STRATEGIES DRIVING THE EVOLUTION
OF ACADEMIC LIBRARIES:
ITHAKA S+R US LIBRARY SURVEY 2016

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ITHAKA is a not-for-profit organization that helps the academic community use digital technologies to preserve the scholarly record and to advance research and teaching in sustainable ways.

JSTOR is a not-for-profit digital library of academic journals, books, and primary sources.

Ithaka S+R is a not-for-profit research and consulting service that helps academic, cultural, and publishing communities thrive in the digital environment.

Portico is a not-for-profit preservation service for digital publications, including electronic journals, books, and historical collections.

Artstor provides 2+ million high-quality images and digital asset management software to enhance scholarship and teaching.
LIBRARY SURVEY

Examining how the leaders of academic libraries are approaching systemic changes in their environment on a triennial basis since 2010

➢ Most recent cycle fielded November – December 2016

➢ Aggregate response rate: 49% (722 respondents)

<table>
<thead>
<tr>
<th></th>
<th>Invited</th>
<th>Responded</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baccalaureate Colleges</td>
<td>595</td>
<td>254</td>
<td>43%</td>
</tr>
<tr>
<td>Master's Colleges and</td>
<td>609</td>
<td>275</td>
<td>45%</td>
</tr>
<tr>
<td>Universities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctoral Universities</td>
<td>272</td>
<td>185</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1488</strong></td>
<td><strong>722</strong></td>
<td><strong>49%</strong></td>
</tr>
</tbody>
</table>
LIBRARY SURVEY

Examining how the leaders of academic libraries are approaching systemic changes in their environment on a triennial basis since 2010

For how many years have you been the library director or dean at your current college or university?

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>192</td>
<td>27%</td>
</tr>
<tr>
<td>2-5 years</td>
<td>205</td>
<td>29%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>135</td>
<td>19%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>88</td>
<td>12%</td>
</tr>
<tr>
<td>More than 15 years</td>
<td>99</td>
<td>14%</td>
</tr>
</tbody>
</table>
library survey

Examining how the leaders of academic libraries are approaching systemic changes in their environment on a triennial basis since 2010

Leading strategic transformation

➢ Increasing resource allocation towards services
➢ Deep commitment to student success
➢ Collections continuing to transform
➢ Pivoting away from discovery
➢ Decreasing sense of institutional support
VISION:
INCREASING RESOURCE ALLOCATION TOWARDS SERVICES
“My library is systemically increasing the share of staffing and budget devoted to developing and improving services that support teaching, learning, and/or research.”

Percentage of respondents who strongly agreed, neither agreed nor disagreed, and strongly disagreed with this statement.
To the best of your knowledge, will your library add or reduce employee positions in any of the following areas over the next 5 years? Percentage of respondents who indicated that they would add employee positions in each of the following areas.

- Instruction, instructional design, and information...
- Specialized faculty research support (digital...)
- Digital preservation and archiving
- Archives, rare books, and special collections
- Assessment and data analytics
- Web services and information technology
- Subject specialists and departmental liaisons
- Electronic resources management
- Development and fundraising
- Reference
- Access Services (circulation, ILL, etc.)
- Technical services, metadata, and cataloging
- Human resources, talent management, and...
- Collections development
- Finance and business operations
- Print preservation and collections management
- Attorneys and paralegals

2013

2016
To the best of your knowledge, will your library add or reduce employee positions in any of the following areas over the next 5 years? Percentage of respondents who indicated that they would reduce employee positions in each of the following areas.

- Instruction, instructional design, and information…
- Specialized faculty research support (digital…
- Digital preservation and archiving
- Archives, rare books, and special collections
- Assessment and data analytics
- Web services and information technology
- Subject specialists and departmental liaisons
- Electronic resources management
- Development and fundraising
- Reference
- Access Services (circulation, ILL, etc.)
- Technical services, metadata, and cataloging
- Human resources, talent management, and…
- Collections development
- Finance and business operations
- Print preservation and collections management
- Attorneys and paralegals

![Bar chart showing percentage of respondents who indicated reduction in employee positions by area from 2013 to 2016.]

- 2013
- 2016
To the best of your knowledge, will your library add or reduce employee positions in any of the following areas over the next 5 years?

Percentage of respondents who indicated that they would add employee positions in each of the following areas.

