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Beyond Survival:

How Can Libraries Maintain Relevance in the Digital Age?

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My Context

35 years as a Library Director at 4 universities of varying sizes

B.A., M.A., Ph.D. in Medieval History, then MLS from FSU

From youngest academic library director in US in 1975 to one of older ones today! (or more experienced?)

Director at Pitt for the past 16 years



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Pitt Profile

- 35,000 students, one-third graduate students (5 campuses)
- 500 Ph.D.'s awarded per year in 93 fields
- 2,700 instructional faculty; 4,000 total faculty
- Approximately \$650 million in federal research
- E&G budget almost \$2 billion
- Unique status as public research university (state-related)



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Pitt Libraries Profile

- Just reached 6 million volumes (last million in 4 years)
- 87,251 serial titles
- Rank in top 23 in North America in size of collections
- Acquisitions budget \$14.5 million
- Total budget \$30 million
- 353 staff (down from 382 two years ago)
- 3 to 1 net lender in Resource Sharing/ILL
- 104 Digitization projects completed in 6 terabytes (1.2 million items)
- Virtual visits to website (4 million)
- 18 separate libraries



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Collections of Note

- **Archive of Industrial Society (700+ collections)**
- **Archive of Scientific Philosophy**
- **Area Studies: 450,000 CJK; 450,000 Latin American; 400,000 Slavic titles**
- **European Union Consulate Collection**
- **32,000 linear feet of manuscript collections**
- **100,000 rare books in Special Collections**



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Heart of the Matter

This presentation is focused on the need for academic libraries to become agile and able to adapt more quickly to the changing nature of our profession in order to remain relevant in the future.



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Why Change?

- **Our environment is changing**
- **Increased threats and competition**
- **Assumptions no longer valid**
- **Old measures and benchmarks no longer convey value of libraries**



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30 years ago

- **Captive audience**
- **“Heart” of the University**
- **Held keys to “our” systems**
- **Strong support**



What is different today?

- Alternatives like Google, Yahoo, etc. preferred by our students (most traffic into our digital projects comes via Google)
- Incrementalism dead!!
- Value of libraries questioned since “*everything*” is online!





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- **Faculty in many disciplines no longer care about libraries, and are perfectly comfortable with closing them**
- **Generally, use of books AND reference services dropping in most libraries, and long term trend is down**
- **Access to older books especially no longer library-centric**
- **Google is more of a universal library than libraries ever were!**



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Knowledge Formats Going Digital

- **E journals**
- **Reference books**
- **Primary source material**
- **Mainstream books???**



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Kindle now just one of many e-readers





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New Book Publishing

- **17 e readers available, more in development**
- **E Book sales are up 150% this year**
- **Millions of e book readers have been sold (1 million will be sold this Holiday Season alone)**
- **Eventually e books will dominate book publishing**
- **Librarians have NO influence over this trend!**



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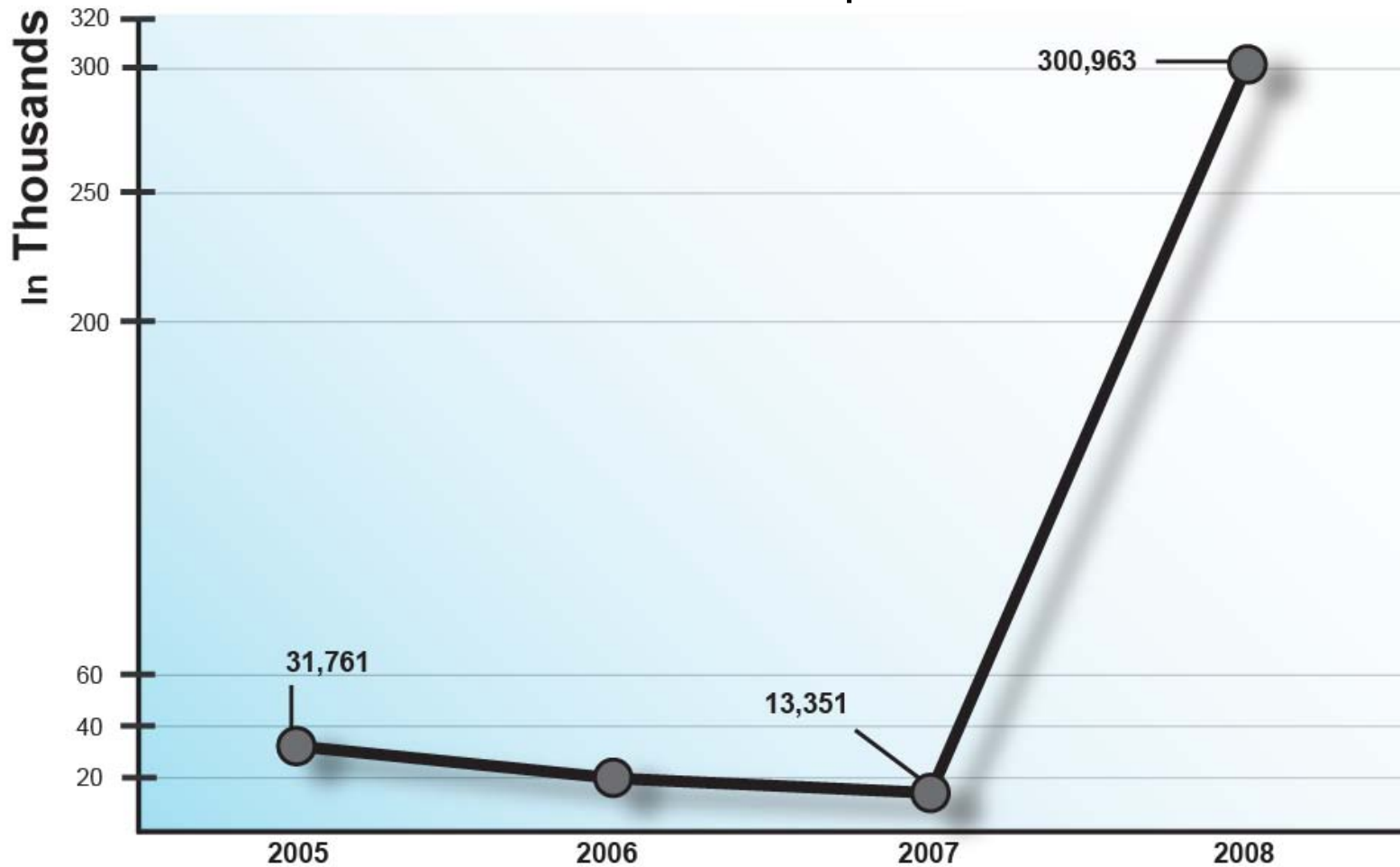


Changes Are Here

At Pitt, as an example, we can see much of this change at work in the nature of our collections as we have aggressively added e content

