

The background of the slide features a large, faint watermark of the Rutgers University seal. The seal is circular and contains the text "RUTGERS UNIVERSITY" around its perimeter. The central part of the seal is a sunburst design.

**RUTGERS**

University Libraries

# 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  
Saucedo**  
Central  
Technical  
Services



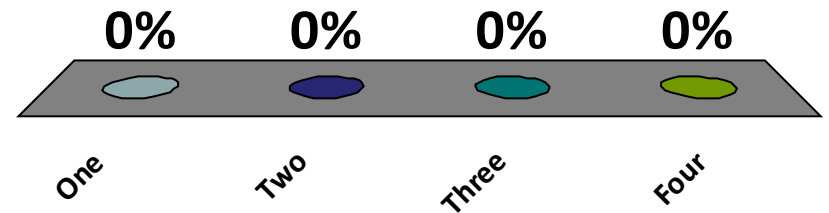
**Sheridan  
Sayles**  
Special  
Collections and  
University  
Archives



**Martha Taylor**  
Paul Robeson  
Library

# How many Universities make up the Rutgers University System?

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



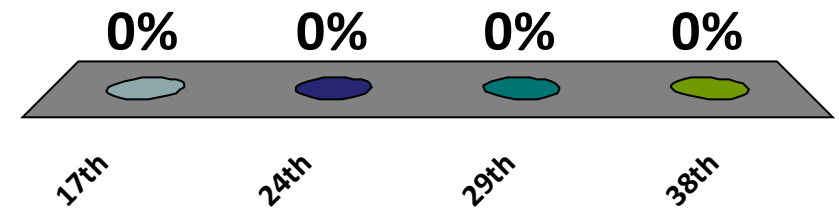
In the ARL expenditure index, Rutgers is ranked:

