State of the Rutgers University Libraries

November 4, 2015
Overview

- New Employees
- RCM and the Libraries
- Lines of Business
- RUL Budget 2015-2016
- Priorities 2016-2017
New Employees

**Bart Everts**  
Paul Robeson Library

**Mina Ghajar**  
George F. Smith Library of the Health Sciences

**Sarah Jewell**  
George F. Smith Library of the Health Sciences
New Employees

Zachary Johnson
Special Collections and University Archives

Tara Maharjan
Special Collections and University Archives

Ermira Mitre
George F. Smith Library of the Health Sciences
New Employees

Amanda Presler
Library Administration

Catherine Sauceda
Central Technical Services

Sheridan Sayles
Special Collections and University Archives

Martha Taylor
Paul Robeson Library
How many Universities make up the Rutgers University System?

A. One
B. Two
C. Three
D. Four

D. Four
In the ARL expenditure index, Rutgers is ranked:

A. 17\textsuperscript{th}
B. 24\textsuperscript{th}
C. 29\textsuperscript{th}
D. 38\textsuperscript{th}

\[ \text{\textcolor{green}{B. 24\textsuperscript{th}}} \]
RCM and the Libraries

- Definition:
  Responsibility Centered Management is a budget model in which revenue generating units are financially responsible for activities and held accountable for direct and indirect expenditures.
RCM and the Libraries

• The Libraries are **Cost Pools** with both direct and indirect components
• Library expenses must be charged to **resource generating units**
• Expenses are allocated based on a **metric** that includes number of faculty and students
• Chancellors are responsible for:
  – The direct expenses of their Universities
  – A portion of the indirect expenses
RCM and the Libraries

• 2016 Indirect Expenses:
  – Collections (even collections allocated to specific Universities)
  – Technical and Automated Services
  – Central Administration
RCM and the Libraries

• 2016 Indirect Expenses (continued):
  – Special Collections and University Archives
  – New Brunswick units performing central duties:
    • ILL
    • Media Services
    • Imaging Services
    • Shipping and Receiving
RCM and the Libraries

• 2016 Direct Expenses:
  – Library operating expenses
  – Staff and librarians assigned to Newark, Camden, and RBHS
  – New Brunswick staff and librarians not calculated as indirect
2015-2016 Budget Direct and Indirect

- Camden: 4%
- NB: 18%
- Newark: 8%
- RBHS: 8%
- Central: 62%
State of the Libraries 2015

- Central: 62%
- Camden: 4%
- NB: 18%
- Newark: 8%
- RBHS: 8%
State of the Libraries 2015

Central/Indirect Distribution

- Camden: 7%
- Newark: 15%
- RBHS: 31%
- NB: 47%
- RBHS: 8%
- Central: 62%

Newark

- Camden
- NB
- Central
- RBHS
State of the Libraries 2015

TOTAL BUDGET

- **Direct**
- **Indirect**

<table>
<thead>
<tr>
<th>Location</th>
<th>Direct</th>
<th>Indirect</th>
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<tr>
<td>Camden</td>
<td>$1,322,287</td>
<td>$1,224,981</td>
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<td>$5,759,905</td>
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<td>$2,604,908</td>
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<td>RBHS</td>
<td>$2,467,504</td>
<td>$6,077,436</td>
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RCM and the Libraries

- Funding levels are set by the Chancellors
- Revenue generating units (schools and departments) fund the cost pools based on the funding level and the metric
- Cost pools (libraries) will be increasingly asked to demonstrate value
- Academics love libraries
Approximately what percentage of the University’s revenue comes from tuition?

A. 10%
B. 30%
C. 50%
D. 70%

D. 70%
The Office of Research and Economic Development is a:

A. Revenue generating unit

✓ B. Cost pool
The Office of Information Technology is a:

A. Revenue generating unit

B. Cost pool

[Diagram showing 0% for both revenue generating unit and cost pool]
Lines of Business

- Groupings used to identify the specific line of business (core services) being offered
- The Libraries lines of business include:
  - Instruction, Outreach, and Engagement
  - Collections
  - Reference
  - Access Services
  - Scholarly Communication and Research Support
  - Special Collections
  - …and others
## FY 2017 WORKING BUDGET

### UNIT

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<tr>
<th>I. Mission</th>
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<td>Weakness</td>
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State of the Libraries 2015
Imagine you are the Executive Dean of SAS. For which of the Libraries’ lines of business would you increase funding?