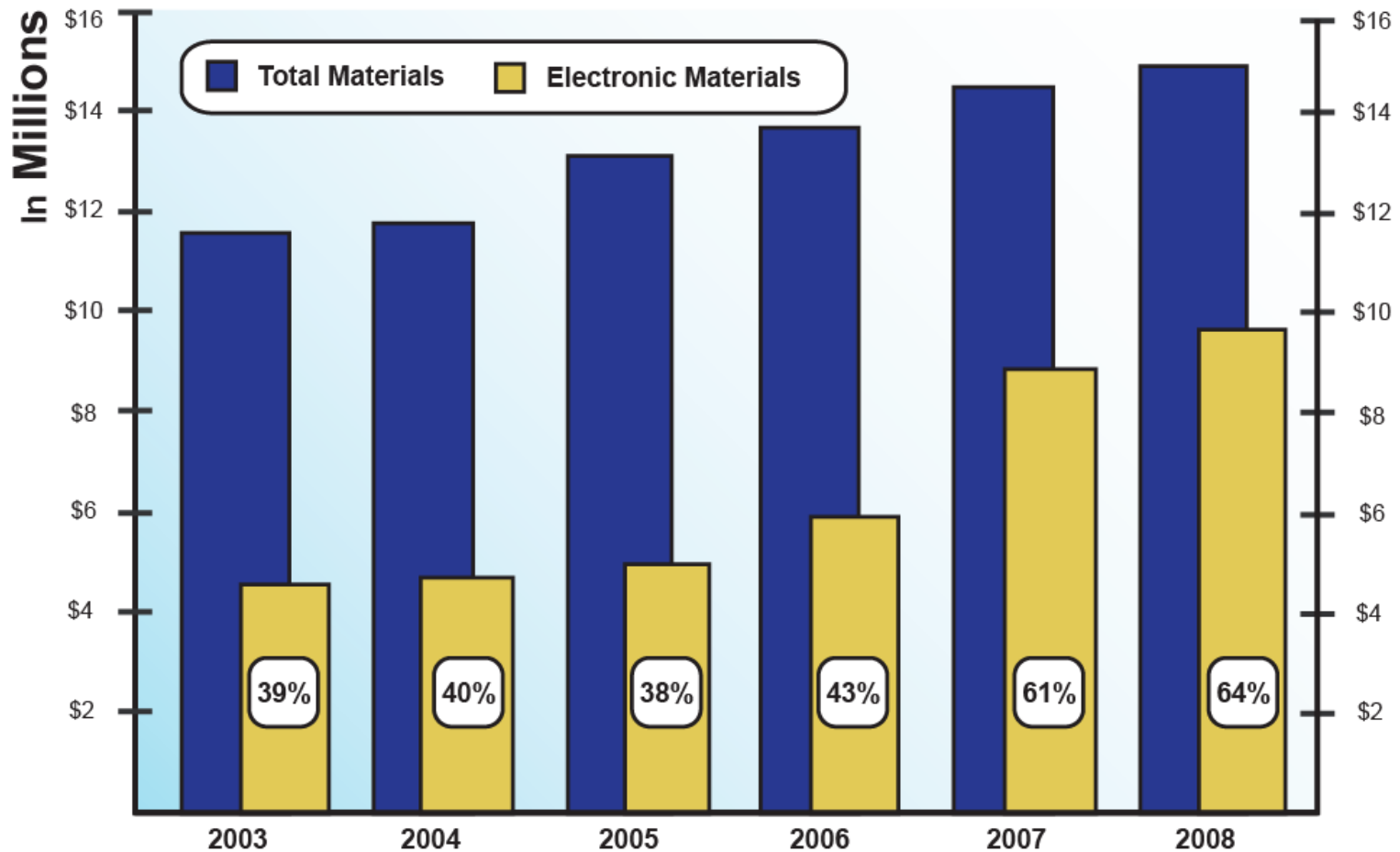


E-Books Added per Year





Expenditures

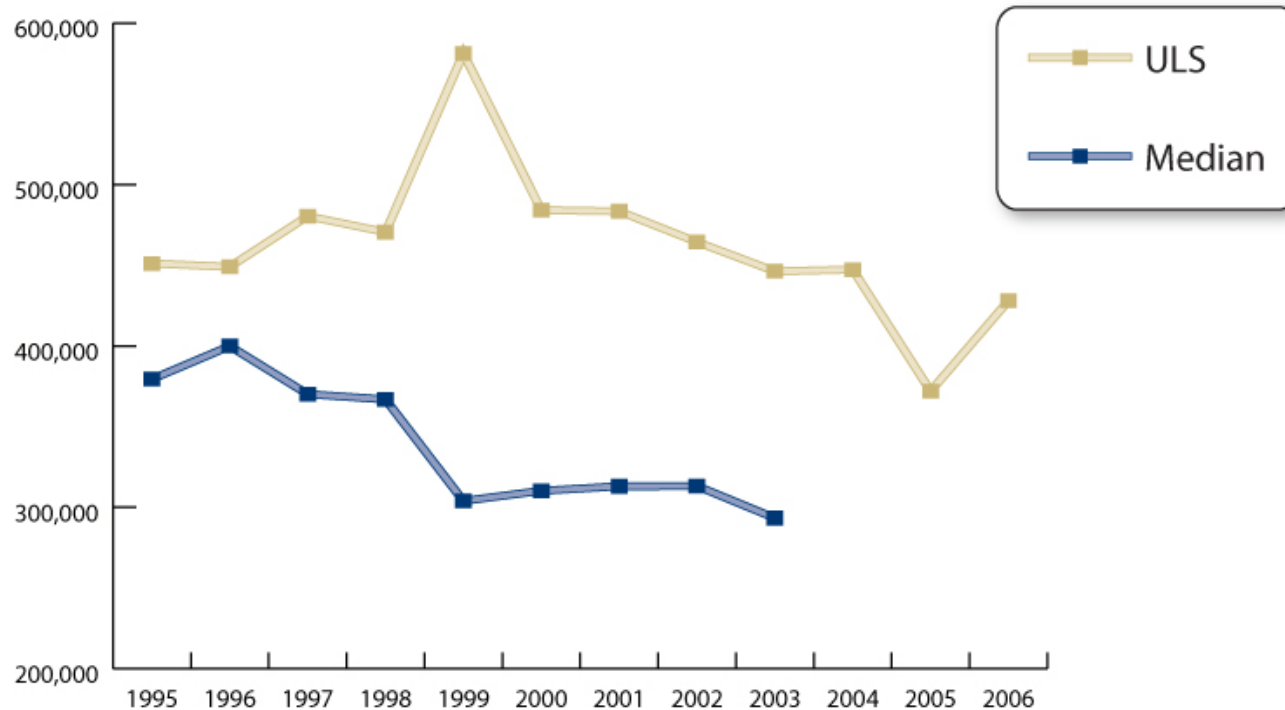




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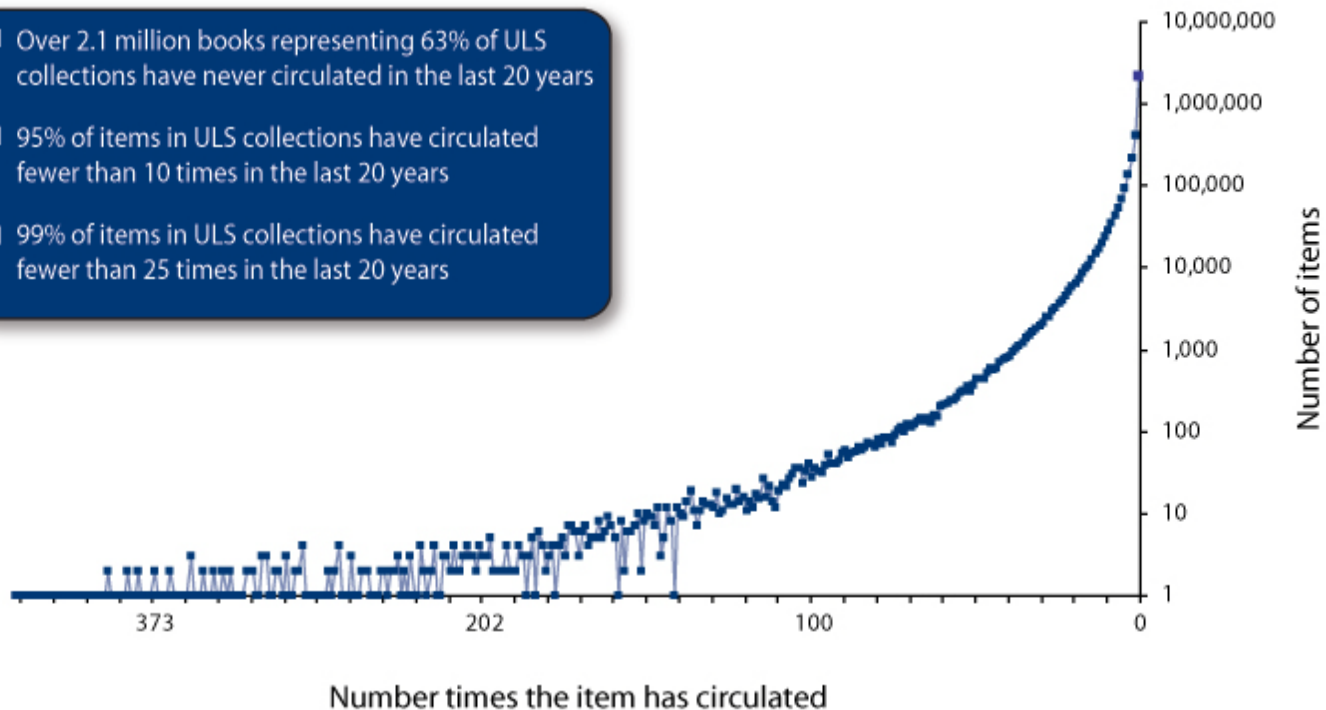
Circulation Trends: Traditional Library Use Declining





