Beyond Survival:
How Can Libraries Maintain Relevance in the Digital Age?

Rush G. Miller, Ph.D.
Hillman University Librarian and Director, ULS
rgmiller@pitt.edu
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
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)
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
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
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.
Why Change?

- Our environment is changing
- Increased threats and competition
- Assumptions no longer valid
- Old measures and benchmarks no longer convey value of libraries
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!
• 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!
Knowledge Formats Going Digital

- E journals
- Reference books
- Primary source material
- Mainstream books???
Kindle now just one of many e-readers
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!
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.
Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Materials</th>
<th>Electronic Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$12</td>
<td>$4 (39%)</td>
</tr>
<tr>
<td>2004</td>
<td>$13</td>
<td>$4.4 (40%)</td>
</tr>
<tr>
<td>2005</td>
<td>$14</td>
<td>$5.2 (38%)</td>
</tr>
<tr>
<td>2006</td>
<td>$15</td>
<td>$6 (43%)</td>
</tr>
<tr>
<td>2007</td>
<td>$16</td>
<td>$6.4 (61%)</td>
</tr>
<tr>
<td>2008</td>
<td>$16</td>
<td>$6.4 (64%)</td>
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</tbody>
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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
Visits to the ULS Web Site
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.
Our Colleges are Changing Too!

- Students as customers
- Changes in teaching methods and styles
- Accountability and Assessment
Communities are changing

- Funding more difficult
- Current Recession of course!
- Libraries focused only on books in jeopardy
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!
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!
Claiming Value is NOT ENOUGH

Libraries must demonstrate value to the students and faculty of our schools, colleges and universities and our communities.
“...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
Survival Tools: 6 Ideas for Change
Change is Fundamental to Success
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
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.
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
Re-think Our Mission

• What is our Core Business???
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
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)
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.”
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
Re-Engineer

- Operations
- Services
- Resources
- Personnel
- Budget
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
Early Re-engineering at Pitt

Detailed in book:


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
- 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!)
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
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
Re-Think How Space is Used
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)
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
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
The Cup & Chaucer
Future Expansion of The Cup & Chaucer
Ground Floor
Interlibrary Loan Office
First Floor Entrance and Desk
First Floor, Hillman Library
High Density Storage: Where the books go!
Library as Publisher: Direct Support for Online Publishing
- 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
University of Pittsburgh

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 Fosler
William Alonso
Jack A. Meyer
Rosemary Kern

Factory and Community
The Making of an Industrial Working Class
Kenneth M. Straus

Vladimír Beran
Russia in Stalin's Russia

Contact Us
Pitt-produced Open Access Online Journals

The Minority Health Archive

The Aphasiology Archive

ARCHIVE of EUROPEAN INTEGRATION (AEI)
Ethnology
An International Journal of Cultural and Social Anthropology

UNDER CONSTRUCTION

Vol. 45, No. 1, Winter 2006

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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, 2003 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.telerehab.net.org.

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White Papers: State-of-the-Science

State of the Science Draft White Papers: Accessible Technology

David Brienze, Michael McCue, Katherine D. Seidman
We MUST Build Expertise and Infrastructure for the Digital Future
76% increase in IT staffing levels, 1997 – 2007
All achieved through internal reallocation

Increase in IT staffing levels
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)
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
A MESSAGE ABOUT THE INSPIRATION FOR THE EXHIBIT: FREE AT LAST?

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, destituted 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 locus 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 20th 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
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
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
Number of Images Created by DRL Each Fiscal Year

- 2001-02: 50
- 2002-03: 30
- 2003-04: 45
- 2004-05: 65
- 2005-06: 175
- 2006-07: 250

(Values are in thousands)
- 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)
Change the Organizational Culture
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!
Future of Academic Libraries??
Library as Information Filtration System
- 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.
Redefine Library’s Role in Teaching & Learning
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
Forging New Relationships
Each library must find its niche

- Build on strengths of institution
- Fill unmet needs for information systems
- Be innovative and take risks
East Asian Gateway Service Partners

- Tsinghua University
- Shanghai Jiaotong University
- Fudan University
- Wuhan University
- Nanjing University
- Sichuan University
- Sun Yat Sen University
- Chinese University of Hong Kong
- University of Macau
- Chinese Academy of Sciences
- Shanghai Information Center for Life Sciences
- Fu Ssu-nien Library of Academia Sinica
- National University of Taiwan
- Peking University
- Renmin University of China
- East Asian Gateway Service Partners
- Yanbian University
East Asian Gateway Service

Gateway Service Center at the University of Pittsburgh

Partner Libraries in Mainland China

Partner Libraries in Taiwan

Partner Libraries in Hong Kong
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
Personnel

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