A. 17<sup>th</sup>

✓ B. 24<sup>th</sup>

C. 29<sup>th</sup>

D. 38<sup>th</sup>



# 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

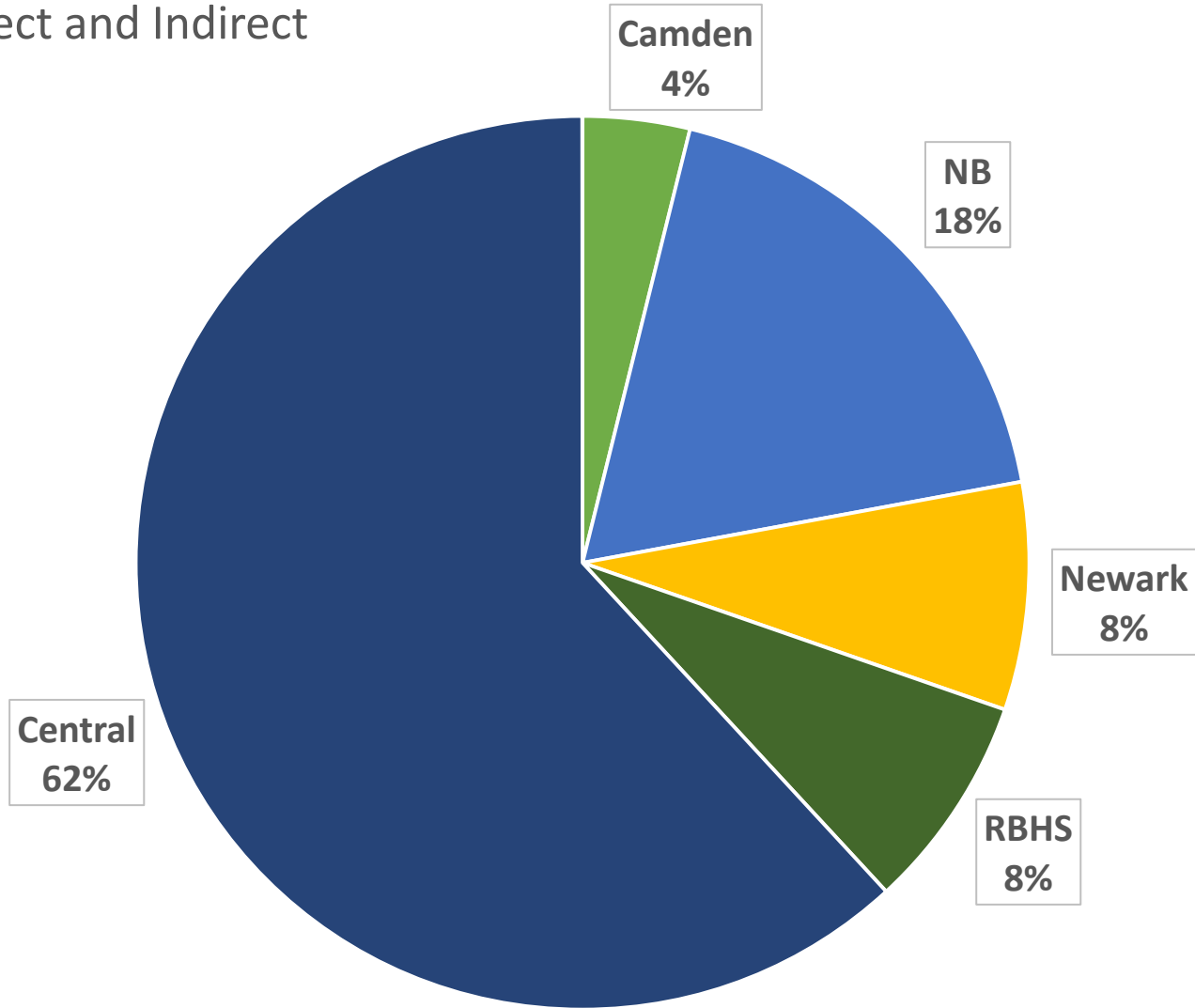
# RCM and the Libraries

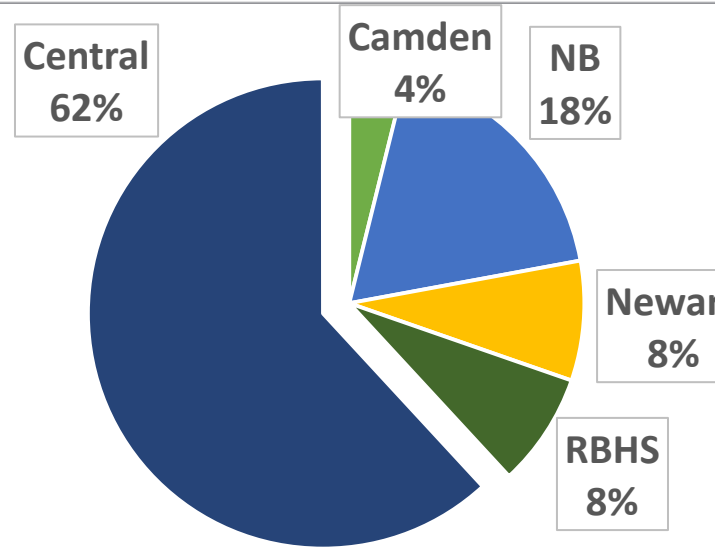
- 2016 Indirect Expenses (continued):
  - Special Collections and University Archives
  - New Brunswick units performing central duties:
    - ILL
    - Media Services
    - Imaging Services
    - Shipping and Receiving

# RCM and the Libraries

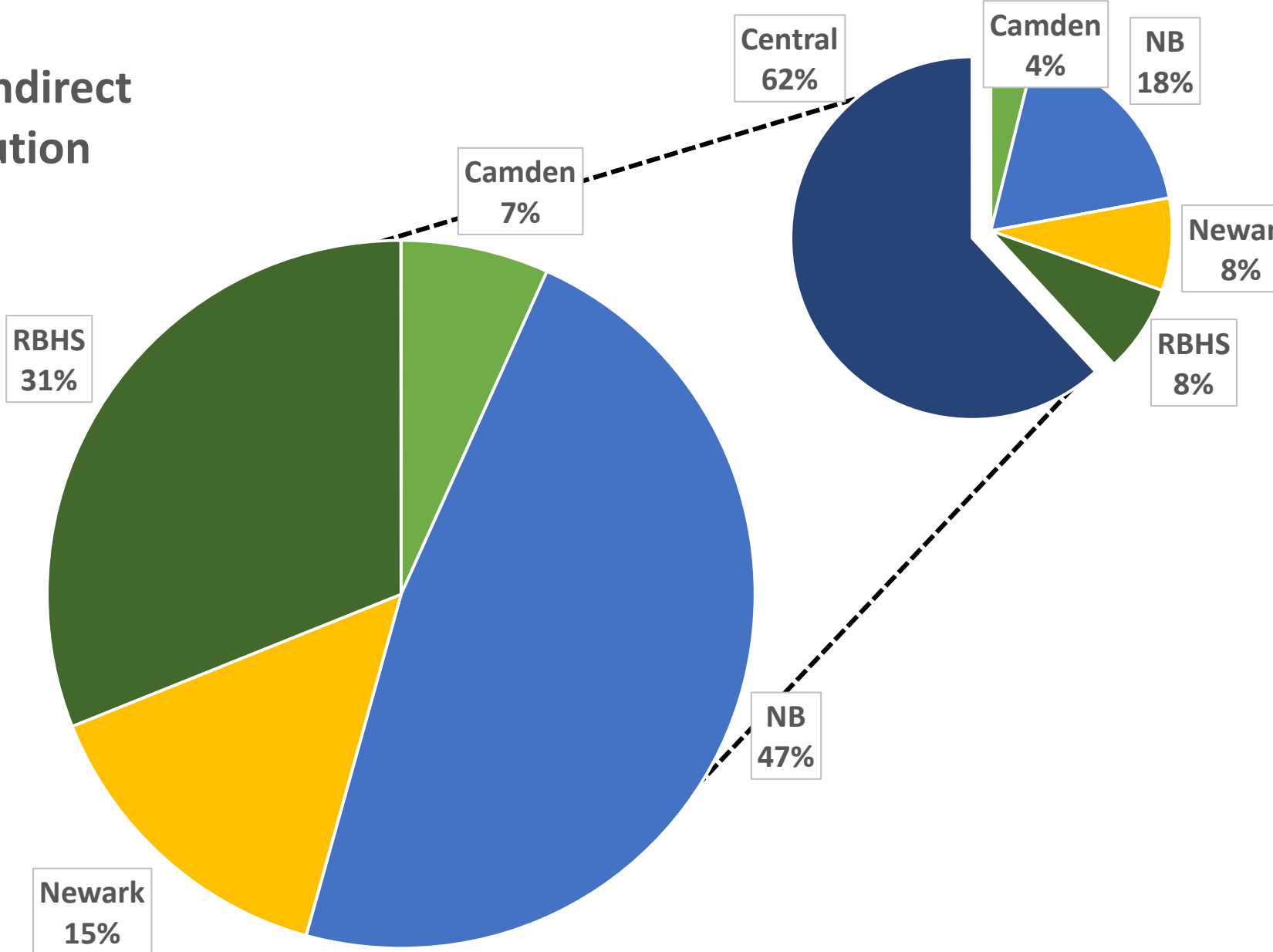
- 2016 Direct Expenses:
  - Library operating expenses
  - Staff and librarians assigned to Newark, Camden, and RBHS
  - New Brunswick staff and librarians **not** calculated as indirect