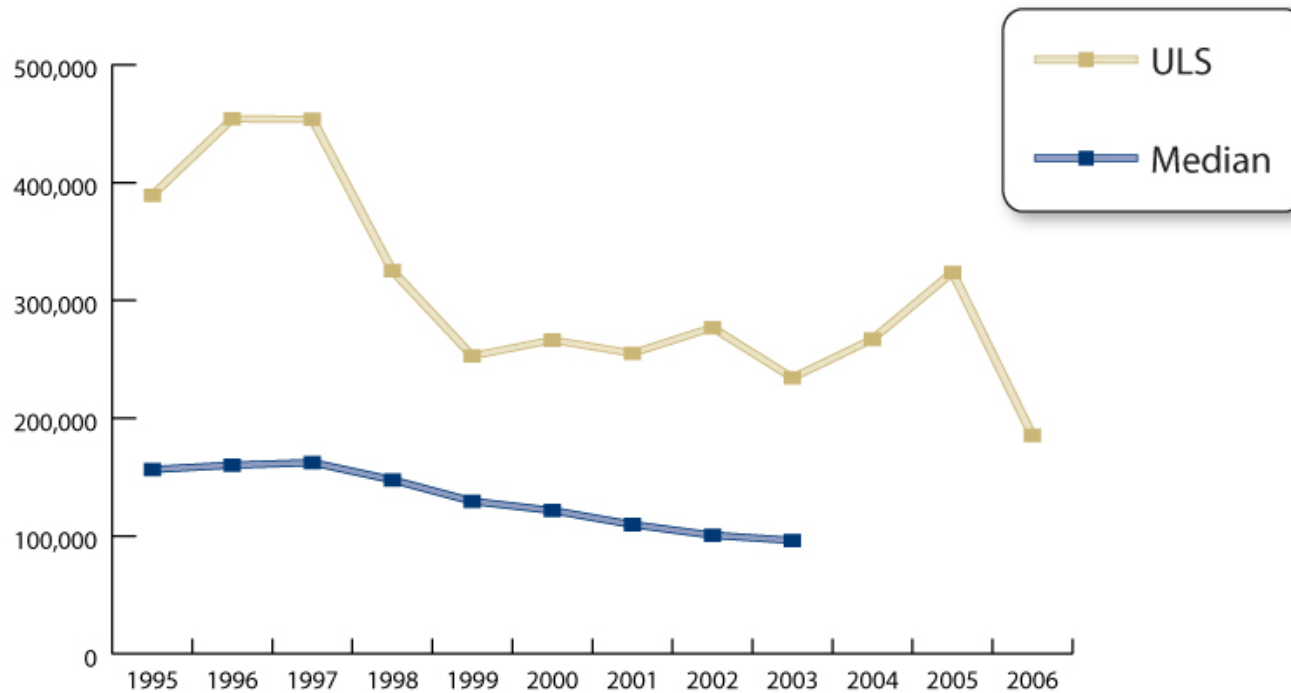
Frequency of circulation of items in collections, 1987 - 2007

- Over 2.1 million books representing 63% of ULS collections have never circulated in the last 20 years
- 95% of items in ULS collections have circulated fewer than 10 times in the last 20 years
- 99% of items in ULS collections have circulated fewer than 25 times in the last 20 years





Reference Query Trends

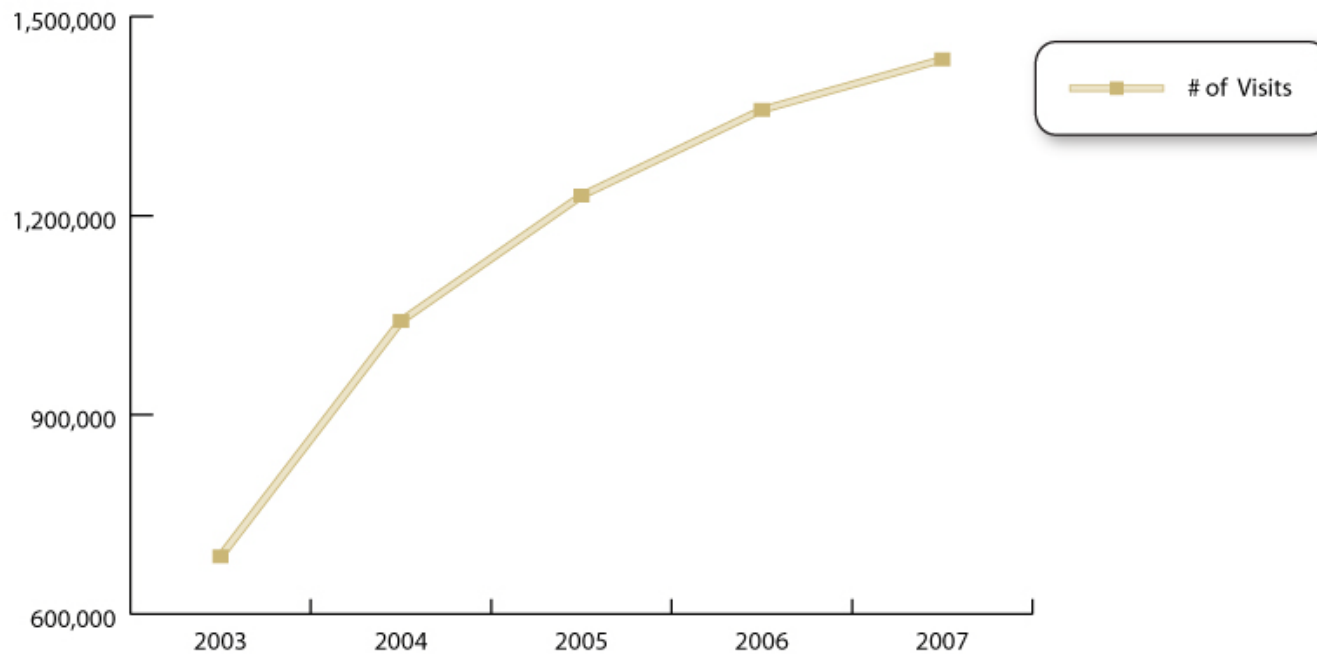




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Visits to the ULS Web Site





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Update: Virtual Visits

Up this year to 4 million (doubled in 2 years)

Use of our digitized collections very high: 10 million searches; 19 million items viewed in 2008-09.



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Our Colleges are Changing Too!

- **Students as customers**
- **Changes in teaching methods and styles**
- **Accountability and Assessment**



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Communities are changing

- **Funding more difficult**
- **Current Recession of course!**
- **Libraries focused only on books in jeopardy**



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How high a priority is the library today?

- In universities/colleges, funding as percentage of budget is dropping steadily and our standards are now ridiculously out of line with reality
- Alternatives to libraries are more viable than ever
- General impression (even on campus) is that a library is living on borrowed time!



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How Do We Survive?



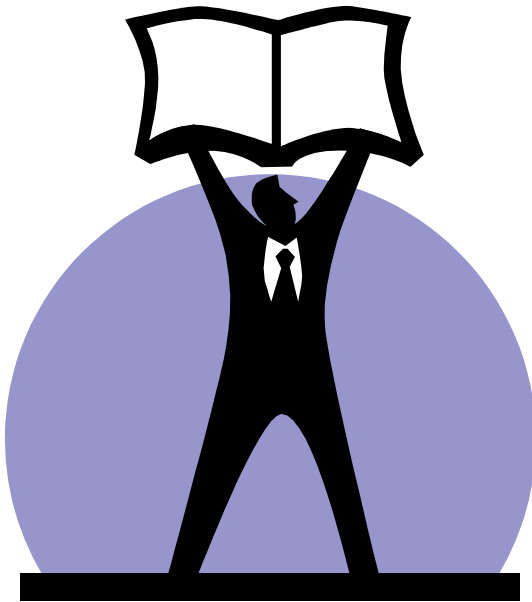
Question is not really surviving (museums survive), but an issue of how do we maintain our central role in the educational and research missions of our academic institutions and in the life of our communities and schools!



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Claiming Value is NOT ENOUGH



Libraries must demonstrate value to the students and faculty of our schools, colleges and universities and our communities



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“...the days of the library’s ability to control what is important are gone. Serving a public good is no longer enough to ensure funding and administrative support. To secure support, the library must now demonstrate how it serves the university mission.”

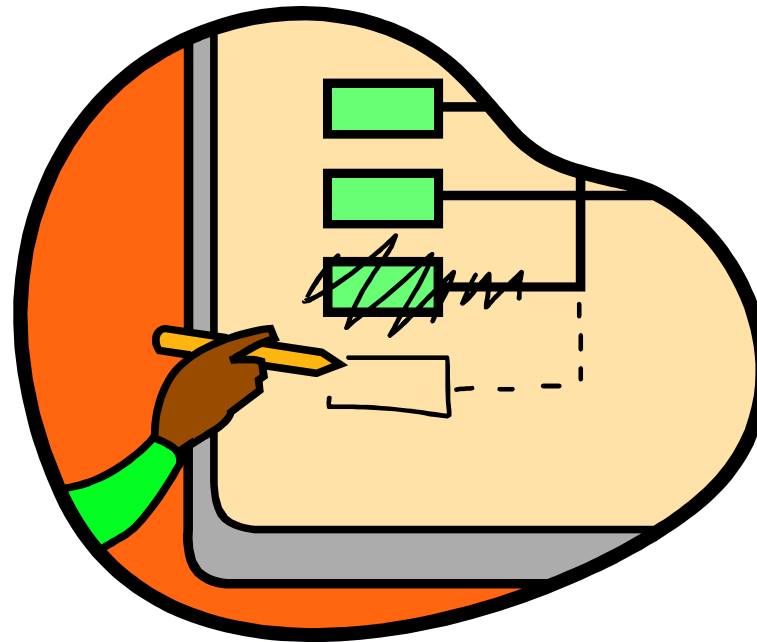
— *Beverly P. Lynch, UCLA*
College & Research Libraries, 2007



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Survival Tools: 6 Ideas for Change





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1

**Change is
Fundamental
to Success**





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- **The new constant is change**
- **Change not slow and incremental, but more fundamental and accelerating**
- **Even Change agents resist some change when their ox is gored!**
- **To be effective in the future, Change must be ingrained into the culture of the library and everyone must question assumptions**



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- **The ability to envision the future, and the organizational agility to adapt to change will be keys to a library's success in the future rather than the size of its collections**
- **The role of the academic library within the college/university of the future is uncertain and will be very different from the past**



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Library catalog plus...

