

## UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **207 - Libraries**Programmatic & Academic Vitality Narrative

- 1) Please briefly describe your campus's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The Libraries uses the annual budget submissions as a platform to review the current budget, identify new or continuing needs, and align strategic goals and priorities with resource allocation, including the annual Hiring Plan. The narratives and budget development are coordinated through the Office of the Vice-Provost and Dean, with support from other administrators and input from librarians and staff as appropriate. The Assistant Dean for Administrative Services and the Libraries Cabinet monitor budget expenditures on a monthly basis to ensure that funds are spent in a timely manner without deficits.

The Libraries is unique in that, unlike most University units, a significant portion of the budget is not spent on personnel. Approximately 40% is spent on collections, 75% of which goes towards online journals. The process for determining allocations to 70 collections funds includes input from 50 subject librarians on academic program needs, as well as an analysis of current expenditures and estimated price increases for the coming year. The Libraries collaborates with multi-institutional partners and consortia to negotiate the best possible pricing and terms for access to resources that support the breadth and depth of campus programs and degrees.

Contingency plans, such as journal cancellations, are established in case funding cannot cover the cost of continuing obligations such as journals. Other assessment efforts systematically collect input from faculty and students through cyclical surveys and other methods. Assessment results are used to identify priority areas and new services that influence budget development.

- 2) What are 3-5 key elements of your campus's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The Libraries 2018-2021 Strategic Plan has five strategic directions:

- Advance Research for the Public Good
  - Key Element: Develop Open Access (OA) publishing, scholarship, and educational resources by leading the implementation of the UW OA policy and investing in infrastructure & expertise to support current and emerging forms of research, including digital scholarship.
- Enrich the Student Experience
  - Key Element: Evolve library spaces to address student enrolment growth and changes in scholarship and learning and moving forward on elements of the Strategic Space Plan for the UW Libraries.
  - Key Element: Enhance success of diverse student populations.
- Enhance Equitable Environments for Research, Learning and Working.
  - Key Element: Foster an equitable and inclusive culture for Libraries staff and user communities through increased access to culturally-relevant information resources, strengthened contributions to campus-wide initiatives on equity and social justice, and providing positive learning and creative spaces for students.
- Accelerate Scholarship and Learning through Responsive Collections
  - Key Element: Develop scalable, strategic and sustainable models of collection development, preservation and stewardship that provide the information resources and services necessary for a premier research institution.
- Grow as a Learning Organization
  - Key Element: Invest in developing, recruiting and retaining a diverse staff to provide the expertise needed to address changing university needs.



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- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

In previous years, we have received partial funding for serial increases and have had to shift money from monographs to serials to maintain serial subscriptions.

#### Infrastructure support

- Libraries are the public face of the University and among the most heavily used campus facilities with 5.5 million visits annually, 95% of whom are students. The constant wear and tear on our 11 Seattle campus libraries requires ongoing maintenance and repair to avoid damage to collections and to provide a safe environment for users and staff. Recent changes requiring units to pay a larger cost of repairs without budgetary support leads to deferred maintenance, exacerbates environmental conditions and puts our users, collections, and valuable equipment at risk.
- Our libraries are operationally full. They cannot house new acquisitions, including unique and specialized works, and cannot be renovated to accommodate additional space and programs for students and services without additional funding and off-site shelving.

The 2016 Strategic Space Plan for the University of Washington Libraries made a strong recommendation for additional off-site shelving to:

- Increase available core campus student study and work spaces (currently in high demand) to address current shortcomings and projected enrollment growth
- Build on the Libraries' proven track record of success in creating innovative spaces and services for UW students and the broader community
- Ensure long-term responsible stewardship of the Libraries' distinctive and valuable collections.
- Information technology infrastructure needs to be more open, collaborative, and cost-effective.

#### Resources to support fixed costs such as annual collections prices and minimum wage increases

- Each year the Libraries must request additional permanent funding to meet annual cost increases for collections (primarily online journals) and the minimum wage for student employees. The projected 5.7% increase in the cost of 2020 journals, if not funded, threatens effective support of University research. Journals and other serial publications are essential for support of research and scholarship in all programs, and especially true in areas heavily supported by external research funding. With seven million article downloads they are heavily used. If funded, we would continue to maintain our purchasing level and also take a proactive approach with strategic assessment and investments in Open Access collections and infrastructure. If not funded, we would implement serial and journal reviews and identify cancellations targets.
- The Libraries employs approximately 400 student employees who are essential to our operations, and if not funded for minimum wage increases, we are challenged to maintain those operations (such as running a 24-hour facility).