2015-2016 Budget  
Direct and Indirect



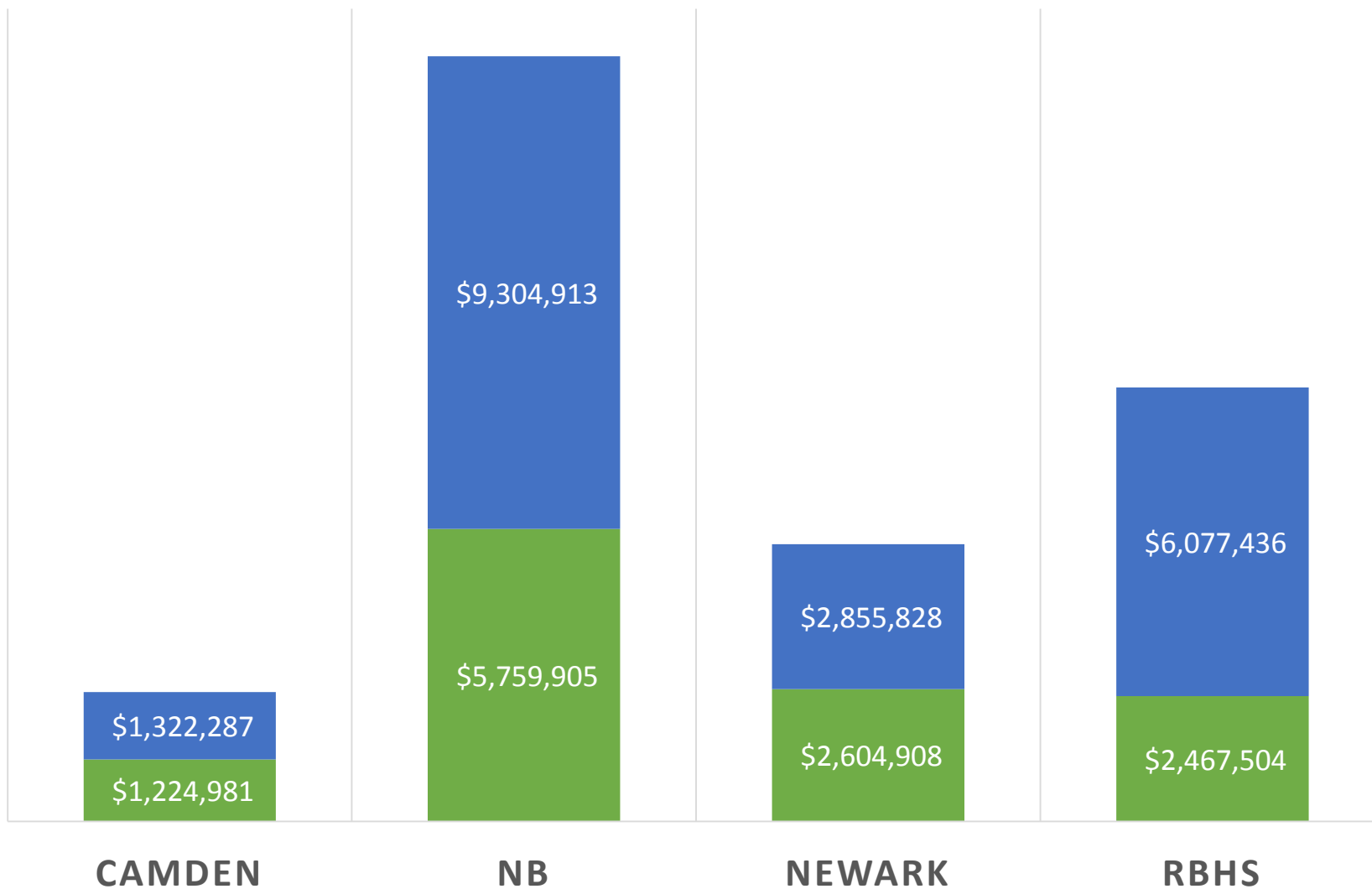


### Central/Indirect Distribution



### TOTAL BUDGET

■ Direct ■ Indirect





# 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

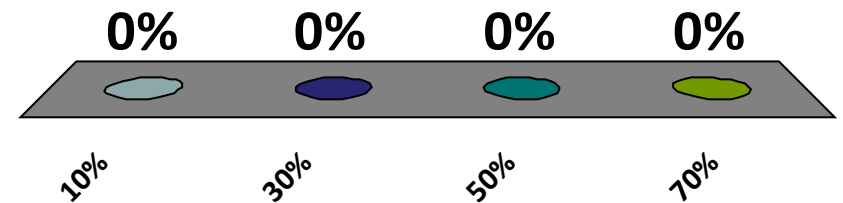
Approximately what percentage of the University's revenue comes from tuition?

A. 10%

B. 30%

C. 50%

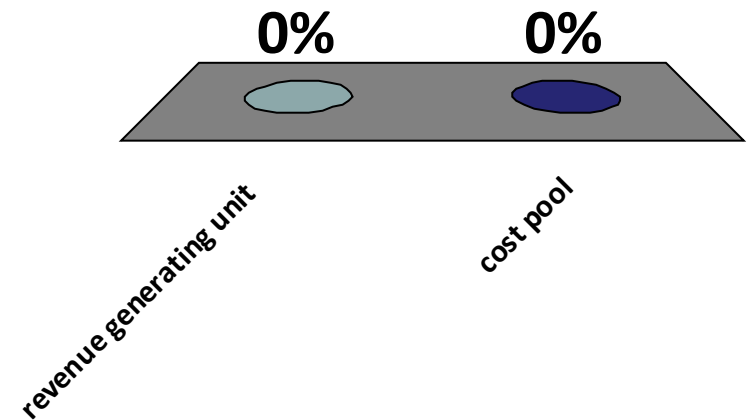
✓ D. 70%



The Office of Research and Economic Development is a:

A. Revenue generating unit

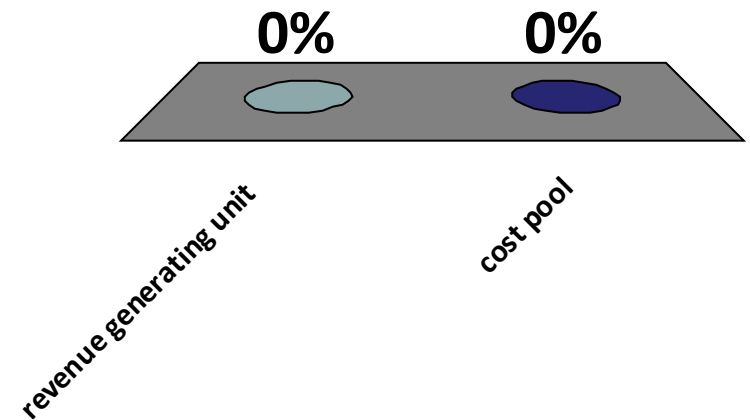
✓ B. Cost pool



# The Office of Information Technology is a:

A. Revenue generating unit

✓ B. Cost pool



# 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

## SYSTEM-WIDE AND LOCAL SERVICES

### I. Mission

Explain Mission

### II. Services

	FY16	FY16	FY16	FY17	FY17	FY17
	Staffing (FTE)	Personnel Cost	Non-Salary	Staffing (FTE)	Personnel Cost	Non-Salary
Explain Core Service 1	-	\$	- \$	-	\$	- \$
Explain Core Service 2	-	\$	- \$	-	\$	- \$
Explain Core Service 3	-	\$	- \$	-	\$	- \$

### III. Goals

	FY16	FY16	FY16		FY17	FY17	FY17
	Staffing (FTE)	Personnel Cost	Non-Salary		Staffing (FTE)	Personnel Cost	Non-Salary
<b>FY16 Goals</b>							
Explain Goal 1	-	\$	- \$	-			
Explain Goal 2	-	\$	- \$	-			
Explain Goal 3	-	\$	- \$	-			
<b>FY17 Goals</b>							
Explain Goal 1					-	\$	- \$
Explain Goal 2					-	\$	- \$
Explain Goal 3					-	\$	- \$

### IV. S. W. O. T.

#### Strengths

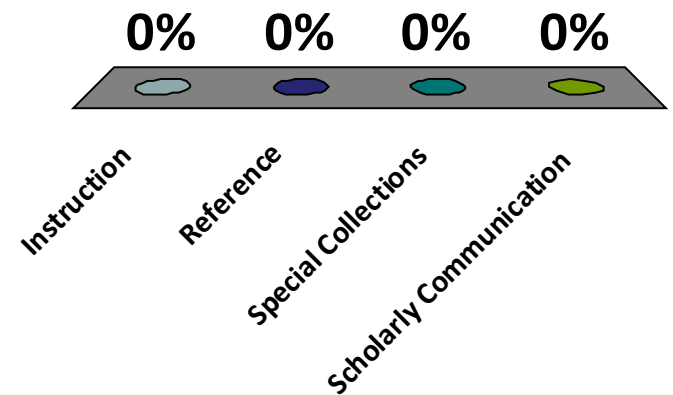
Explain

#### Weakness

Explain

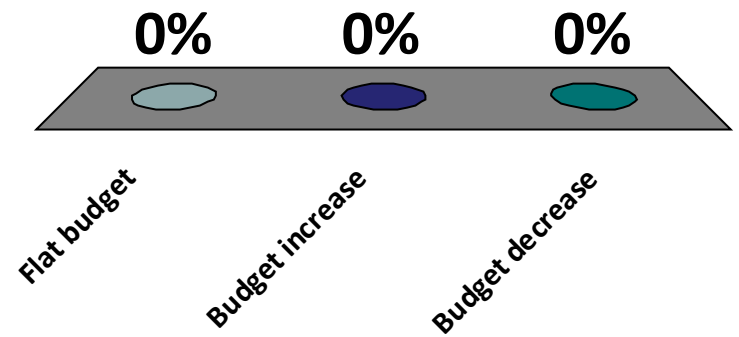
Imagine you are the Executive Dean of SAS.  
For which of the Libraries' lines of business  
would you increase funding?

- A. Instruction
- B. Reference
- C. Special Collections
- D. Scholarly  
Communication