- Integrated article searching
- Local digital materials (photos, books, manuscripts, etc.) fully integrated
- Tables of contents
- Book reviews, jackets, and summaries
- Word cloud of associated terms, spelling variants, translated terms, and thesaurus terms
- Options to easily refine your search based on library location (what can I get here in Hillman?), format (show me books only), how recently published (show me only things published in the last five years), etc.



<http://www.library.pitt.edu>



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2

Re-think Our Mission

•What is our Core Business???





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What is our Core Business?

“Railroads failed because they thought they were in the train business, when they were really in the transportation business.

Libraries will fail if we continue to see ourselves in the book business. Our business really is knowledge.”

-----Sarah Thomas, Librarian of Oxford University



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BOOKS?

We are identified with the Book

**We identified ourselves with books,
but our business was always format
neutral (or should have been)**

**We are really in the people business
(connecting knowledge with people)**



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Mission of ULS is to:

“...provide and promote access to information resources necessary for the achievement of the University’s leadership objectives in teaching, learning, research, creativity and community service, and to collaborate in the development of effective information, teaching and learning systems.”



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ULS Mission: Long Range Plan

- Strategic Planning – first one ever in 1995
- Had no plan or mission
- Wide disagreement at start of what is the core mission, even core values and who are our users
- Need to focus on a vision for future
- Current plan has only 9 goals and is communicated in a trifold brochure -- all unit goals are based on it
- <http://www.library.pitt.edu:8000/planning/longrangeplan07-10brochure.pdf>



3



Re-Engineer

- Operations
- Services
- Resources
- Personnel
- Budget



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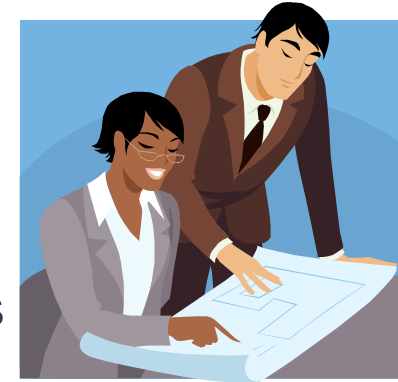


New Imperative for Re-Engineering

- **Recession is reducing budgets**
- **Expectations not being lowered for libraries**
- **Need to “create” flexibility in budgets to maintain progress and new initiatives!**



Operations



- Question assumptions on which processes based
 - Example – *How do we define quality?*
- Scrutinize outmoded and outdated functions, services, and staffing levels
- Re-allocate resources from low priority to higher priority activities – more bang for the buck!
- Reconfigure space, personnel, budget to match new roles and mission
- Use business principles to manage operations



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Early Re-engineering at Pitt

Detailed in book:

- [Beyond Survival: Managing Academic Libraries in Transition](#), chapter 5.

Bottom Line:

- contracted with book vendors to provide OCLC cataloging for all new books
- contracted with OCLC TechPro for backlog cataloging (huge!)
- Mapped all processes, redefined positions and priorities



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- **Eliminated 60% of positions**
- **Moved affected staff over 2 years to other positions**
- **Saved \$1.1 million**
- **Absorbed two personnel budget cuts without affecting staff**
- **Jump started information technology developments at the ULS (more later!)**



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Applied same functions to Public Services

- See Beyond Survival, Chapter 7.
- New Initiatives in PS include:
 - *PittCat+*
 - *Libraries to Go!*
 - Digital reference service
 - *Help Hub*
 - Undergraduate initiatives:
 - Peer-to-peer library consultants
 - Wireless laptop project
 - Staffing at desks





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Current Projects

- **Aligning public service points/staffing with use based on “RefStats” program**
- **Special Collections Consulting Report and realignments**
- **Closing libraries based on use/need**



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Re-Think How Space is Used

4





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Facilities in ULS

- **Consolidation of Departmental Libraries**
- **Renovations to Hillman Library**
- **Added remote facility housing**
 - Archives
 - Preservation Lab
 - Digital Research Library
 - Information Systems
 - Technical Services
 - High Density book storage (3 million vols)





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Facilities in ULS

Use of space changing

- Elimination of individual study carrels
- Expanded group study space
- Expansion of computing devices/wireless
- Comfortable casual seating
- Cup and Chaucer Café
- Relaxed policies on food/drink





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Changing Nature of Use

- Reference Desk activity decreasing (success?)
- Circulation flat/dropping (down 11% last year)
- Physical Use in Hillman increasing as renovations occur
- Use of digital reference services up dramatically (500% in one year) and is now 15% of all reference transactions



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The Cup & Chaucer





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Future Expansion of The Cup & Chaucer





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Ground Floor





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Interlibrary Loan Office





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First Floor Grand Opening





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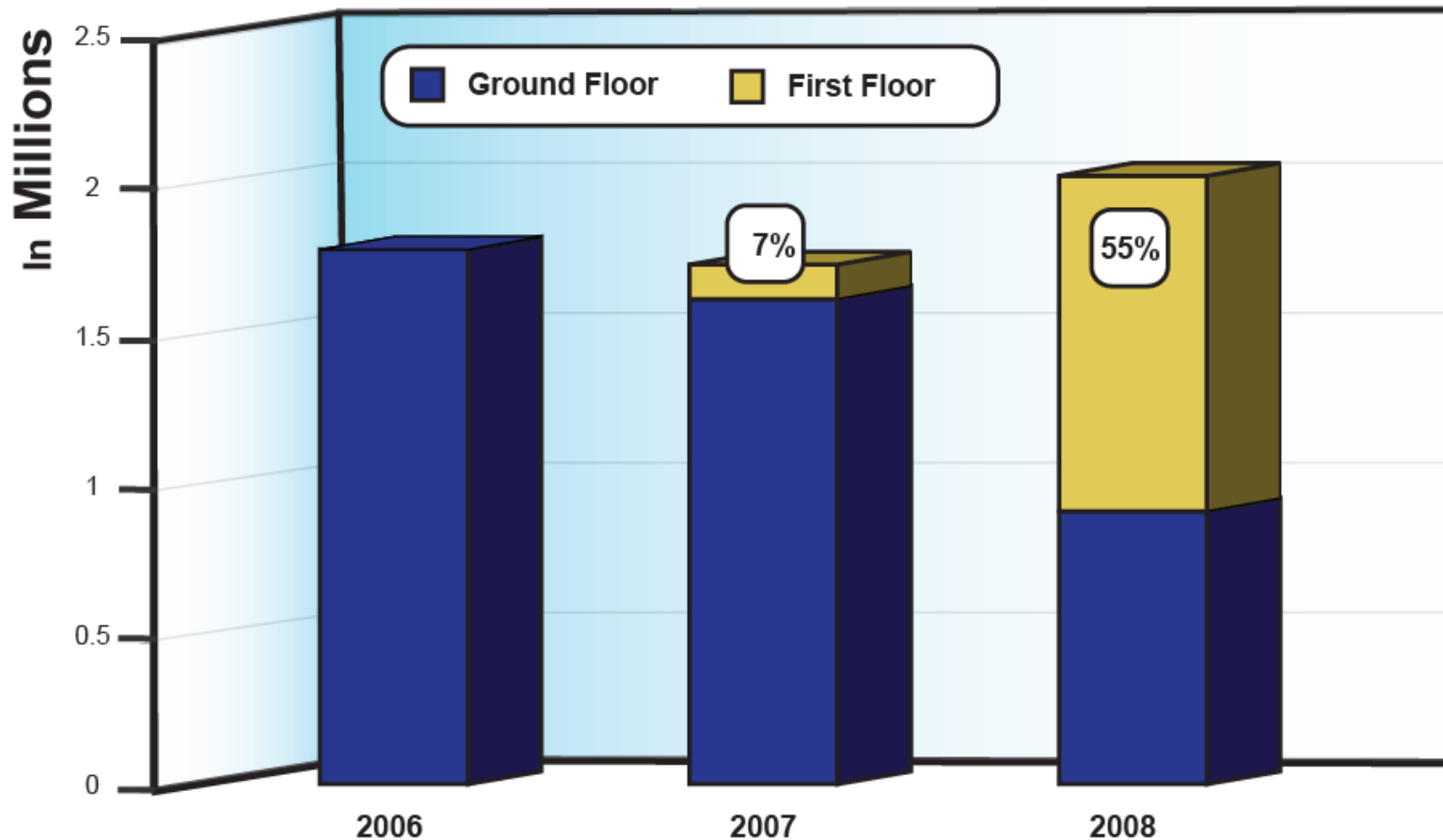