A. Instruction
B. Reference
C. Special Collections
D. Scholarly Communication
This year (2015-2016) RUL had a:

A. Flat budget

B. Budget increase ✔

C. Budget decrease
RUL Budget 2014-2015

- Salaries: $20,000,000
- Collections: $10,000,000
- Operating: $0
- Non-RCM: $0
RUL Budget 2015-2016

- **Salaries**: Increase $559,963
- **Collections**: Decrease $319,963
- **Operating**
- **Non-RCM**
RUL Budget 2015-2016

- **Salaries**: Increase $559,963
- **Collections**: Increase $240,000
- **Operating**: Decrease $319,963
- **Non-RCM**
Priorities 2016-2017

• Clarify communication and decision-making
• Enhance undergraduate support
• Define the Libraries role in and identify resources for advanced research support
• Conduct a holistic review of special collections
• Optimize collection development and management
Priorities 2016-2017

• Clarify communication and decision-making
  – Review RUL faculty bylaws
  – Connect activities to AUL/AVP/Directors
  – Improve Cabinet effectiveness
  – Increase budget transparency
Priorities 2016-2017: Enhance Undergraduate Support

Melissa Just
Associate University Librarian for Research and Instructional Services and Director of New Brunswick Libraries
Undergraduate Support

• Undergraduates at Rutgers
  – Large percentage of overall student population
    • 72% in New Brunswick
    • 71% in Camden
    • 65% in Newark
  – Undergraduate tuition dollars constitute a significant portion of university’s budget
  – University of Minnesota study measured impact of library use on student success and retention
What percentage of UNDERGRADUATES used the library over the course of a semester?

A. 28%
B. 45%
C. 62%
D. 77%

D. 77%
First-year students who used the library at least once during the year earned an average GPA that was ____ points higher than students who never used the library.

A. 0.08  
B. 0.15  
C. 0.23  
D. 0.31
Undergraduate Support

• Areas to explore:
  – Refining reference services to ensure robust and comprehensive availability
  – Assessing instructional participation across the undergraduate curriculum
  – Launching open textbook initiatives
Undergraduate Support

• Reference services
  – Extend chat – hours and visibility
  – Assess local needs for in-person reference services
  – Develop robust assessment, training, triage model
  – Investigate new service models
  – Implement new software supporting all modes of reference (LibAnswers)
Undergraduate Support

• Instruction
  – Review undergraduate programs to identify appropriate entry points
  – Further partner with programs to embed research skills and information literacy training in new ways – Aresty, Honors, FIGS, Byrne, living/learning communities
  – Understand scope of opportunity
  – Develop pathways to add appropriate instruction to more classes
Undergraduate Support

• Open Textbook Initiatives
  – High cost of textbooks – critical issue for students
  – University Senate recommendation to President
    • Provide grants to incentivize faculty to move to open content
    • Library, as a University-wide academic unit, well-positioned to facilitate this initiative
  – Open Textbook Network
    • Collection of open source course content
    • Provides education/training to encourage faculty to adopt open content
    • CIC may join/endorse
Priorities 2016-2017: Define the Libraries Role in and Identify Resources for Advanced Research Support

Judy Cohn
Vice President for Information Services and Director of Health Sciences Libraries
Advanced research support

• Tremendous in-house expertise to support research activities
• Growing collaboration with Office of Research and Economic Development (ORED)
• New CIO coming to Rutgers
• Several groups working on digital library services, scholarly communication, cyberinfrastructure, research data, RUetds, and digital collections
• Important to coordinate activities and inventory existing services
Which of the following is NOT one of the research support services currently offered?

A. Open access policy and SOAR
B. Digital curation and research center
C. Digitization projects
D. Managing and storing big data

Answer: D. Managing and storing big data
Advanced research support

• Major drivers of the research agenda can be found in the system-wide and individual Universities’ strategic plans:
  – RU Strategic Plan
  – NB Strategic Plan
  – Newark Strategic Plan
  – Camden Strategic Plan
  – RBHS Strategic Plan
Advances in research support

- Federal mandates for public access and openly accessible data (OSTP memo, Feb 2013)
  - Includes funding agencies and departments across multiple disciplines
    - Humanities, Science, Health, Education, Food and Nutrition, Oceans and atmospheric
- Opportunities to obtain funding for needed services
- Potential pipeline to new dollars
Rutgers Open Access Policy was officially launched on September 1, 2015. Which of the following is NOT included in the policy?

