

Dean of Libraries

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March 10, 2009

University colleagues:

As part of the budget process outlined by the President, the Western Libraries were asked to compose an introductory letter to the campus. This letter details the principles by which we made the difficult decisions required to meet our part of the University-wide budget reduction for the 2009 – 2011 biennium, and their relation to the Libraries' mission, values, and vision for the future. Also included is a detailed description of the transparent, bottom-up process undertaken by the Libraries to arrive at our proposed plan for managing this reduction. All sections of this document have been vetted through the Libraries' faculty and staff and they both participated in the creation of and voted to approve both the principles and proposal development process.

Western Libraries' Budget Principles and Assumptions:

- Our highest priorities will be to protect primary, high-impact library services and resources for Western students and faculty.
- We will continue to support learning opportunities for the Western community.
- We will strive to retain excellence according to our mission and values.
- We will continue to invest in our future pursuant to the goals and objectives of our strategic plan.
- We will review our human and financial resources to explore opportunities to achieve more efficient and effective operations.
- We will use assessment practices to evaluate the impact of resource allocations.

Submitted by the Ad Hoc Principles Task Force (Julie Fitzgerald, Kim Marsicek, Paul Piper, Rick Osen, Marian Ritter) on February 9, 2009.

Approved by the Libraries' staff on February 24, 2009.

Mission

Western Libraries connects - people to place, people to people, people to learning.

- Place: both the physical and virtual presence of our library. We encourage learning, collaboration, and community through our environment.
- People: the Western Community and everyone we serve.

- Learning: the promotion of critical thinking, and information literacy. The library provides access to the information and resources necessary to the learning process.

Values

- We reach for excellence in performance and relationships. We strive for integrity, trust, and respect for each other and those we serve.
- We embrace the challenges of the evolving landscape as opportunities for the future, and we honor the traditional roles of academic libraries.
- We protect intellectual freedom and provide non-judgmental service.
- We promote diversity and provide equal and open access.
- We are integral to the teaching and learning process.
- We respond to the needs of our users.

Submitted by the Libraries' Strategic Planning Committee, October 21, 2008.

Approved by the Libraries' staff November 18, 2008.

Budget Reduction Proposal Development Process:

1. The Libraries' department heads engage in discussion with members of their departments to determine efficiencies that can be achieved in their departments. Individuals throughout the library are also welcome to send ideas directly to the Dean of Libraries.
Targeted completion date: January 16, 2009.
2. In a parallel process, the Libraries' Collection Development Team undertakes an analysis of the Libraries' acquisitions expenses, in concert with the faculty in academic departments throughout the University. The Dean will provide a target figure for the proposed reduction. *Targeted completion date: January 23, 2009.*
3. Ideas are compiled and organized, then presented to the Department Heads Advisory Group for discussion and library staff as a whole for comment through the Libraries' Intranet. Ideas will be analyzed to determine which provide achievable cost savings. *Targeted completion date: February 13, 2009.*
4. At the same time, department heads conduct an analysis of their units to determine what work must be done, what work they might stop doing, and how this is best represented in their departments and in the organization as a whole. The Dean of Libraries will meet individually with each department head to discuss the results of this analysis. *Targeted completion date: February 13, 2009.*
5. Following discussion with the Department Heads Advisory Group and the Collection Development Team, the Dean of Libraries produces a draft budget reduction proposal. This proposal is presented to the Department Heads Advisory Group and discussed, is discussed with

the staff in a Libraries' General Staff meeting, and is posted on the library intranet for comment by library faculty and staff. *Targeted completion date: February 27, 2009.*

6. The Dean will take comments under advisement and produce a final draft for presentation to the University community. *Targeted completion date: March 10, 2009.*

Submitted by the Dean of Libraries. Approved by the Libraries' staff February 24, 2009.

Sincerely,

Christopher Cox
Dean of Libraries
On behalf of the Western Libraries' Faculty and Staff