First Floor Entrance and Desk





Hillman Library Gate Count Increases





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First Floor, Hillman Library

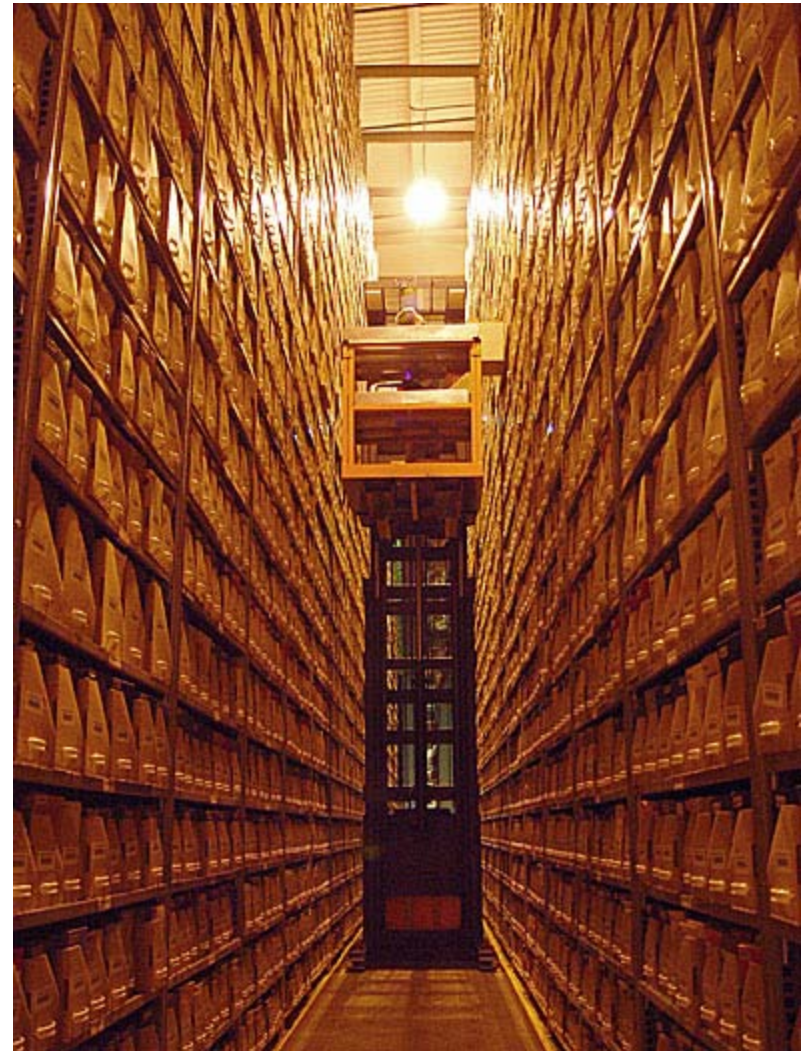




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**High Density
Storage:
Where the books
go!**





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5

**Library as
Publisher:
Direct Support
for Online
Publishing**





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- **We must at the least become partners with our faculty and presses in providing publishing platforms and support**
- **Will require different expertise from the library**



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PITTSBURGH PRESS

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University of Pittsburgh Press

Digital Editions

Societies after Slavery

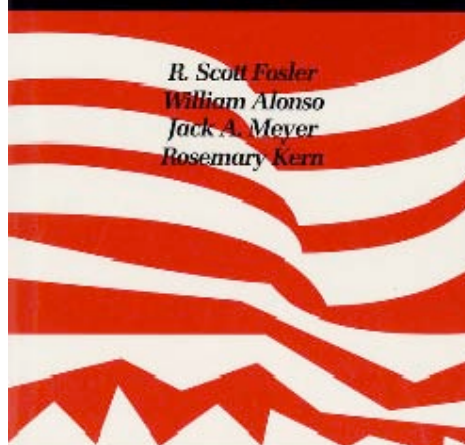
A Select Annotated
Bibliography of
Printed Sources on
Cuba, Brazil,
British Colonial Africa,
South Africa, and the
British West Indies



EDITED BY Rebecca J. Scott, Thomas C. Holt,
Frederick Cooper, and Aims McGuinness

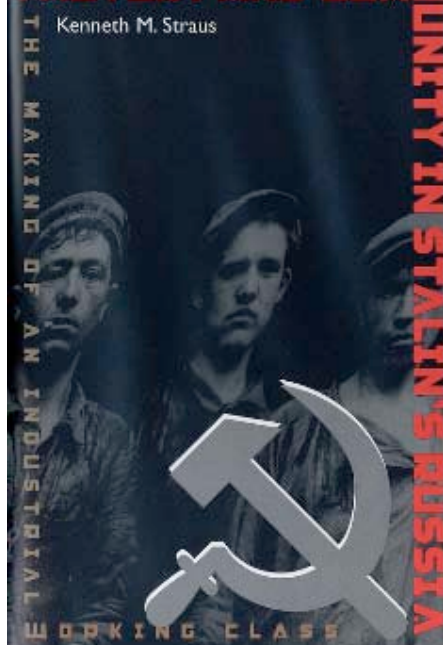
Demographic Change and the American Future

R. Scott Foster
William Alonso
Jack A. Meyer
Rosemary Kern



FACTORY AND COMMUNITY IN STALIN'S RUSSIA

Kenneth M. Straus





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Pitt-produced Open Access Online Journals

University of Pittsburgh ♦ Graduate School of Public Health

The Minority Health Archive

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The
Aphasiology
Archive

ARCHIVE *of*
EUROPEAN INTEGRATION (AEI)

PhilSci
A · R · C · H · I · V · E



Open Journal Systems Publishing



The screenshot shows the website for the journal 'Ethnology'. At the top left is a stylized logo of a face with large eyes and an open mouth. To the right of the logo, the word 'ETHNOLOGY' is written in large, bold, red capital letters. Below it, in smaller black text, is 'An International Journal of Cultural and Social Anthropology'. A red navigation bar contains the following links: HOME, ABOUT, USER HOME, SEARCH, CURRENT, and ARCHIVES. Below the navigation bar, the page content is organized into several sections:

- ANNOUNCEMENTS**: A red bar with white text.
- Home > Vol. 45, No. 1, Winter 2006**: The current issue information.
- Ethnology**: The journal title.
- An International Journal of Cultural and Social Anthropology**: The journal's subtitle.
- UNDER CONSTRUCTION**: A notice indicating the site is under construction.
- Vol. 45, No. 1, Winter 2006**: The current issue information.
- Table of Contents**: A list of articles with their authors and abstract PDF links.

Article Title	Author	Abstract PDF
WHY SPHERES OF EXCHANGE?	Sillitoe Paul	ABSTRACT PDF
CULTURE AND ECONOMY: THE CASE OF THE MILK MARKET IN THE NORTHERN ANDES OF ECUADOR	Emilia Ferraro	ABSTRACT PDF
POLYGYNY, RANK, AND RESOURCES IN NORTHWEST COAST FORAGING SOCIETIES.	Susan M. Walter	ABSTRACT PDF
BONE AND FLESH, SEED AND SOIL: PATRILINITY BY FATHER'S BROTHER'S DAUGHTER MARRIAGE	Serpil N. Altuntek	ABSTRACT PDF
CHRISTIANITY, IDENTITY, POWER, AND EMPLOYMENT IN AN ABORIGINAL SETTLEMENT	Carolyn Schwarz	ABSTRACT PDF
- Journal Help**: A section with links for OTDM 3.0, RSS 2.0, and PDF 1.0.
- USER**: A section indicating the user is logged in as 'tsd' and providing links for My Journals, My Profile, and Log Out.
- JOURNAL CONTENT**: A section with a search bar and a dropdown menu set to 'All'.
- Browse**: A section with links for By Issue, By Author, By Title, and Other Journals.



Revista Iberoamericana

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Home > Archives > **Vol. LXXII, Núm. 217, Octubre-Diciembre, 2006**

Vol. LXXII, Núm. 217, Octubre-Diciembre, 2006

En los artículos aquí incluidos se reflexiona sobre la palabra y la música como portadoras de contenidos culturales, sociales y políticos diversos. Por medio de diversas metodologías y con la participación tanto de musicólogos como de críticos literarios, en una intermediación disciplinar, se busca destacar las relaciones complejas que se dan en su interior, como también las tensiones que se revelan en su actuación histórica en Latinoamérica.