A. Commitment to educate students at the graduate level in OA principles and practice
B. Requirement to comply with the NIH Public Access Policy
C. Applies to faculty, as well as graduate and postdoctoral students
D. An embargo can be obtained via waiver
E. All of the above

B. Requirement to comply with the NIH Public Access Policy

Commitment to educate students at the graduate level in OA principles and practice
Requirement to comply with the NIH Public Access Policy
Applies to faculty, as well as graduate and postdoctoral students
An embargo can be obtained via waiver
All of the above

0% 0% 0% 0% 0%
Priorities 2016-2017: Conduct a Holistic Review of Special Collections

Jeanne Boyle
Associate University Librarian for Planning and Organizational Research
Special Collections

- Special = Unique or Rare
  - Special Collections:
    - Set us apart
    - Give us opportunity
    - Make us responsible
Which location does NOT have a special collection?

A. Alexander Library
B. Art Library
C. Dana Library
D. Kilmer Library ✔
E. Performing Arts Library
F. Robeson Library
G. Smith Library
How many in-person visits were made to Special Collections and University Archives last year?

A. 172
B. 423
C. 1,154
D. 2,013

C. 1,154
Special Collections

• Priorities & Challenges
  – Access and discovery
    • In person
    • Remote
  – Collections
    • Acquisition
    • Conservation
    • Description
    • Digitization
  – Space
    • Adequate
    • Proper
Which senator’s papers are currently being processed?

A. Clifford P. Case
B. Frank Lautenberg
C. Harrison Williams
D. William J. Hughes

B. Frank Lautenberg
What rare item is found in the History of Medicine collection at the Smith Library?

A. Vesalius’s De Humani Corporis Fabrica (second edition, 1555)
B. Dr. Harrison Martland’s handwritten list of the stricken “Radium Girls” (1925)
C. Hundreds of postcards of New Jersey hospitals
D. All of the above

Answer: D. All of the above
Priorities 2016-2017: Optimize Collection Development and Management

Tao Yang
Interim Associate University Librarian for Collection Development & Management
How big is the collections budget?

A. Below $9 million
B. Between $9-11 million
C. Between $11-13 million
D. Above $13 million
What is our FY 2014 ranking of “total materials expenditures” in CIC?

A. Between Penn State and Ohio State
B. Between Indiana and Purdue
C. Between Iowa and Michigan State
D. Between Wisconsin and Maryland

The correct answer is B. Between Indiana and Purdue.
Collection Development and Management

• Collections Budget
  – Two sources of funding
    • University allocations (a.k.a. state funds)
      – $9.9 million from RCM
      – $1.5 million from computing fees
      – Spent primarily on journal and database subscriptions, plus course reserves and ILL material costs
    • Endowments and gifts (a.k.a. non-state funds)
      – $1 million annually
      – Restricted and unrestricted: restricted funds have to be spent on particular subject areas and formats specified by the donors
  – Flat budget through FY 2017
Collection Development and Management

• Supporting system-wide and local needs identified by the VP/UL and Cabinet
  – Undergraduate support
    • E-book package
      – Also contributes to interdisciplinary research
      – Addresses a major complaint in the Counting Opinion survey
    • Streaming media
      – Swank Digital Campus
  – Special collections
    • Restoring WorldCat (also supports general public services)
  – RBHS
  – CIC Large-Scale Acquisitions (mandatory)
    • Funding coming from outside collections budget
    • Used to acquire major resources on diverse subjects
      – Adam Matthew collections, Alexander Street videos, Web of Science backfiles
Collection Development and Management

• Developing an RUL collections master plan
  – Why?
    • Library Master Space Plan
    • Annex is full
    • OIT Lab moving into Alexander?
    • Opportunities: Shared print repositories as “resource in common”
Collection Development and Management

• Building up collection assessment capacities to support decision-making
  – Database/journal usage data
    • Have been used in making cancellation decisions
  – ILL data
    • What are the unmet user needs?
  – Circulation data
    • How frequently are the books we purchased being circulated?
    • How do we compare the effectiveness of different acquisition methods (approval plan vs. firm order vs. patron driven)?
Priorities 2016-2017

• Launch a master space planning process
• Determine a future direction for the ILS
• Customize websites to meet the special needs of the Health Sciences and IJS
Questions?