

**SOMETHING'S GOTTA GIVE!**

**MAKING TOUGH CHOICES ON DOING**

**LESS WITH LESS**

**ARL SPRING 2013 MEETING**

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# CORNELL CONTEXT

## Staff

- Down 15% over the last 5 years
- 49% of CUL's budget goes to staff compared to 48% of top ARLs

## Materials budget flat last 4 years

- Expenditures for e-resources up 62.5%; for print down 21%
- Expenditures for e-resources grew from 42% to 62% of total

**\$300k annual shortfall, to be closed by 2015**

**Significant provost givebacks on reserves**

# CORNELL CONTEXT

## Services over last 5 years

- Reference transactions down nearly 30%
- Instruction sessions down nearly 17%
- 4 million physical visits/year

## Circulation

- Physical charges and renewals down 38% over last 5 years
- 5+ million e-article downloads per year, increasing every year

## Technical Processing over last 10 years

- E-resources grew from 18.3% to 71.8% of items processed
- Percentage of staff working on e-resources grew from 8.2% to 14.4%

## 5 physical libraries consolidated since 2009

# REVIEWING OUR PROCESS

- **All Cornell staff survey pointed to increased and unevenly distributed workloads, fear for jobs, inadequate input into decisions affecting work, concerns over new needs, diminishing quality**
- **Clear need to adjust what we do and how we do it in order to relieve the added stress and prepare for the future**
- **Engaging staff in this review**

# ENGAGED STAFF WITH KEY QUESTIONS

1. **Are there services that we provide today that may no longer be as important in 2015-2016?** Consider this from your perspective but also to the extent that you can from the perspective of our students and our faculty.
2. **What would make your job more manageable and your work life less stressful?**
3. **How do we do less with less? What is it that we can take off our plates now and in the near term?**
4. **Are there opportunities for us to gain efficiencies/ economies of scale** by doing things across a broader swath of universities? Can we support the expertise we've developed locally to generate revenues?

# **RECOMMENDATIONS FROM ENGAGEMENT PROCESS**

- **Enhance communication**
- **Rationalize work and workflow**
- **Strive for common web/virtual service infrastructure**
- **Reduce customization where impact minimal on users**
- **Explore new models of service**
- **Divided into three areas: lessening the load,  
automating processes, transitioning to new models**

# **LESSENING THE LOAD**

## **(GIVING BACK AN HOUR/WEEK)**

### **1. Reconceive meetings**

- Provide support/training on how to run more productive meetings.
- Promote use of WebEx to reduce wasted travel time. Schedule meetings in more centralized locations.
- Standardize one hour meeting times to 50 minutes to allow for travel between meetings.
- Conduct business by e-mail or phone rather than holding meetings.

### **2. Establish expectations for committees**

- Provide training for committee chairs on how to effectively manage a committee or work team.
- Provide training for members on how to work effectively as a team.

# LESSENING THE LOAD

## (GIVING BACK AN HOUR/WEEK)

### 3. Support work productivity

- Analyze and rationalize workflow (e.g., one person to support all ADA workstations).
- Establish a six-week loan period for interlibrary lending.
- Provide appropriate combination of hands on and web-based training (both at university and library level) for needed software tools such as Workday, WebEx, KFS, Kronos, Voyager, OSP's sponsored projects portal.
- Share tips or best practices with others on using tools/sharing knowledge.
- Consider sprints and retreats.

### 4. Improve communication

- Facilitate the finding and using of information—forms, etc.
- Utilize university systems (e.g., calendar for scheduling)
- Create set of best practices for event planning and communication in the Library.



# **LESSENING THE LOAD**

## **(GIVING BACK AN HOUR/WEEK)**

### **5. Streamline and set expectations for staff performance appraisals and promotion reviews**

- Library HR recommends not spending more than two hours preparing and writing annual reviews.
- A top agenda item for the Academic Assembly Steering Committee in 2013 is to simplify the promotion review process.