#### Salaries/Recruitment/Retention

- Our salaries are not competitive, both locally and nationally, to recruit for positions that can address changes in scholarly productivity, pedagogy and student learning. These positions often require specialized technical expertise, are in high demand, and command higher salaries than our resources can support. Salary compression and the high cost of living also play critical roles in recruitment and retention of a diverse workforce. Librarian salaries have traditionally ranked in the lower half of Association of Research Libraries (ARL) libraries and



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combined with the local high cost of living place us at a recruiting disadvantage with our peer research libraries. Local libraries such as King County and Seattle Public also pay substantially higher salaries.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your campus and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The University Libraries supports the entire University of Washington community, including UWB and UWT. Our collections and services are critical for furthering research, teaching, learning, clinical care and the student experience. The Libraries nine million books (1.15 million of which are e-books) and 350,000 journals (180,000 are e-journals), and millions of other items in other formats, provide direct support to the University's premier research programs.

Our interlibrary loan program borrows 90,000 items annually (the highest among North American academic research libraries), filling collection gaps and ensuring rapid delivery of items we don't own to the UW community. These activities reduce faculty research related expenses to acquire their own journals, monographs and other materials and increase faculty research productivity. No cost interlibrary loan and document delivery again reduces their expenditures to purchase individual articles, books and other information sources.

Membership and participation in such national efforts as the Hathi Trust further increases access to millions of titles that are collectively owned. The Libraries data repository satisfies funder requirements to provide open access to published research, thus reducing the costs of individual faculty or departments to provide this service.

Other open access initiatives related to OA policy implementation will facilitate the transition toward open publishing models that will benefit the greater research and scholarly community and have a long term impact on the economics of scholarly publishing. These include publishing in lower cost journals, enhancing digital scholarship, and systematically identifying UW published scholarly articles to help build the repository as well as provide patterns of collaboration networks.

Over the next year, ongoing assessments and improvements to Libraries spaces will improve the ability of students to work individually and collaboratively on a range of coursework and research projects. The Libraries will also enhance the success of diverse student populations through a robust program of outreach and services to support first-generation, transfer, and international students.

The Libraries program focusing on Open Educational Resources and Pedagogies will help to address textbook affordability, a significant barrier to success for many students. Information on specific strategic changes that improve the student experience are outlined in Question 6.

- 5) What is your unit doing to effectively use resources in a way that benefits your campus and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

The University Libraries activities and resources directly support the entire University of Washington community. All of our collections, programs, facilities and services directly advance University research, teaching, learning, clinical care, student success and service. Some current examples include:

#### One Library Three Campuses

- With the One Library Three Campuses operating principles, we are committed to providing comparable access and sharing costs of Libraries resources for all UW students, faculty and staff across the three campuses. Efficiency from centralized licensing of electronic materials, integrated library system, acquisitions, cataloging, technical processing, interlibrary loan and document delivery, personnel and administrative services reduces duplicative costs and enhances services.



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#### Open Publishing Models

- Strategically allocating endowment funding to pilot initiatives facilitating the transition toward open publishing models that will benefit the greater research and scholarly community and have a long-term impact on the economics of scholarly publishing. Resources were reallocated to create a .5 librarian position to support faculty efforts to adopt and create open textbooks. A pilot project was funded by a \$5000 Friends of the UW Libraries award in 2017-18 that successfully produced one open textbook. A second pilot project is underway, funded by Allen Transformation funds that aims to convert four additional courses from traditional textbooks to open alternatives.

#### 24/7 Services

- Continued investment in online resources means that many collections, including journals, are available to the UW community at any time. The Odegaard Undergraduate Library is open 24 hours from noon on Sunday through 9pm on Friday, with more limited hours on Saturday. The Libraries participates in a national 24/7 online information and reference cooperative in which librarians and staff from all three UW campuses provide services on weekdays, with evenings and weekends covered by partner librarians in the U.K. and U.S. This service enables us to provide support for UW faculty and students from home even when the campus is closed due to inclement weather or other incidents.

#### Teaching and Learning

- Our new Learning Services structure allows for curriculum-based instruction and support focused on developing critical information skills; programming and outreach further integrating the Libraries into University student success initiatives; development of multi-modal and online pedagogies and teaching resources; and development of formal and informal learning spaces in Odegaard in collaboration with other UW departments and support units.

#### Research Collaboration

- TRAIL (Translational Research and Information Lab) is a collaboration between the Health Sciences Library, Institute of Translational Health Sciences (ITHS), Bioinformatics and Medical Education, UW Medicine Research Information Technology, and the Pacific Northwest Region of the National Network of National Libraries of Medicine. TRAIL is designed to provide consultations and support on research data management tools and data visualization. This lab, located in the Health Sciences Library:
  - Connects librarians and translational medical researchers;
  - Supports ITHS training program;
  - Promotes dissemination of information and awareness of research tools, including VR, available to UW researchers and clinicians to advance innovative research and improve healthcare in the region.