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<i>Tribalistas: uma poética do hibridismo à brasileira</i> <i>Christina Ramalho</i>	PDF 1007-1025
Apocalipsis, Juan José Saer (1937-2005) <i>Julio Premat</i>	PDF 1029-1031
Introducción. Palabra, música y cultura en Latinoamérica <i>Alejandro Bruzual</i>	PDF 765-772
Estudios	
Para decir mejor cantando <i>José Peñín</i>	PDF 775-799
Fundamento ideológico e histórico de las canciones políticas de la contienda independentista venezolana <i>Hugo J. Quintana M.</i>	PDF 801-821
La décima glosada entre España y América. Hechos e interrogantes <i>Jacques Gilard</i>	PDF 823-866

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- For Authors



INTERNATIONAL JOURNAL OF TELEREHABILITATION



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Home > **Special Prepublication Issue**

INTERNATIONAL JOURNAL OF TELEREHABILITATION

The International Journal of Telerehabilitation (IJT) is a biannual journal dedicated to advancing telerehabilitation by disseminating information about current research and practices.

Special Prepublication Issue

This special prepublication issue contains draft White Papers for the RERC on Telerehabilitation's *Virtual State of the Science Conference*, Nov. 17- Nov. 20, 2008 at the University of Pittsburgh. The conference is supported by the National Institute on Disability and Rehabilitation Research Grant # H133E040012. Conference information is available at: www.sos.telerehabnet.org.

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White Papers: State-of-the-Science

**State of the Science Draft White Papers: Accessible
Table of Contents**

David Brienza, Michael McCue, Katherine D. Seelman

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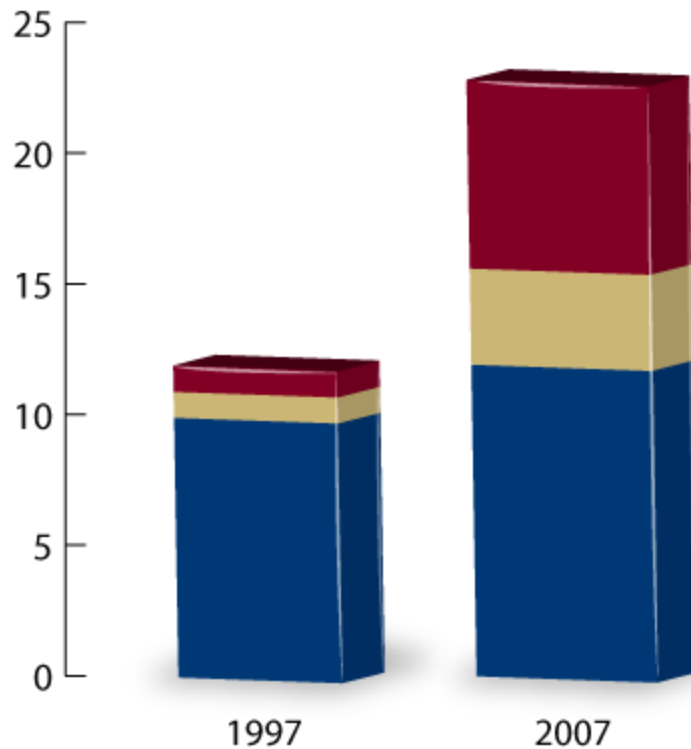


We MUST Build Expertise and Infrastructure for the Digital Future





Increase in IT staffing levels



76% increase in IT staffing levels, 1997 – 2007
All achieved through **internal reallocation**





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ULS Technology Infrastructure

Information Systems

- 70 servers
- Data storage/robotic backup systems
- Generator for server room as backup to UPS
- 12 systems analysts
- Central management of all systems/devices in ULS

Digital Research Library

- 2 IC2 Digibook scanners
- 6 flatbed and stack scanners
- 6 FTE staff + dozens of graduate students/interns in LIS and History
- Automated processes for OCR process, etc.
- License middleware from U. of Michigan
- Outsource some scanning
- Emphasis on quality vs quantity



Funding for IT Infrastructure

Student Computing Fees

- Generates \$500,000+ per year for Library IT
- Additional staffing, hardware/software expenditure from budget
- OPAC expenses centralized as “enterprise” system (purchase, maintenance, management)

Digital Research Library

- Initially with interest from endowments, reallocations of staff from TS re-eng project, and grants
- Now fully funded on budget from reallocation from lower priority areas
- Some grants, but only for high priority activities (ex. Digitizing photos from IMLS)



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D-Scribe


digital publishing

University of Pittsburgh, University Library System (ULS)





- The ULS offers a variety of services and programs to help faculty mount digital resources online
- Project ideas may call for the digitization of physical resources or may begin with “born-digital” material



DIGITAL LIBRARY

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[FIND BOOKS & MORE](#)

[USE THE LIBRARIES](#)

[ASK A QUESTION](#)

D-SCRIBE

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[STUDENT EXPRESS](#)

Form for Proposing the Creation of a New Digital Resource

If you have an idea for a digital project, please submit it. Upon receipt, a member of the Digital Initiatives Working Group will respond to your inquiry as soon as possible.

*** Name:**

Title:

Department:

Phone:

***Email:**

Department chair:

Please briefly describe the content you wish to digitize and/or disseminate electronically. Be sure to include reasons why this material is significant, a brief description of the intended audience, and how the digital resource might be organized and described.

As part of its ongoing commitment to improving access to research materials for the University of Pittsburgh and worldwide scholarly communities, the University Library System (ULS) encourages librarians, staff and faculty members to submit proposals to create new digital resources. These new resources could consist of digitized analog material or a collection of “born-digital” material.

Based on the [ULS Digital Publishing Mission Statement](#), successful proposals will meet some or all of the following criteria:

- Facilitate instruction and learning primarily at the University of Pittsburgh, and secondarily at other higher educational institutions.
- Support research and programmatic interests of University of Pittsburgh faculty and students.
- Exhibit substantial intellectual quality.
- Contribute to the broader community good.

Please see [D-Scribe Digital Collections Program Web page](#) for examples of ULS-developed digital resources.

FREE AT LAST?

SLAVERY IN PITTSBURGH

in the 18th and 19th Centuries

INTRODUCTION

MIDDLE PASSAGE
TO EARLY AMERICA

THE FREEDOM
PAPERS

FUGITIVE SLAVE
LAWS AND ESCAPES

ABOLITION

CIVIL WAR
AND AFTERMATH

PHOTO GALLERY

A MESSAGE ABOUT THE INSPIRATION FOR THE EXHIBIT: FREE AT LAST?

Robert Hill, Vice Chancellor for Public Affairs, University of Pittsburgh



Robert Hill

**Vice Chancellor
for Public Affairs,
University of Pittsburgh**

I became aware of the slavery-related documents that form the basis of this Free at Last? exhibition by reading about them in a Pittsburgh Post-Gazette article. I was late, having read toward the end of 2007 about the discovery made earlier in 2007 of the documents in the Allegheny County Recorder of Deeds Office. Fortunately, I was not too late.

Free at Last? results from my desire to illuminate a little-known aspect of the establishment, growth, and development of Pittsburgh. The 55 records now on display in the Heinz History Center substantiate that, at least between 1792 and 1857, the region's Black children and youth, whose older relatives were slaves for life, were subject to a system –legal and otherwise– that in stages enslaved them, indentured them in a kind of de facto term slavery, and forced them to prove their free status.

These and other slavery-related documents, recorded earlier or at the same time as the 55 records, shouted out from their aged pages the need to be publicly inspected. And they suggested to me that the much bigger story must be told of how and why slavery came to Western Pennsylvania, the locus of the 55 records and the focus of the exhibition. And equally important were the means by which slavery in this region was legally ended and the extent to which Southern slavery and the effects of slavery persisted.

Free at Last? takes the visitor on a journey that begins with life as usual in Africa, stops over in the slave castles that lined the West African coast, travels across the gruesome Middle Passage onward to slavery in the Americas, and, as W.E.B. Du Bois characterized it, through a descent into hell.

Through the exhibition, the journey brings us to the American colonies, Pennsylvania, and the Pittsburgh region, where the core of the story dates to Pittsburgh's founding 250 years ago. The Pittsburgh and broader Pennsylvania variety of slavery may not have been as punishing as the Southern version. Nonetheless, it *was* slavery, in turn accompanied by and followed by discrimination and segregation so seemingly intractable that their vestiges survive today. It is within this context of the 21st century that we encourage the visitor to experience *Free at Last? Slavery in Pittsburgh in the 18th and 19th Centuries*.



