

University of Oregon Libraries

FY2013 Budget Process

A. Strategic Goals and Priorities

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

Strategic Directions:

- Support the life-cycle of scholarly content
- Build the multi-institutional library through consortia
- Improve the user experience
- Support instruction that fosters academic success
- Become a learning organization
- Advance diversity

During FY2013, the library expects to focus on several initiatives related to these strategic directions. All of these have budget implications:

- **Support the life-cycle of information.** Expand opportunities for reliable dissemination of research, e.g. journal hosting and publishing services. Invest in data management systems and services related to e-research.
- **Build the multi-institutional library.** Implement new technology platforms adopted by the Orbis-Cascade Alliance.
- **Improve the user experience.** Re-purpose physical space to enhance learning and collaboration; acquire content to support emerging interdisciplinary interests.
- **Support instruction that fosters academic success.** Create new positions aligned with campus interests, i.e. Latin American Subject Specialist, support for distributed education.

B. Challenges

The Library copes with many rising external costs that have not been systematically addressed in the budget process. These obligations relate to inflation on content (6%-9% annually or approximately \$300,000/year), unfunded classified step

increases (approximately \$50,000/year), and minimum wage increases for student employees (approximately \$15,000 for FY12). While the transition to digital content has resulted in some savings, e.g. reshelving books, these are marginal compared to the increase costs related to technology support, licensing negotiations, interface design and development, creating digital assets, and managing the increased demand for classroom technology and Blackboard™ functionality.

The consequence of these unfunded pressures on the library's budget has been non-trivial. Although private funding and grants have helped to mitigate the impact, the Library has seen a *net loss* of five critical positions since 2007, the cancellation of \$1.5 million in journal expenditures since 1992, and the elimination of approximately 55 student positions (at an average of 10 hrs/week) over the last several years.

The demand for library services and collections continues to increase due primarily to growth in enrollment. During the fall term, there were several days when more than 11,000 people, mostly students, made use of the library. Use of electronic content more than makes up for the decline in print circulation. Librarians are being asked to teach more and to help promote undergraduate research. Last year, we taught over 10,000 students in either credit courses or classroom presentations. This increase in activity is exacerbated by a smaller professional work force and increasing expectations related to professional service, publication, and grant writing.

Another significant challenge relates to professional salaries. Although the Library is considered an administrative unit for budgeting purposes, it is an academic unit in terms of function. Librarian salaries are currently 89% of the AAU average, which is well below the schools and colleges. Under the current budget model, the Library does not have the same financial flexibility that that the schools and colleges have to direct tuition dollars towards the goal of improved salaries. The starting salary at the UO Library is \$40,000 for a 12-month contract and the terminal degree (ranking 94 out of 115 Association of Research Libraries).

C. Operational Efficiencies

Since FY2007, the UO Libraries has eliminated 15 positions (14FTE) in support of general library operations. Many of these positions have been administrative or associated with functions dedicated to the management of print. We have used all vacancies as opportunities to invest in our strategic directions, e.g., a new librarian position located in the Global Scholars residence.

The UO Libraries collaborates with academic libraries throughout the northwest via the Orbis Cascade Alliance. With our Alliance partners, we realize cost savings on database licensing, purchasing a shared collection of electronic books, and building collaborative services. In the next year we will be making progress on purchasing a shared integrated library system which has the potential for cost savings related to

hardware and technical support, as well as setting the stage for deeper and more transformative Alliance-wide collaboration.

The Library has also made several improvements in physical spaces, resulting in an increase in usage. Study carrels assigned to faculty were used at a rate of 4%. The locks were removed, and the rooms were made available to students on a first come, first served basis. Utilization is now close to 100%. Room 101 (a large facility dedicated to viewing videos), was redesigned as a multi-use space for classes, events and open study. Use has increased significantly. The new Cinema Studies Lab was created from an underutilized space to support that program.

D. FY13 Budget Proposal Summary

• <u>“As is” (recurring increase)</u>		
General Library Operations		\$175,311
General Collections		
\$183,673		
Law Library Operations		\$ 80,919
Portland Library & Learning Commons Collections		<u>\$ 11,959</u>
		\$451,862
• <u>Campus growth (one time increase)</u>		
Increase demand for study space/learning commons		
\$309,500		
• <u>Critical new initiatives (recurring increase)</u>		
Ethnic Studies/Latin American Studies Librarian		\$ 85,500
Director, Distributed Education Services		\$135,000
Music Cataloger		\$ 56,000
Expanded Classroom Technology Support		<u>\$336,478</u>
		\$612,978
• <u>Long term financial issues (three-year cost outline)</u>		
NTTF Salaries		\$376,272
Collections Inflation (FY14 and FY15; FY13 included above)		\$1,240,500
Collections Restoration (make up for lost ground)		\$1,500,000
Blackboard		<u>\$45,595</u>
	recurring:	\$3,162,367
Deferred Maintenance of Facilities	one time:	\$1,340,000