- 6) What are you doing to improve the experience and outcomes of students on your campus? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

The University Libraries provides a wide range of services that support student experiences and success. Our libraries provide a positive and supportive learning environment that enables students to work productively, alone or in groups, with vital technology and resources. We also employ approximately 400 students, many of whom work in positions that help develop their skills and contribute to their learning. The Libraries has a long-established and robust assessment program that has led to changes in library hours, the elimination of fines for renewable items, the provision of new and expanded services for graduate and professional students, and the creation of library spaces that are supportive of different student learning and working needs.



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#### Award and Scholarship Support

The Libraries sponsors the annual Library Research Award for Undergraduates, which recognizes the excellence and creativity of undergraduates who demonstrate outstanding ability to identify, locate, select, evaluate, and synthesize library and other information resources and to use them in the creation of an original course project. Funded from gifts and endowments, more than \$100,000 has been awarded to students since 2004. Awards have a cash value of \$250 to \$1000. The Libraries Student Employee Scholarships are generously funded through endowments and gifts. In FY18, 24 student employees were awarded \$1,000 scholarships, an increase of 14 due to gifts from staff and Friends of UW Libraries. The Faculty-Student-Retiree 50% match boosted the totals number of scholarships.

#### Undergraduates

The Libraries supports the whole student through programming and targeted services. Our course instruction programs reach 15,000 students through nearly 700 sessions. Our facilities serve as the primary work environment for undergraduates. Within the past few years we have hired an Undergraduate Experience Librarian and a First Year Experience Librarian. Undergraduate student-focused programming is often offered in partnership with First Year Programs, FIUTS and the Undergraduate Research Program. Examples include:

- Libraries participation in Dawg Daze events, including Odegaard Library Dance Party, Harry Potter Trivia in the Suzzallo Reading Room, Transfer Student Libraries Orientation and Welcome events
- Instructional Support for International Students: Libraries FIUTS Tours, and programs including Lunar New Year Library Events
- Instructional Support for First Year Students: Libraries Research Assignment for First Year Interest Groups
- Recommended Reads for Equity: Undergraduate student-focused collection of books about equity, diversity, and inclusion and programs
- Instructional support for 100-level research and writing courses through library research workshops and online Canvas modules
- Online Instructional Support for Undergraduate Researchers: the Undergraduate Student Research Institute, currently under development

#### Graduate and Professional Students

The Libraries services to graduate and professional students include research consultations, training in such areas as database searching and citation management, and collaborations with the Graduate School and Health Sciences programs. Examples include:

- Inclusion of Libraries into the 501 program.
- Graduate Student Research Institute
- Research Data Management workshops
- Scholars Studio
- Digital Scholarship
- Liaison librarians provide individual and in-class support
- Electronic Thesis and Dissertations support
- Research Commons services: citation management help, design help desk, writing consultations, Graduate Funding Information Service
- 3-Minute Thesis Competition (3MT)
- Partnership with eScience institute to hire a graduate student employee to work on text and data mining projects and consultations

#### University Support



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- Provide incentives for partnerships
- Examine the UW-IT recharge model
- Advocate for funding for offsite storage to free up library space for renovation of libraries to improve student services and provide



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### Faculty/Librarian Trends

- 1) Please discuss your unit's Faculty/Librarian hiring trends and strategies from the last 2-3 years. *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UWS Library*

The Libraries continually reshapes its workforce to meet the emerging needs of faculty and students. As librarians and staff retire each position is evaluated and modified. Recent librarian hires have supported such areas as first year and undergraduate experience, digital scholarship, data visualization, instructional design, collection analysis and assessment, scholarly publishing, population health, and translational sciences. These reconfigured positions are technically complex, in demand nationally, and command higher salaries than our resources can easily support. In some cases it requires salaries from 1.5 vacant positions to fill a newly configured position. Bridge funding during the past few years has enabled us to get a head start on addressing critical needs now rather than waiting until retirements took place and have successfully facilitated succession planning and reconfiguring anticipated vacancies to support changes in research, teaching and learning.

- 2) How do these Faculty/Librarian hiring trends and strategies relate to your previously stated strategic goals and/or priorities? *Question Type: Free Text, Word Limit: 250, Required For: UWB, UWT, UWS Academic Units, UWS Library*

New hires have directly supported strategic directions and goals from our 2014-2017 plan in Research and Scholarship, Teaching and Learning, Collections and Access, and Community Engagement and our new 2018-2021 plan. For example, we created (through reallocation) three new positions in Scholarly Communication, three in assessment and data visualization, two in undergraduate experience, and two in digital scholarship and instructional design. Other newly reallocated positions have addressed changes in structure due to organizational reviews.