Current Digitization Projects Sampler

- **World History Dataverse**
- **Fred Wright Cartoons**
- **Historic Pittsburgh**
 - Glass plate negatives and photographs
 - Hopkins plat maps
 - City directories
 - Books
- **American Left Ephemera**
- **Japanese wood block prints**
- **Free at Last: Slavery in Pittsburgh exhibit**
- **Darlington Library**
 - Books
 - Manuscripts
- **University of Pittsburgh Press Digital Editions**
- **National Council of Jewish Women Oral History Project**
- **Tom Starzl Open Access Pubs**



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The ULS has created successful digital publishing initiatives focused on:

- Pre-print archives to facilitate rapid dissemination of scholarly research
- “Grey literature” to increase access to working papers, policy papers, conference proceedings, and technical reports
- Photographic image collections to provide broader access to visual material for research and teaching
- Textual collections to increase availability of rare and important print books and serials in the ULS care
- Journals





D-Scribe Publishing Categories

<http://www.library.pitt.edu/dscribe/az.html>

- Electronic Theses & Dissertations (ETD)
- Electronic Journals
- Pre-Print and Grey-Literature Archives
- Institutional Repository (D-Scholarship@Pitt)
- Image Collections
- Textual Collections

The screenshot shows the University of Pittsburgh Digital Library website. At the top, there is a navigation bar with the University of Pittsburgh logo and the text "University of Pittsburgh" and "ULS HOME | ZOOM! | PITTCAT | ASK US". Below this is a large blue banner with the "ULS UNIVERSITY LIBRARY SYSTEM" logo and the text "DIGITAL LIBRARY".

The main content area is titled "D-Scribe Digital Publishing All Digital Collections A-Z". On the left side, there is a vertical menu with buttons for "FIND ARTICLES", "FIND BOOKS & MORE", "USE THE LIBRARIES", "ASK A QUESTION", "D-SCRIBE PUBLISHING" (highlighted in red), "ABOUT US", "FACULTY EXPRESS", and "STUDENT EXPRESS".

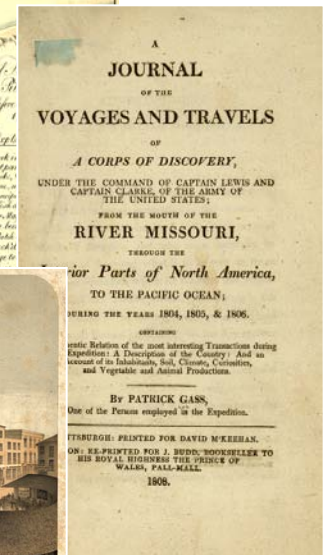
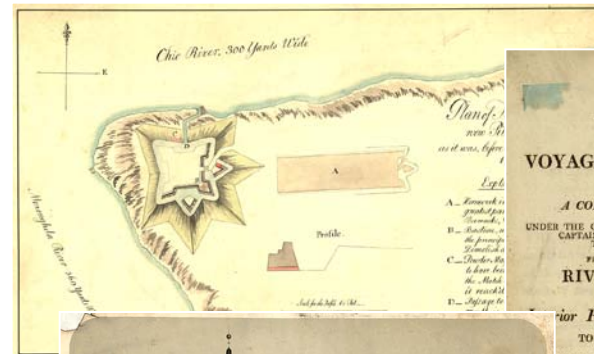
The main content area features a search bar with a dropdown menu showing "D-Scribe Home: Digital Collections A-Z", "Electronic Theses and Dissertations", "Electronic Journals", "Pre-Print and Grey Literature Archives", "Image Collections", and "Textual Collections". Below the search bar, there is a list of digital collections with descriptions and images. The first collection is "Aerial Photographs of Pittsburgh (ASC)", which includes a description: "Twenty-one images from 1923- 1932 give impressive views of Downtown, Mount Washington, the North Side, the Point, Oakland, and Homestead as well as several industrial locations." and an image of a building. The second collection is "Allegheny Conference on Community Development (HSWP)".

On the right side of the main content area, there is a text box with the following text: "Please contact us for more information about these projects or to explore whether the ULS can help with your digital publishing idea" and "Mission Statement: The ULS proactively identifies and evaluates resources for conversion into electronic format to be hosted and served by the ULS. We are engaged in many diverse publishing initiatives as represented by the list to the left."



Darlington Digital Library Project

- 11,000 books donated by Darlington in 1918
- 500 historic maps
- Manuscript collections (Washington letters, etc)
- Broadsides, atlases, etc.
- Important collection of early Colonial American history
- More than 1,000 books digitized, opening in May, 2007
- Completion in 3 years
- Contributed to OCA Collection on Americana

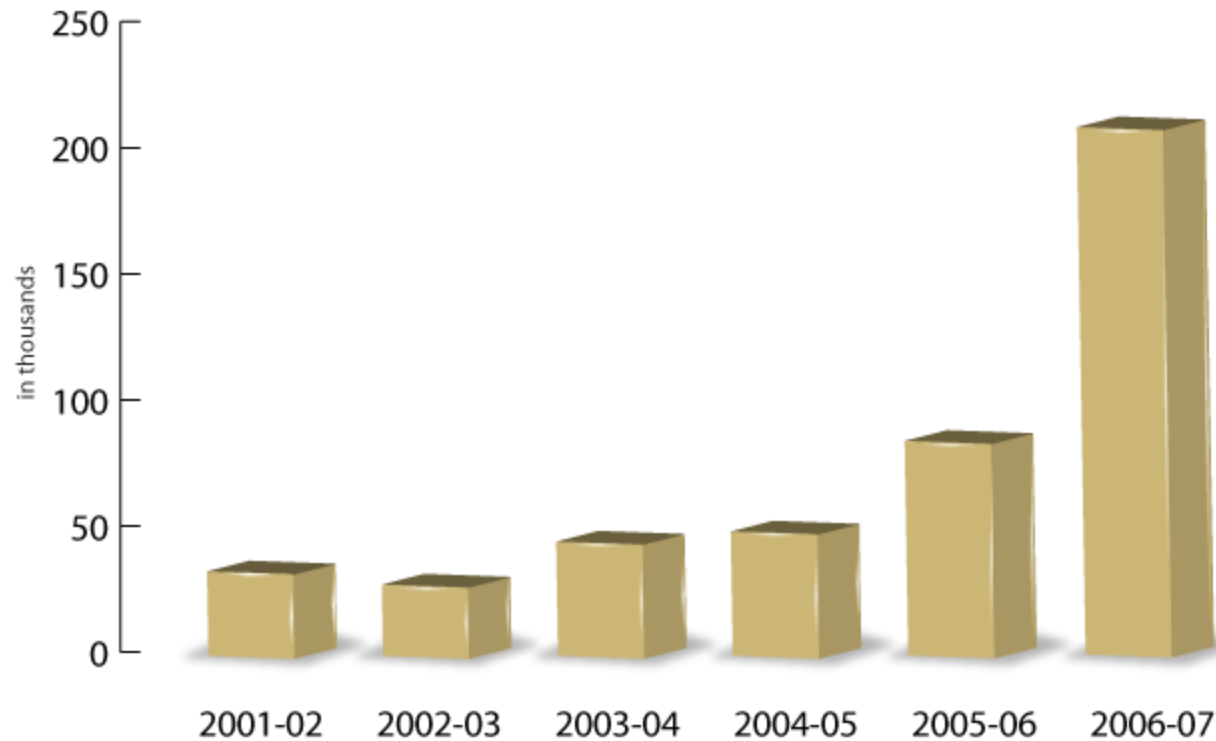




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Number of Images Created by DRL Each Fiscal Year





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D-Scholarship @Pitt

- Institutional Repository with 5,000 items including mandated ETDs.
- Working to get policies on mandated submission in place as part of Open Access initiatives on campus
- 2,258 journal articles by Thomas Starzl added recently
- Based on E-Prints platform (mounted in 3 months)



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Change the Organizational Culture

6





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How do we do this?

- **Leaders must lead**
- **Leaders must have vision for future and confidence to move toward it**
- **We must be risk-oriented, not risk-averse**
- **We must communicate internally and externally a consistent message**
- **Empower the producers, dis-empower the naysayers and curmudgeons**
- **Support growth and learning in staff**
- **Kill the sacred cows that are no longer working for us!**



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Future of Academic Libraries??