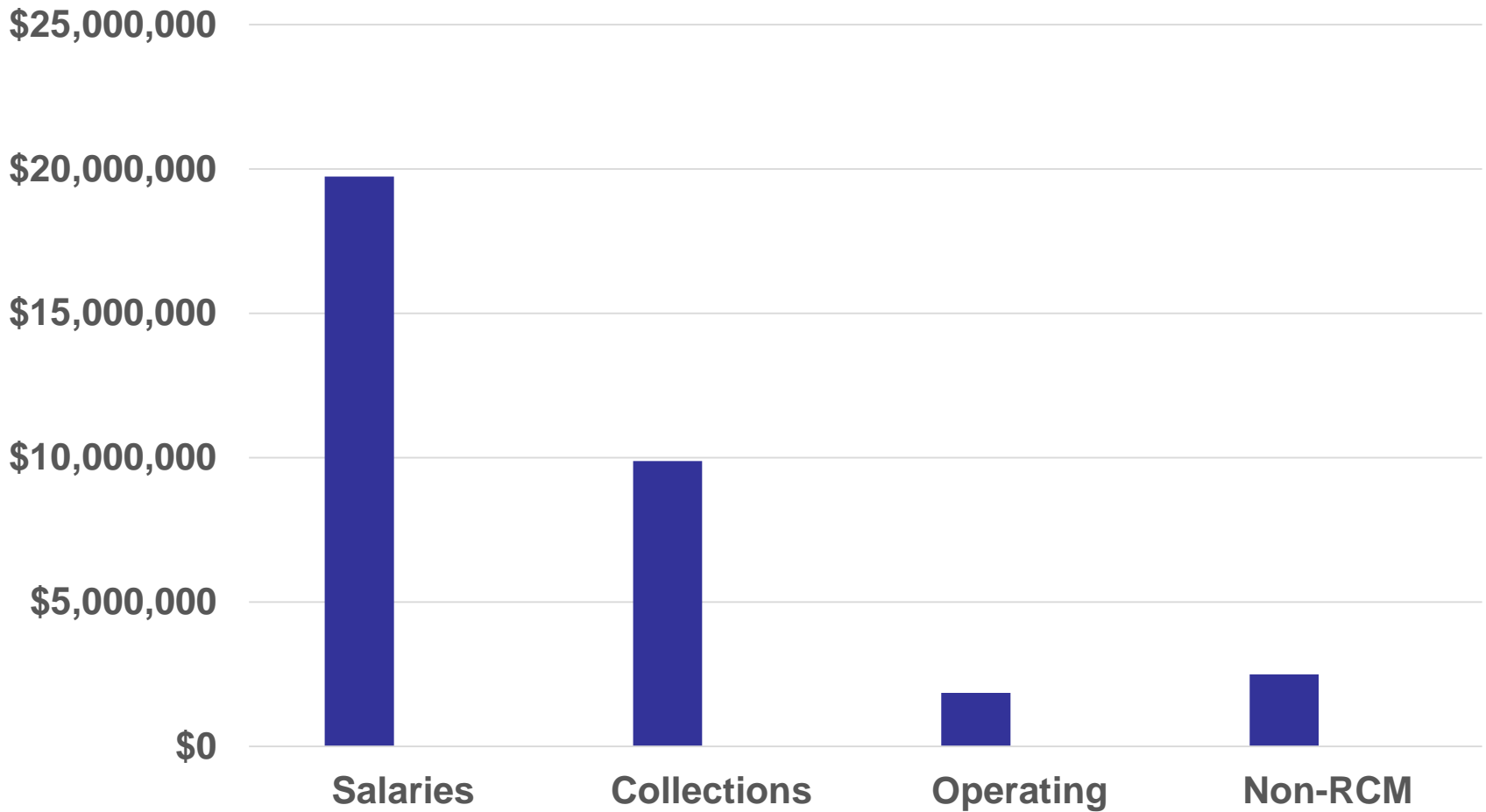
This year (2015-2016) RUL had a:

- A. Flat budget
- ✓ B. Budget increase
- C. Budget decrease

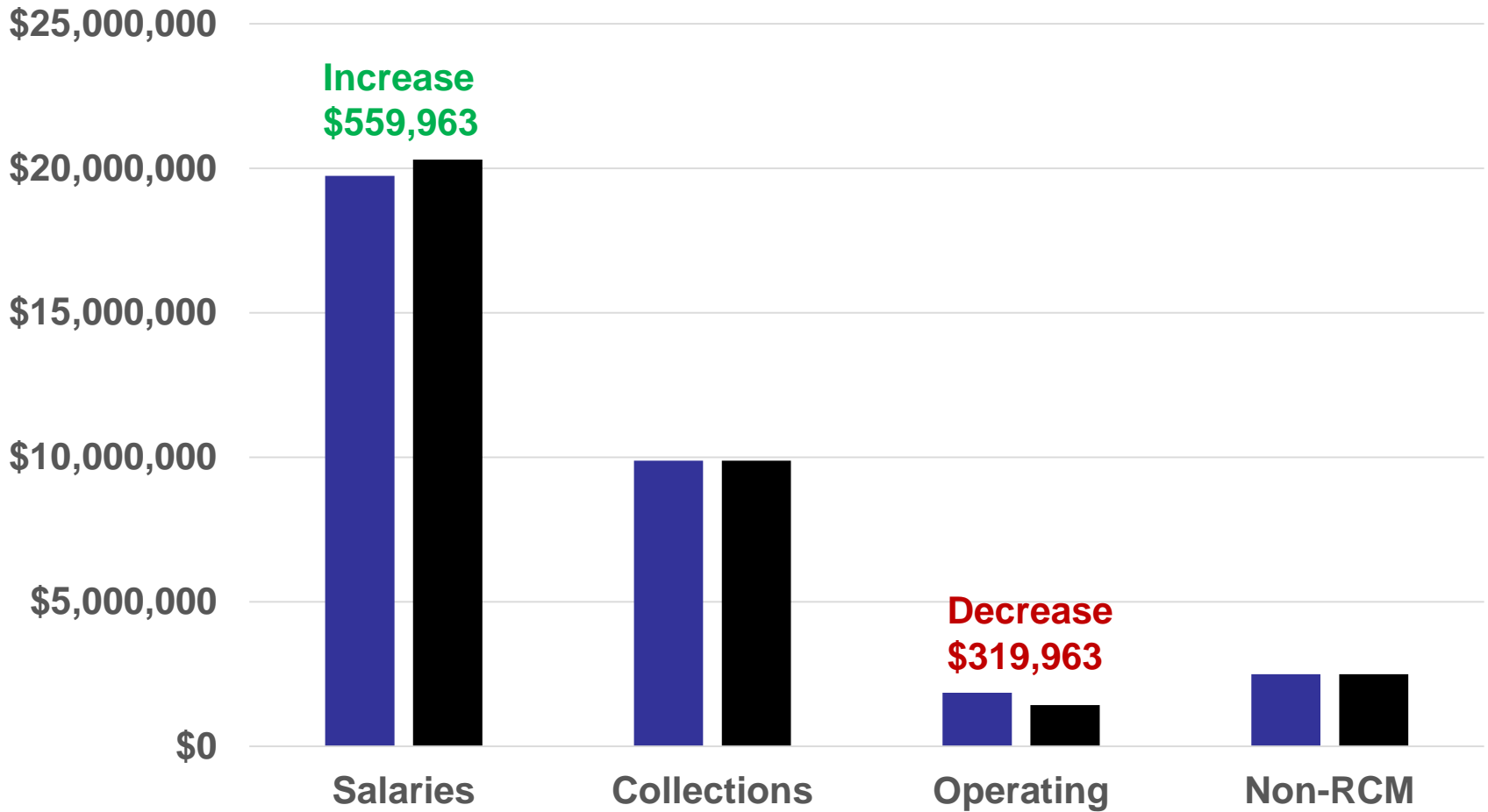




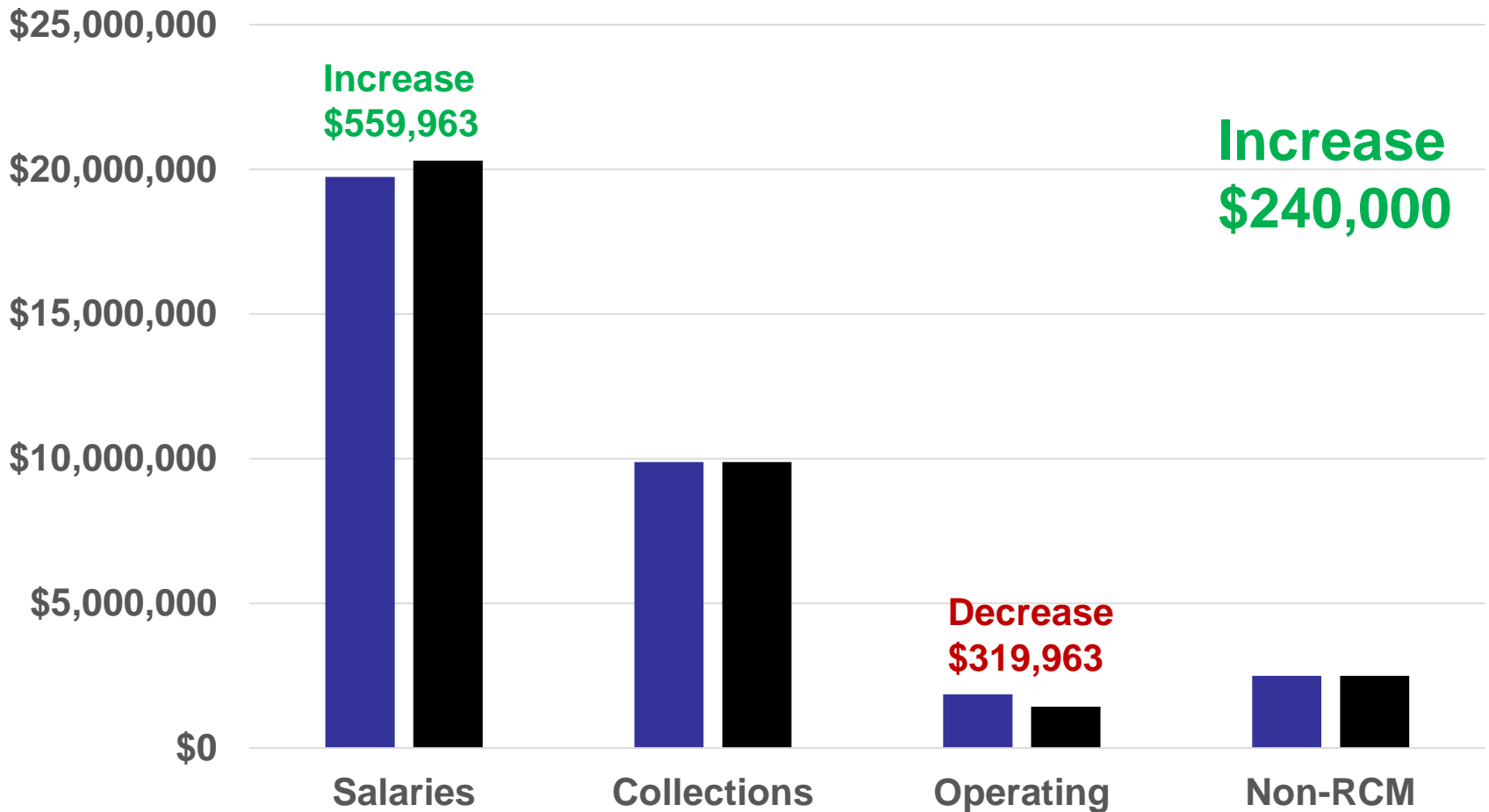
# RUL Budget 2014-2015



# RUL Budget 2015-2016



# RUL Budget 2015-2016



# 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

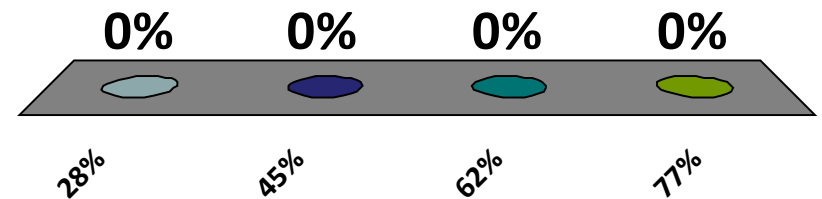
What percentage of UNDERGRADUATES used the library over the course of a semester?

A. 28%

B. 45%

C. 62%

✓ D. 77%





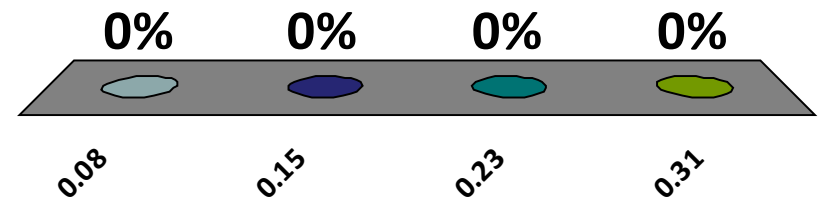
First-year students who used the library at least once during the year earned an average GPA that was \_\_\_\_\_ points higher than students who never used the library.