WESTERN LIBRARIES SCOT ANALYSIS

	INTERNAL		EXTERNAL	
	Strengths	Challenges	Opportunities	Threats
#1	<p><u>Service</u></p> <ul style="list-style-type: none"> • Attentive to needs of faculty / students • Friendly / pleasant staff • Strong commitment 	<p><u>Service</u></p> <ul style="list-style-type: none"> • Subject assistance to graduate students 	<p><u>Service</u></p> <ul style="list-style-type: none"> • Social computing • Waterfront • Map library • Evolving service models 	<p><u>Service</u></p> <ul style="list-style-type: none"> • Increasing expectations of students and faculty • Rapid evolution of information technology • Network security and privacy issues
#2	<p><u>Collections</u></p> <ul style="list-style-type: none"> • Good despite budget restrictions • Great undergraduate collection • Good accountability of funds • Disaster recovery plan 	<p><u>Collections</u></p> <ul style="list-style-type: none"> • Gift policy • Weeding • Collection development policies • Digitization • Support of new programs • Support of graduate programs • Awkward collection arrangement 	<p><u>Collections</u></p> <ul style="list-style-type: none"> • Institutional Repository / Digital Asset Management (DAM) • Northwest Digital Archives (NWDA) • Increasing digital content • Open-access journals • Cooperative Collection Development • Development of special collections 	<p><u>Collections</u></p> <ul style="list-style-type: none"> • Increasing digital content • Support of new programs • Preservation of print and electronic resources • Academic publishing model • Copyright / Digital Rights Management (DRM) issues

WESTERN LIBRARIES SCOT ANALYSIS

	INTERNAL		EXTERNAL	
	Strengths	Challenges	Opportunities	Threats
#3	<p><u>Funding</u></p> <ul style="list-style-type: none"> • Leverage money through consortial agreements • Used funding wisely for staff equipment upgrades • Have funded travel / professional development • Have well-utilized alternative funding opportunities (e.g. student technology fee, consortial agreements) 	<p><u>Funding</u></p> <ul style="list-style-type: none"> • No clear direction on how to prioritize funding • Lack of planning 	<p><u>Funding</u></p> <ul style="list-style-type: none"> • Foundation fund-raising • Grant overhead money • Library fee 	<p><u>Funding</u></p> <ul style="list-style-type: none"> • Current economic conditions = cuts in funding levels • Lack of funding for new initiatives and services • Not enough money to support collections / journal inflation
#4	<p><u>Findability</u></p> <ul style="list-style-type: none"> • Website / Catalog • Summit/ILL enhances access • Good use of technology • Usability / Design Team 	<p><u>Findability</u></p> <ul style="list-style-type: none"> • Website / Catalog • Summit/ILL enhances access • Materials are difficult to find – multiple classification types (e.g. Library of Congress (LC), government publications) 	<p><u>Findability</u></p> <ul style="list-style-type: none"> • Course Guides • WorldCat Navigator • WorldCat Local • Federated search • New information technology developments • Orbis Cascade Alliance Digital Services Program 	<p><u>Findability</u></p> <ul style="list-style-type: none"> • WorldCat Navigator • Innovative Interfaces Inc. (III) catalog • Library is not the first choice for information.

WESTERN LIBRARIES SCOT ANALYSIS

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#5	<p><u>Outreach</u></p> <ul style="list-style-type: none"> • Ongoing and new events and programs (open house, study night, reading series) • Displays and exhibits • Liaisons do a good job • Partnering with new people 	<p><u>Outreach</u></p> <ul style="list-style-type: none"> • Liaison program needs improvement • Confusion about outreach coordination • Marketing of services to graduate students • Lack a clear and consistent image of what we do • Effective communication with university faculty 	<p><u>Outreach</u></p> <ul style="list-style-type: none"> • Marketing Team • Liaison relationships • Library Maniacs • Take a leadership role in university wide committees and initiatives 	<p><u>Outreach</u></p> <ul style="list-style-type: none"> • Relevance of libraries in today's environment • Negative perceptions of the library
#6	<p><u>Space</u></p> <ul style="list-style-type: none"> • Skybridge • Popular study / community space • Responsiveness to student space needs • Haggard renovation improvement 	<p><u>Space</u></p> <ul style="list-style-type: none"> • Lack of Wilson Library renovation • Lack of collaborative study space • Cleanliness 	<p><u>Space</u></p> <ul style="list-style-type: none"> • Learning Commons • Renovation of group study rooms with new technology / reservations • Offsite storage • Library Café • Support sustainability 	<p><u>Space</u></p> <ul style="list-style-type: none"> • Lack of capital funding • Environmental concerns about the Wilson side • Cleanliness • Parking