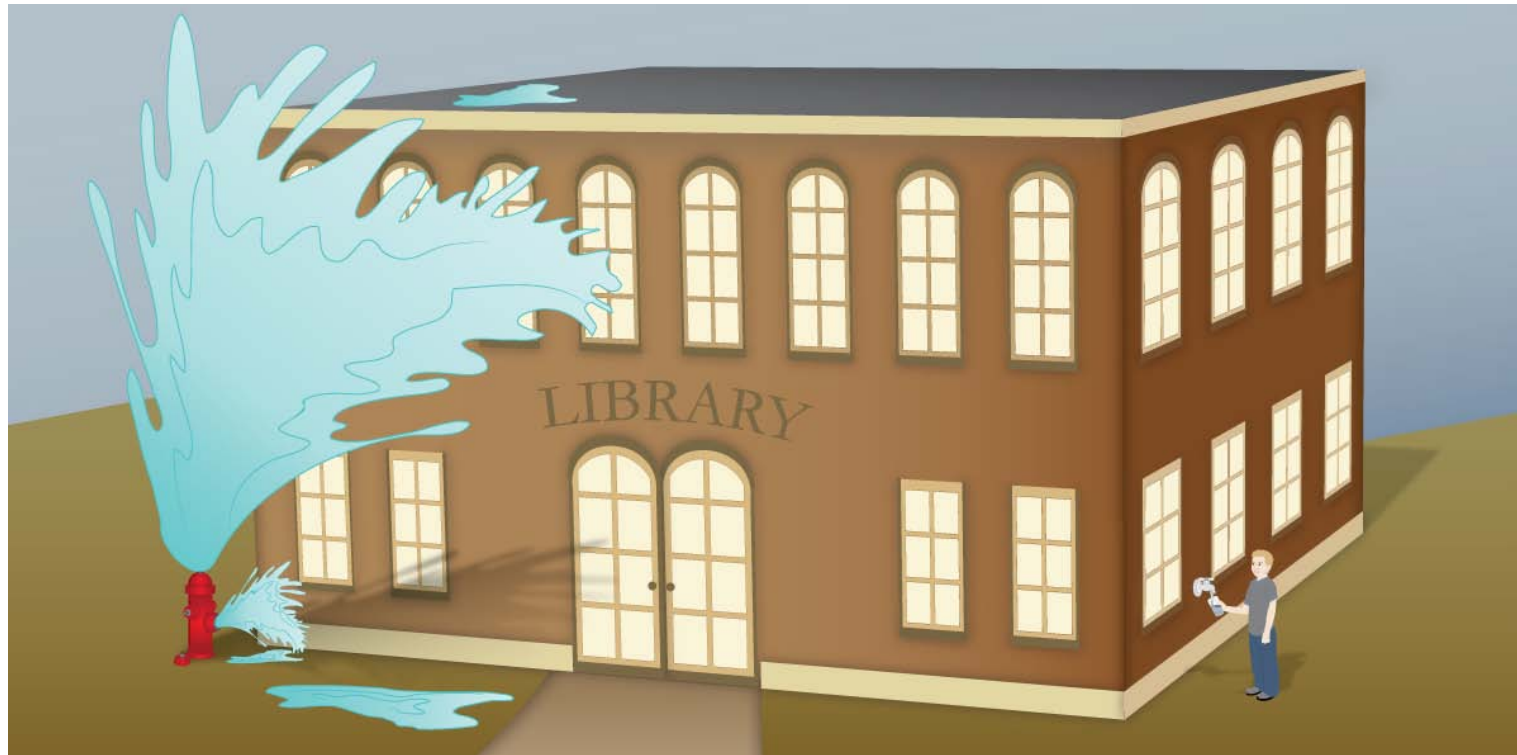




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Library as Information Filtration System





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- We are connecting people to resources of all kinds needed for learning and critical thinking and (hopefully) knowledge
- No longer just “organizing” knowledge containers, but helping to create them and mold them, host them, etc.



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Redefine Library's Role in Teaching & Learning





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Be the EXPERTS on Campus in Digital Technology



- **Build digital content and systems in collaboration with campus stakeholders**
- **Adopt and adhere strictly to standards of interoperability**



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Forging New Relationships





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Each library must find its niche

- **Build on strengths of institution**
- **Fill unmet needs for information systems**
- **Be innovative and take risks**



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East Asian Gateway Service Partners

Yanbian University

Tsinghua University
Peking University
Renmin University of China

Nanjing University

Sichuan University

Wuhan University

Sun Yat Den University

Chinese University of Hong Kong
University of Macau

Shanghai Jiaotong University
Fudan University
Chinese Academy of Sciences
Shanghai Information Center
for Life Sciences

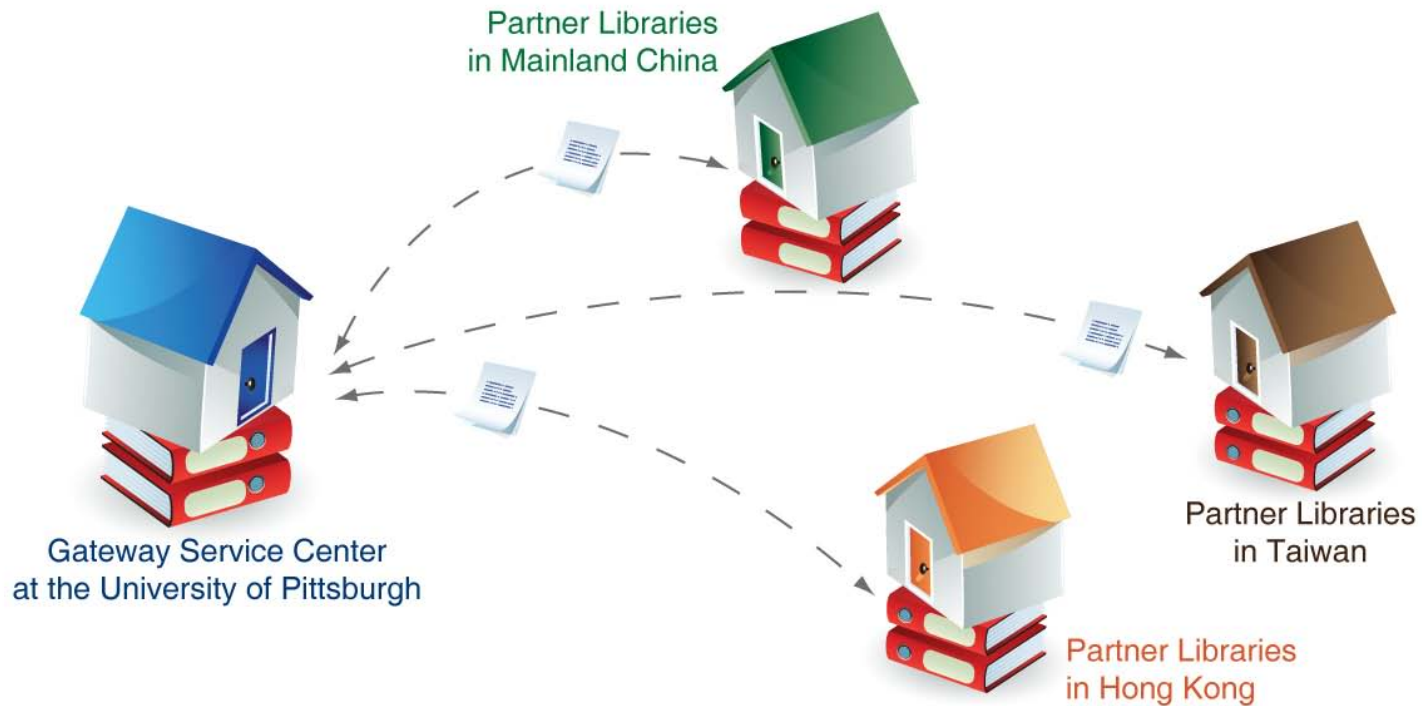
Fu Ssu-nien Library of Academia Sinica
National University of Taiwan



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East Asian Gateway Service





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But, my budget is shrinking?!

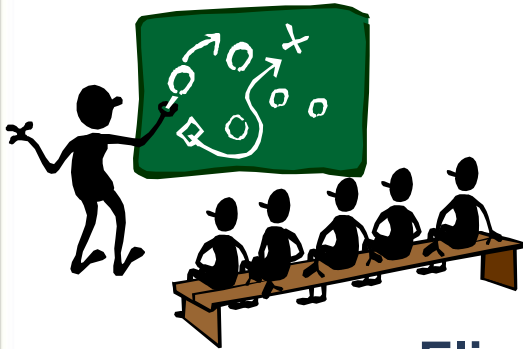
So is mine!

**We faced a \$1.2 million budget reduction for
FY10**

**We are maintaining our focus on the future
regardless by utilizing certain strategies:**



FY10 Key Strategies



- **Eliminate processes & functions that don't contribute to core library missions or adapt to the changing nature of collections & environments**
- **Avoid defending traditional services & operations because they are time honored**
- **Position library resources and services for effectiveness and efficiency**



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Personnel

- Eliminate functions or processes that are no longer necessary
- Realign staffing patterns
- Leave non-essential positions unfilled
- Projected savings: **\$625,000**



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Operations/Acquisitions

- **Scaling back faculty travel**
- **Conservative in purchase of monographs & new electronic purchases**
- **Temporarily suspend purchase of large electronic commercial products**
- **Review & cancel redundant databases**
- **Flipping rest of print journals to electronic where feasible**
- **Rollover of \$400,000 to next year**
- **Savings projected: \$550,000**



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In Closing. . .

It is not merely a matter of whether or not libraries exist in the future, but how relevant they will be to the educational and research enterprise. That relevance is not assured but will be more likely if we learn to adapt better to our environment.



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Finally,

- **Our future is a digital future!!!**
- **Must expand the way we think of our roles in the digital future**
- **Must be prepared to question time honored “tradition” and embrace change**



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- **We must become more entrepreneurial and innovative**
- **We must move our libraries toward more flexibility/adaptability to be able to respond more quickly to change!**
- **We must lead change!**



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See:

Wood, Elizabeth; Rush Miller and Amy Knapp. Beyond Survival: Managing Academic Libraries in Transition. (Westport, CT (US)/ London: Libraries Unlimited, 2007).