- Instruction, instructional design, and information
- Specialized faculty research support (digital...)
- Digital preservation and archiving
- Archives, rare books, and special collections
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Baccalaureate  Master's  Doctoral
How should the library determine the scope of its role in the provision of services relative to that of other academic support service providers?
VISION:
DEEP COMMITMENT TO STUDENT SUCCESS
“Supporting student success is the most important priority for my library.”

Percentage of respondents who strongly agreed with this statement.

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baccalaureate</td>
<td>80%</td>
</tr>
<tr>
<td>Master's</td>
<td>85%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>70%</td>
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</table>
“My library has clearly articulated how it contributes towards student success.”

Percentage of respondents who strongly agreed with this statement.

- Baccalaureate
- Master’s
- Doctoral
“The undergraduate students at my institution have poor skills related to locating and evaluating scholarly information.”

Percentage of respondents who strongly agreed with this statement.
Please use the 10 to 1 scales to indicate how well each statement below describes your point of view.

Percentage of respondents who strongly agreed with each statement.

Librarians at my college or university contribute significantly to student learning by helping them to find, access, and make use of a range of secondary and primary sources in their coursework.

Librarians at my college or university contribute significantly to student learning by helping them to develop their research skills.

Faculty members (2015)

Library directors (2016)
DEEP COMMITMENT TO STUDENT SUCCESS

➢ In what ways have you been able to articulate your library’s contributions towards student success? What challenges do you face?

➢ Why is there a gap in perception with faculty members? What can the library do to address this gap?
VISION:
COLLECTIONS CONTINUING TO TRANSFORM
What percentage of your library's materials budget is spent on the following items?

Average percentage of budget spent on each type of item.
What percentage of your library's materials budget is spent on the following items? / In five years, what percentage of your library’s materials budget do you estimate will be spent on the following items?

Average percentage of budget spent / estimated average percentage of budget to be spent on each.
Please use the 10 to 1 scales to indicate how well each statement below describes your point of view.

Percentage of respondents who strongly agreed with each statement.

My library is systematically reducing the staffing and budget devoted to our general collections.

My library is systematically increasing the staffing and budget devoted to our rare, special, and other distinctive collections.
Does your library have formal collections management policies for when and how to de-accession print materials that are available to you digitally as well?

Percentage of respondents who responded “Yes.”

<table>
<thead>
<tr>
<th>Level</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baccalaureate</td>
<td>25%</td>
<td>50%</td>
</tr>
<tr>
<td>Master's</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>25%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Do you anticipate a transition towards greater adoption of and greater resource allocation towards e-books?
VISION:

PIVOTING AWAY FROM DISCOVERY
“It is strategically important that my library be seen by its users as the first place that they go to discover scholarly content.”

Percentage of respondents who strongly agreed with this statement.
“My library is always the best place for researchers at my institution to start their search for scholarly information.”

Percentage of respondents who strongly agreed with this statement.
“When identical online copies of the same item exist, it is important to my library that we be able to guide users to a preferred source.”

Percentage of respondents who strongly agreed with this statement.
If the library is not or will not be the starting point for research, how are other services provided by the library (e.g. information literacy and scholarly communication) affected accordingly?
CONSTRAINT: DECREASING SENSE OF INSTITUTIONAL SUPPORT
“I am considered by academic deans and other senior administrators to be a member of my institution’s senior academic leadership.”

Percentage of respondents who strongly agreed with this statement.
“My direct supervisor and I share the same vision for the library.”

Percentage of respondents who strongly agreed with this statement.

- Baccalaureate
- Masters
- Doctoral

- 2013
- 2016
“My college or university’s budget allocations to the library in recent years have demonstrated that it recognizes the value of the library.”

Percentage of respondents who strongly agreed, neither agreed nor disagreed, and strongly disagreed with this statement.
What are the primary constraints on your ability to make desired changes in your library?

Percentage of respondents who selected each item.
What are the primary constraints on your ability to make desired changes in your library?

Percentage of respondents who selected each item.
What is driving these declines in perceived institutional support? And what can the library do to minimize or reverse these declines?
Thank you

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Reports and issue briefs:
sr.ithaka.org
1. What is driving these declines in perceived institutional support? And what can the library do to minimize or reverse these declines?

2. How should the library determine the scope of its role in the provision of services relative to that of other academic support service providers?

3. If the library is not or will not be the starting point for research, how are other services provided by the library (e.g. information literacy and scholarly communication) affected accordingly?

4. In what ways can the library articulate its contributions towards student success? What challenges are faced in doing so?