commitment to a set increase in the library’s materials budget over several years would allow for better planning and more orderly adjustments.

A second fiscal pressure relates to the age of the library building. While still thought of as the “new” library, the building is now over fifteen years old. Some furnishings are reaching the end of their useful life and the computer network needs to be upgraded. The wiring in the library is category 3, which provides 10 megabyte capacity. The current wiring for new facilities is Category 6, which provides 100 megabytes and could later be configured for up to a gigabyte capacity. The library is the campus’ largest public computer facility with approximately 550 public computers (including classrooms) and nearly that many additional public data jacks. In addition, there are about 150 staff computers on the network. So this becomes a critical and probably potentially costly issue. How much of this is a UITS responsibility and how much will need to be part of the library’s budget needs to be determined.

Reallocation Plan

Other Question(s)

1. If you had to implement a budget reduction of 3-5% in your base general fund budget, a) what would be your budget priorities and b) what strategies would you employ to balance the fine line of maintaining critical operations and investing in your future? Please describe how faculty and other stakeholders will be involved in the decision making process.

In managing through times of financial distress, the University Library believes that it is important to maintain distinctive capacities and areas of excellence. The library expects to do its best to maintain other capacities and services and would expect to be able to do so in many cases. However when choices need to be made the library will make every effort to preserve the following activities and capacities.

In general the library believes that cuts will need to be taken proportionally between the materials and non-materials parts of the libraries budget. For a 3% cut this would mean a $125,000 cut in the materials budget and an $165,000 cut in the non-materials part of the budget. To reach the non-materials cut, the library would need to reduce hourly wages $40,000, eliminate two permanent positions through attrition, and reduce S&E, travel, and life cycle replacement by $25,000.

In order to assure the library’s ability to provide excellent service to the campus, we believe we need to:

1. Maintain the library’s capacity for service and technological innovation by:

   a. Maintaining our ability to fill librarian and professional positions, and to attract and recruit individuals who bring new skills and abilities to the organization.

   b. Maintaining a strong technology infrastructure.

2. Maintain the quality of public spaces and a public computing environment that supports the needs of students for informal
3. Recognizing that the library’s collections will never be adequate to fully support the campus’ programs, maintain a strong document delivery capacity.

4. Maintain digital library capacity that provides access and preserves digital materials produced on the campus, of academic interest to the campus, or that document the history and culture of central Indiana (external funding will provide majority, but not all, of required resources).

5. The library’s collection in Philanthropic Studies is the one internationally recognized research collection held by the University Library. The quality of these collections should be maintained (external funding will provide majority, but not all, of required resources).

The University Library has a strong cohort of tenured librarians who will be able to maintain the library’s liaison, instruction, and research support programs. We will aggressively substitute electronic access for little used paper items, particularly serials, and look to capture efficiencies that result from these changes in format.

The Dean of the library will consult school deans and the library’s liaison librarians will consult with the schools and departments with which they work. The Faculty Council Library Affairs Committee will also be consulted.

2. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative’s funding is required.

The library has some multi-year commitments to serials and database vendors. These are generally large package deals made as part of multi-campus cooperative purchases. Beyond this there are some constraints in the speed with which the library can cancel serials subscriptions. The library must notify its serials jobber by September of cuts to be made for the following year. As a rule we do not wish to make cuts in school funds without the involvement of faculty. These means that the extent of the cut needs to be determined in the spring semester to allow faculty time to determine what cuts to make.

The library has life cycle funding commitments to its technology infrastructure.

3. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.

As of June 30, 2008, the library’s fund balance was $1,198,420. Of this $9,400 was encumbrances for non-materials fund items, $470,000 was encumbrances and other materials fund commitments, $170,000 was the Copyright Management Center reserve, $279,786 was the require short fall reserve, and $269,234 was available reserve.

The library has allocated $132,000 for its part of the 18/20 payments through 2013/14. The payout schedule is attached.

The library proposes that the $170,000 in the Copyright Management Center reserve to upgrade the public computer network which is 16 years old and no longer adequate. We would propose to do this work in the summer of 2009.

The remaining $140,000 of unallocated reserve will be used for two purposes. First it will cover any unanticipated budget shortfalls. In past years these have been occasional and in the range of $20,000 to $40,000. We will also use these reserves for facilities renovations and upgrades. The library building is now over 15 years old and some furnishing need to be replaced. We also need to upgrade space as the needs of our users change.
4. How do you define return on investment for diversity efforts in your unit (e.g., numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?

The University does not have a set definition of return on investment for our diversity efforts.

The only current library program specifically focused on diversity is the Diversity Fellows program. The library expects to be engaged in the State Library/SLIS project as it develops.

Our efforts are focused on developing an interest in librarianship among diverse populations and on identifying and recruiting underrepresented individuals, especially in librarian positions. This has been challenging because of the limited number of librarians from underrepresented groups, but a new program developed by SLIS and the State Library promises to change this in the next few years.