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

The logo for Rutgers University Libraries, featuring the word "RUTGERS" in a large, red, serif font. The letter "R" is stylized with a long, sweeping tail that extends to the left. Below the word "RUTGERS" is the text "University Libraries" in a smaller, black, sans-serif font.

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**Priorities 2016-2017: Define the Libraries  
Role in and Identify Resources for  
Advanced Research Support**

**Judy Cohn**

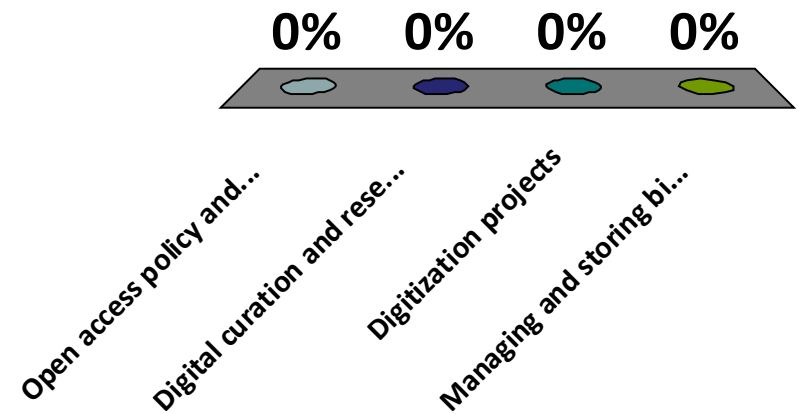
**Assistant Vice President for Information  
Services and Director of Health Sciences  
Libraries**

# 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





# Advanced research support

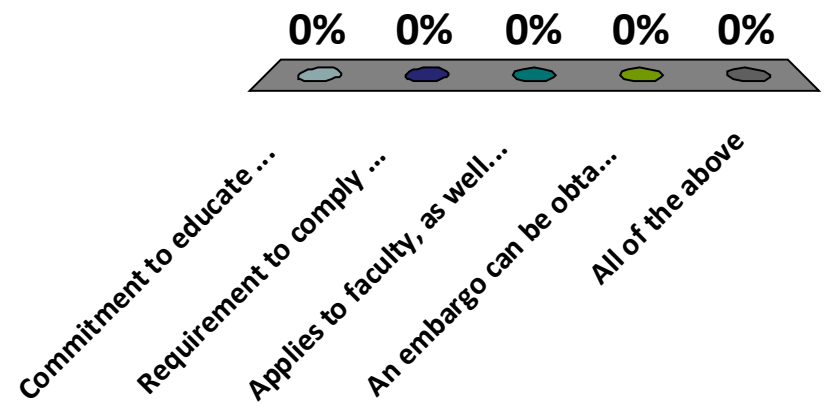
- Major drivers of the research agenda can be found in the system-wide and individual Universities' strategic plans:
  - RU Strategic Plan
  - NB Strategic Plan
  - Newark Strategic Plan
  - Camden Strategic Plan
  - RBHS Strategic Plan

# 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



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

Jeanne Boyle

Associate University Librarian for Planning  
and Organizational Research

# Special Collections

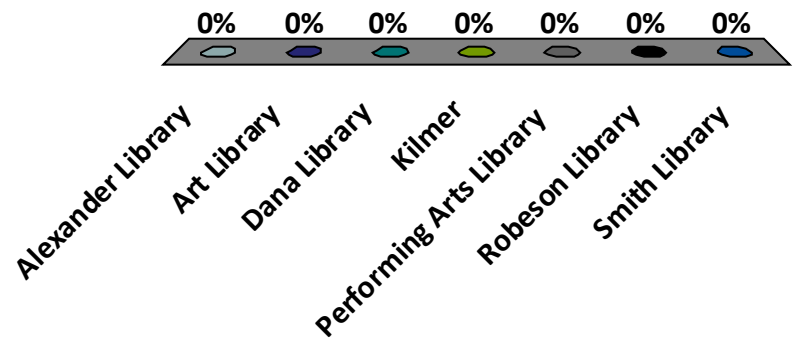
- Special = Unique or Rare
  - Special Collections:
    - Set us apart
    - Give us opportunity
    - Make us responsible



Syracuse, Oct. 7. 1854  
Dear Friends,  
The bearer of this will be Peter Still - one of the most remarkable of the many who have recently come out of the horrid bondage of the American democratic Slave System. His story is a peculiar one - as also the story of his friend Seth Crocking. I leave Mr Still to give his own narrative. You may rely upon all he tells you - for a more truthful man does not live.  
He has nearly accomplished his arduous undertaking - has raised nearly enough to pay for the release of his family and bear the expenses of their removal to their new home in some one of the nominally free states of our Union. Do help him to the point - Yours Truly  
Samuel J. May.

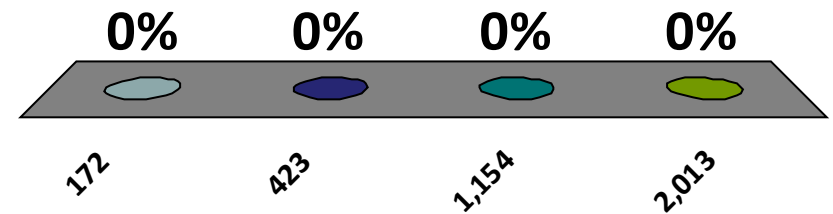
Which location does NOT have a special collection?