WESTERN LIBRARIES SCOT ANALYSIS

	INTERNAL		EXTERNAL	
	Strengths	Challenges	Opportunities	Threats
#6 cont.	<p><u>Space (cont.)</u></p> <ul style="list-style-type: none"> • Renovation of group study rooms with new technology / reservations 	<p><u>Space (cont.)</u></p>	<p><u>Space (cont.)</u></p>	<p><u>Space (cont.)</u></p>
#7	<p><u>Instruction</u></p> <ul style="list-style-type: none"> • Robust instruction program • Instruction has identified learning outcomes • Good support of online learning 	<p><u>Instruction</u></p> <ul style="list-style-type: none"> • Assess achievement of Library Information Tutorial (LIT) • Assess achievement of Information Literacy • Assess instruction program • Instruction program needs better coordination 	<p><u>Instruction</u></p> <ul style="list-style-type: none"> • Campus-wide instruction program – LIT efforts • Partnering with academic departments • New Head of Instruction and Research Services • Marketing instruction • Increasing demand for online learning • Instructional Technology 	<p><u>Instruction</u></p> <ul style="list-style-type: none"> • Hiring freezes • Increasing demand for online learning

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#8	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Good partnership with ATUS • Orbis Cascade Alliance • Inter-institutional Committee of Chief Librarians (ICCL) / Cooperative Library Project (CLP) • Cataloging outside collections • Special Collections partnerships with campus school (Woodring / Whatcom Museum, Athletics) • Partnership with alumni association 	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Lacking a culture of collaboration 	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • More community partnerships (Bellingham Public) • More partnerships across campus • Learning Commons' partnerships (e.g. Student Technology Center (STC), Writing Center, Tutoring Center, ATUS helpdesk etc.) • Increasing relationships with corporate sponsors • Special Collections – opportunities with community and campus partners • Digital Assets Management (ContentDM) 	<p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Lacking a campus culture of collaboration

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	Strengths	Challenges	Opportunities	Threats
#9	<p><u>Accountability / Assessment</u></p> <ul style="list-style-type: none"> • Gather a lot of data • Have made changes in staffing patterns related to needs (reference staffing, night staffing, 14 days responses) • Usability – changes to website after usability testing. 	<p><u>Accountability / Assessment</u></p> <ul style="list-style-type: none"> • Don't evaluate data • Lack of systematic planning and assessment • Lack of regular staff evaluations • Lack of faculty annual work plans • Tenure process doesn't address all aspects of working in the library (staff feedback, work relationships, supervisory issues) • Assess achievement of LIT • Assess achievement of Information Literacy • Assess instruction program 	<p><u>Accountability / Assessment</u></p> <ul style="list-style-type: none"> • .4 time assessment coordinator • Commitment to increasing assessment 	<p><u>Accountability / Assessment</u></p> <ul style="list-style-type: none"> • Response to the accreditation report on lack of assessment • Increased pressure for accountability in Higher education

WESTERN LIBRARIES SCOT ANALYSIS

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	Strengths	Challenges	Opportunities	Threats
#10	<p><u>Organizational environment</u></p> <ul style="list-style-type: none"> • Dedication of staff • Highly motivated • High standards • Strong commitment • Excitement and adventurous spirit • Openness to new projects • Creative thinking encouraged 	<p><u>Organizational environment</u></p> <ul style="list-style-type: none"> • Communication / trust / morale • Effectiveness • Lack of cohesive management / leadership • Staff / Faculty division • Favoritism • Professional Development • Lack of cross-training / staff flexibility • Ineffective deployment of staff • Culture of negativity • Lack of mentoring • Fear of change / entrenched attitudes • Lacking culture of collaboration • Lacking common goals / mission 	<p><u>Organizational environment</u></p> <ul style="list-style-type: none"> • Staff development committee • Organizational restructuring • Mentoring • Strategic Planning efforts 	<p><u>Organizational environment</u></p> <ul style="list-style-type: none"> • Recruitment environment • Changes in University Administration (Provost in particular) • Rapidly changing environment • Tenure process

WESTERN LIBRARIES SCOT ANALYSIS

	INTERNAL		EXTERNAL	
	Strengths	Challenges	Opportunities	Threats
#10 cont.	<u>Organizational environment (cont.)</u>	<u>Organizational environment (cont.)</u> <ul style="list-style-type: none"> • Lacking sense of community • Lack of mentoring • Lack of transparency in decision making 	<u>Organizational environment (cont.)</u>	<u>Organizational environment (cont.)</u>

Data referenced:

- “14 Days to Have Your Say” Feedback – blog offered.
- Consultant’s report -- Interviews with all library faculty and staff by Drs. Gary M. Pitkin and Glenda A. Thornton -- Organizational assessment of the Western Washington Libraries, April 2007.
- Lewis, David W. “A Strategy for Academic Libraries in the First Quarter of the 21st Century.” College & Research Libraries. September 2007: 418-434.
- Interviews with all faculty and staff by Dean of Libraries – Strengths and weaknesses of the organization, June 2008.
- Northwest Commission on Colleges and Universities (NWCCU) Accreditation report and findings -- Interviews with the campus community by the Evaluation Committee for the Northwest Commission on Colleges and Universities -- Comprehensive self-study of Western Washington University.
- Study break in the skybridge report -- Survey results of Western students by the Study Break Group and the Assessment Committee -- Designed to capture student demographics, library use patterns, and assessment of the Study Night in the Skybridge event held October 2007, December 2007.
- LibQual -- Survey of Western students and faculty by LibQual -- Library services assessment questionnaire, 2006.
- Faculty Survey -- Survey of Western faculty by Spencer Chapman, CBE graduate student -- Developed to determine how the Libraries might communicate better with the university faculty, Spring 2008.
- Faculty Survey #2 -- Survey of Western faculty by Libraries Strategic Planning Committee -- Developed to assess the Libraries strengths, weaknesses, opportunities and threats, Fall 2008.
- Library As Place Focus Group Report-- Discussion group of Western students facilitated by Rick Osen -- Designed to explore library user attitudes and concerns about “library-as-place” topics, May 2008.
- Strategic planning exercise -- Discussions with all library staff by the Strategic Planning Committee about the Libraries’ mission and values, general staff meeting, July 2008.
- Small group discussions -- Discussions with all library staff by the Strategic Planning Committee about the Libraries strategic planning process, General Staff meeting, August 2008.

- National Survey of Student Engagement (NSSE) data -- Survey of Western undergraduate students by NSSE personnel -- Designed to measure the time devoted to various learning activities found at Western, 2008.
- Western Educational Longitudinal Study (WELS) Data -- Series of internal longitudinal surveys created by the Office of Survey Research (OSR) and the Office of Institutional Assessment, Research and Testing (OIART) to survey all incoming first-year and transfer students administered every two-to three years to Western students, 2008.
- Western Washington University Stakeholder Survey -- Collected interviews with various Western Washington University stakeholders by President Bruce Shepard, September, 2008.
- Western Washington University's Strategic Plan, 2006.
- Orbis Cascade Alliance Strategic Agenda -- Western Libraries is part of the Orbis-Cascade Alliance, a consortium of 36 libraries, the alliance provides the Summit catalog.

LINE 5 State Operating Budget -- Reduction Goal:

	2009-10	2010-11
	\$ 214,251	\$ 214,251

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	CONSEQUENCES Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
		2009-10	2010-11	2009-10	2010-11		
1	Eliminate temporary vacancy pool	12,255	12,255	0.250	0.250	NTT Faculty	Flexibility lost to hire coverage for vacant faculty positions.
2	Eliminate 0.2 FTE of Reference Secretary position	6,367	6,367	0.200	0.200	Classified	.2 reduction is currently in place on a temporary basis. Minimal change in level of support to reference librarians.
3	Eliminate security gate maintenance	10,000	10,000				The current maintenance contract for the Libraries' security gates will be cancelled. We would then be dependent on operations monies to pay for any necessary repairs. Lack of regular maintenance could result in theft of library materials.
4	Permanently eliminate temporary part-time staff position in Cataloging	9,467	9,467			Classified	More government documents, microforms and maps will not be accessible through the library catalog.
5	Change cycle of staff computer replacement	5,000	5,000				Replacement of Libraries' staff computers would move from a 4 to 5 year replacement cycle. Libraries' staff may not be as productive or may have difficulty completing tasks in support of University users without the latest technology.
6	Reduce binding of journals	12,000	12,000				75% of new print journals and magazines acquired by the Libraries would go unbound. This may make access more difficult.
7	Reduce travel funding	20,000	20,000				Faculty and staff travel to conferences and for continuing education will be reduced by 50% at a time when re-training is crucial considering the hiring freeze. Western Libraries' reputation among other libraries may suffer from lack of representation on key committees or in the presentation of new scholarship.
8	Reduce departmentally funded student positions	50,000	50,000			Student	This represents a reduction of approximately 35% of departmentally funded students. Response to University user needs/service will suffer as will speed with which items are processed, returned to the shelf, or repaired. This may also put an undue burden students who count on such funding to remain enrolled at Western.
9	Eliminate remaining Map Librarian position	30,739	30,739	0.500	0.500	Exempt Staff	Half of full time position previously allocated to Huxley. Map Library will close. Some access to resources and services will be retained at Wilson, but at a minimal level.
10	Eliminate remaining 0.5 FTE position in Cataloging	-	24,082		0.500	Classified	Loss of half-time cataloging position will result in less unique materials being added to our collection and making it to the shelves in a timely manner.
11	Reduce funding to purchase information access	46,837	16,012				Reduction will impact the number and quality of information resources available to students and faculty to complete necessary research.
Corresponding Benefits from Pooled Benefits							
12	Benefits Corresponding to permanently budgeted positions that are eliminated to be deducted from the pooled benefits budget at 16%*	2,980	2,980				
13	Benefits Corresponding to permanently budgeted positions that are eliminated to be deducted from the pooled benefits budget at 28%*	8,607	15,350				
TOTAL		214,251	214,251	0.950	1.450		
Balance (Over)/Under Reduction Goal (Line 5)		(0)	(0)				

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

Western Libraries - 5% Reduction Scenario

LINE 5 State Operating Budget -- Reduction Goal:

2009-10 2010-11
\$ 281,852 \$ 281,852

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	CONSEQUENCES
		2009-10	2010-11	2009-10	2010-11		Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
1	Eliminate temporary vacancy pool	12,255	12,255	0.250	0.250	NTT Faculty	Flexibility lost to hire coverage for vacant faculty positions.
2	Eliminate 0.2 of Reference Secretary position	6,367	6,367	0.200	0.200	Classified	.2 reduction is currently in place on a temporary basis. Minimal change in level of support to reference librarians.
3	Eliminate security gate maintenance	10,000	10,000				The current maintenance contract for the Libraries' security gates will be cancelled. We would then be dependent on operations monies to pay for any necessary repairs. Lack of regular maintenance could result in theft of library materials.
4	Eliminate temporary part-time staff position in Cataloging	9,467	9,467			Classified	More government documents, microforms and maps will not be accessible through the library catalog.
5	Change cycle of staff computer replacement	5,000	5,000				Replacement of Libraries' staff computers would move from a 4 to 5 year replacement cycle. Libraries' staff may not be as productive or may have difficulty completing tasks in support of University users without the latest technology.
6	Reduce binding of journals	12,000	12,000				75% of new print journals and magazines acquired by the Libraries would go unbound. This may make access more difficult.
7	Reduce travel funding	20,000	20,000				Faculty and staff travel to conferences and for continuing education will be reduced by 50% at a time when re-training is crucial considering the hiring freeze. Western Libraries' reputation among other libraries may suffer from lack of representation on key committees or in the presentation of new scholarship.
8	Reduce departmentally funded student positions	50,000	50,000			Student	This represents a reduction of approximately 35% of departmentally funded students. Response to University user needs/service will suffer as will speed with which items are processed, returned to the shelf, or repaired. This may also put an undue burden students who count on such funding to remain enrolled at Western.
9	Eliminate remaining Map Librarian position	30,739	30,739	0.500	0.500	Exempt Staff	Half of full time position previously allocated to Huxley. Map Library will close. Some access to resources and services will be retained at Wilson, but at a minimal level.
10	Eliminate remaining 0.5 LAP 6 position in Cataloging	-	24,082		0.500	Classified	Loss of half-time cataloging position will result in less unique materials being added to our collection and making it to the shelves in a timely manner.
11	Eliminate LAP 5 position in Cataloging	43,465	43,465	1.000	1.000	Classified	Loss of position will delay processing of some new materials and completion catalog maintenance projects, which can affect the findability and usability of library collections.
12	Reduce funding to purchase information access	58,802	27,977				Reduction will impact the number and quality of information resources available to students and faculty to complete necessary research.
Corresponding Benefits from Pooled Benefits							
	Benefits Corresponding to permanently budgeted positions that are eliminated to be deducted from the pooled benefits budget at 16%*	2,980	2,980				
	Benefits Corresponding to permanently budgeted positions that are eliminated to be deducted from the pooled benefits budget at 28%*	20,777	27,520				
TOTAL		281,852	281,852	1.950	2.450		
Balance (Over)/Under Reduction Goal (Line 5)		0	0				

FORM B

**OPPORTUNITIES or NECESSITY FOR
NEW INVESTMENT**

Planning Unit:

Western Libraries

STATE OPERATING BUDGET (State Appropriations & Tuition)

Item #	DESCRIPTION	Amount		New FTE		Position Type	IMPACT Relationship to Unit's long term vision? University's?
		2009-10	2010-11	2009-10	2010-11		
1	Operations funding to support campus digitization efforts	100,000	100,000				Funds to support digitization of unique materials held in Center for Pacific Northwest Studies, Special Collections and University Archives to provide greater access to the University and the world.
2	Reinstatement of Acquisitions budget monies plus increase to reflect inflation	200,000	307,209				Reflects the reinstatement of monies to purchase information resources reduced in the 5% scenario as well as funds necessary to maintain the current level of departmental journals
TOTAL		300,000	407,209	-	-		