- 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



# Special Collections

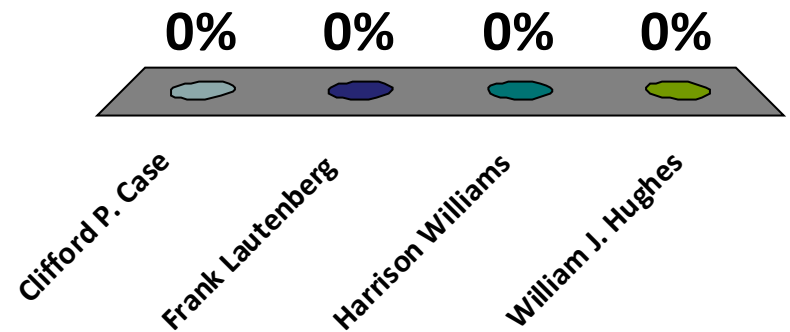
- Priorities & Challenges
  - Access and discovery
    - In person
    - Remote
  - Collections
    - Acquisition
    - Conservation
    - Description
    - Digitization
  - Space
    - Adequate
    - Proper





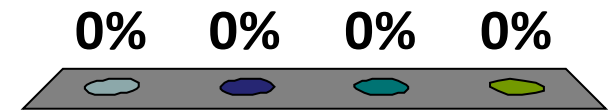
Which senator's papers are currently being processed?

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



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

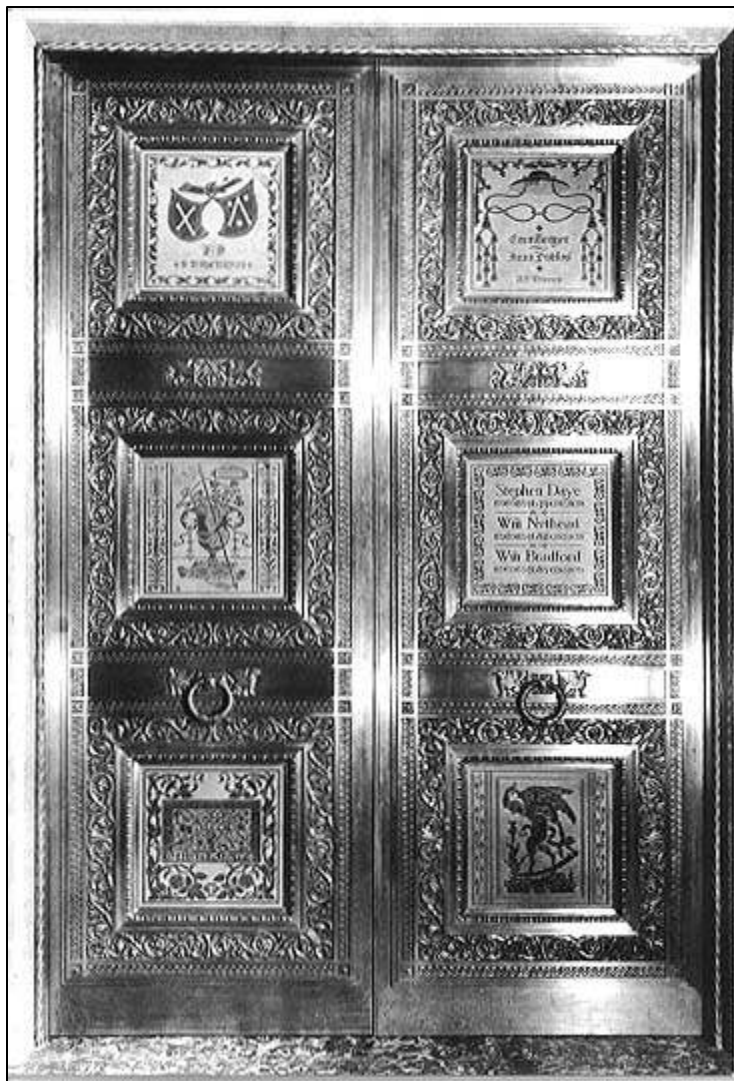


Vesalius's De Humani Cor...

Dr. Harrison Martland's ...

Hundreds of postcards o...

All of the above



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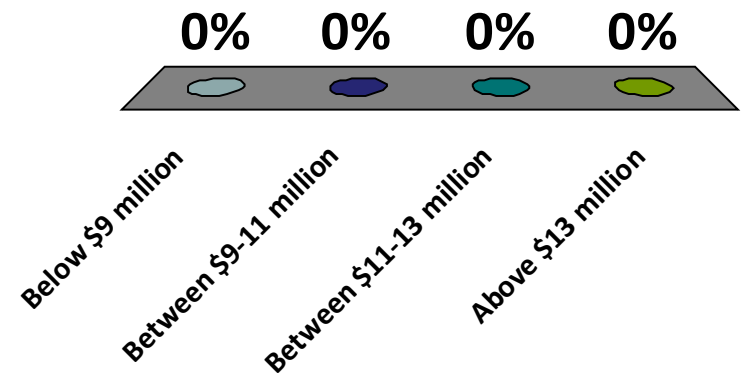
# Priorities 2016-2017: Optimize Collection Development and Management

Tao Yang

Interim Associate University Librarian for  
Collection Development & Management

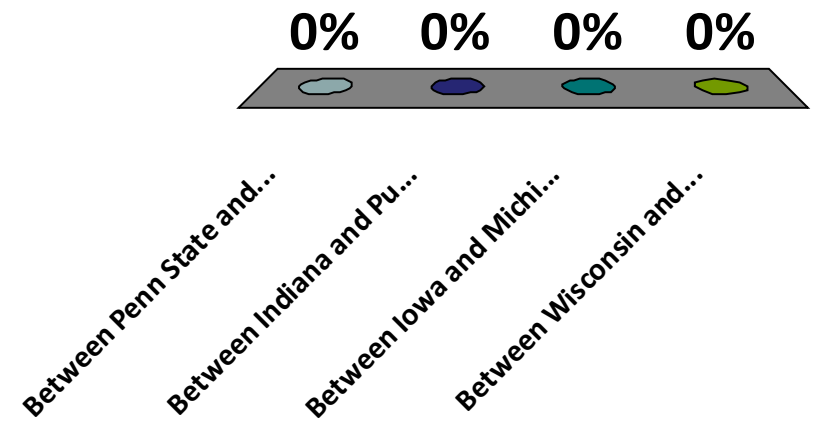
## How big is the collections budget?

- 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



# 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

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Questions?