### **6. Reduce levels of signoff**

- Analyze the approval process for various functions and look for ways to reduce the levels of sign-off. Each department can work with staff to see how approvals can be made more efficient while ensuring accountability throughout the organization.

# UTILIZE COMMON TOOLS AND FRAMEWORKS

## Adopt uniform website architecture

- Review the current web development framework and formulate a plan for sustainable and coherent preservation, maintenance, and growth based on usage patterns while addressing unique needs of unit and specialized sites.

## Minimize diversity of digital systems

- Migrate to scalable and easily supportable digital collection frameworks (e.g., SharedShelf) or exploring new systems to simplify our IT support environment (e.g., DLXS replacement). Assess collections, de-accession those of insufficient value and usage, archiving the content if appropriate. Balance the need for innovation with long-term sustainability.

# **AUTOMATE MANUAL INTENSIVE PROCESSES**

- **Develop wish list of manual functions that might lend themselves to automation, e.g., maintaining unit library hours and the CUL staff directory; serials check-in**
  - Examples of automating manual processes include ITSO CUL, POOF, and the stacks management program.
- **New opportunities may soon be created if the university acquires site license for a system for capturing documents and automating workflow and processing.**

# TRANSITION TO NEW MODELS

## Library services

- Expand the concept of differentiated service, based on careful review, need, and user status.
- Within one year, transition the Big Red Bikes program out of the library.
- Discontinue the “Text a Librarian” service
- Rely on self-check and student help

## Annual statistics

- Simplify the review process while maintaining data integrity.

# TRANSITION TO NEW MODELS

## Library hours

- Examine opportunities to close individual libraries to patrons during semester breaks.
- Explore reducing hours for access services sprints
- Isolate spaces for 24/7 student use.
- Discontinue extended weekday hours at the Annex and close at 5:00 pm M-F.

# TRANSITION TO NEW MODELS

- Streamline desktop support and systems administration, in tandem with IT@Cornell initiative.
- Review approval plan process.
- Prepare for 2CUL technical services integration (TSI) by 2015, review and rationalize workflows and processes, and redeploy staff to support growth areas.
- Move from “just in case” to “as needed” stiffening, redeploying staff to prepare for TSI and system migration.

# TRANSITION TO NEW MODELS

## Process more new materials for Annex

- Work with selectors to extend process in place for some Asian and Latin American materials.

## Revisit gift book policy/procedure

- Make sure the work needed to process gift material is worth the effort expended.

# NEXT STEPS

- Foster an innovative and collaborative staff culture: regularly report progress and assess outcomes.
- Consolidate the partnership with Columbia and deepen collaboration with other libraries to build comprehensive access to the world's scholarship.
- Build effective and efficient digital information resource capacity.
- Create a dynamic virtual presence.
- Develop library/information services and resources for the Cornell-NYC Tech campus.

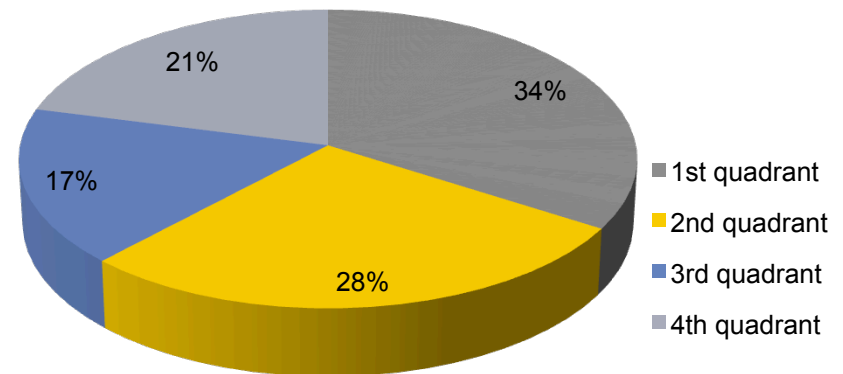


# LESS WITH LESS

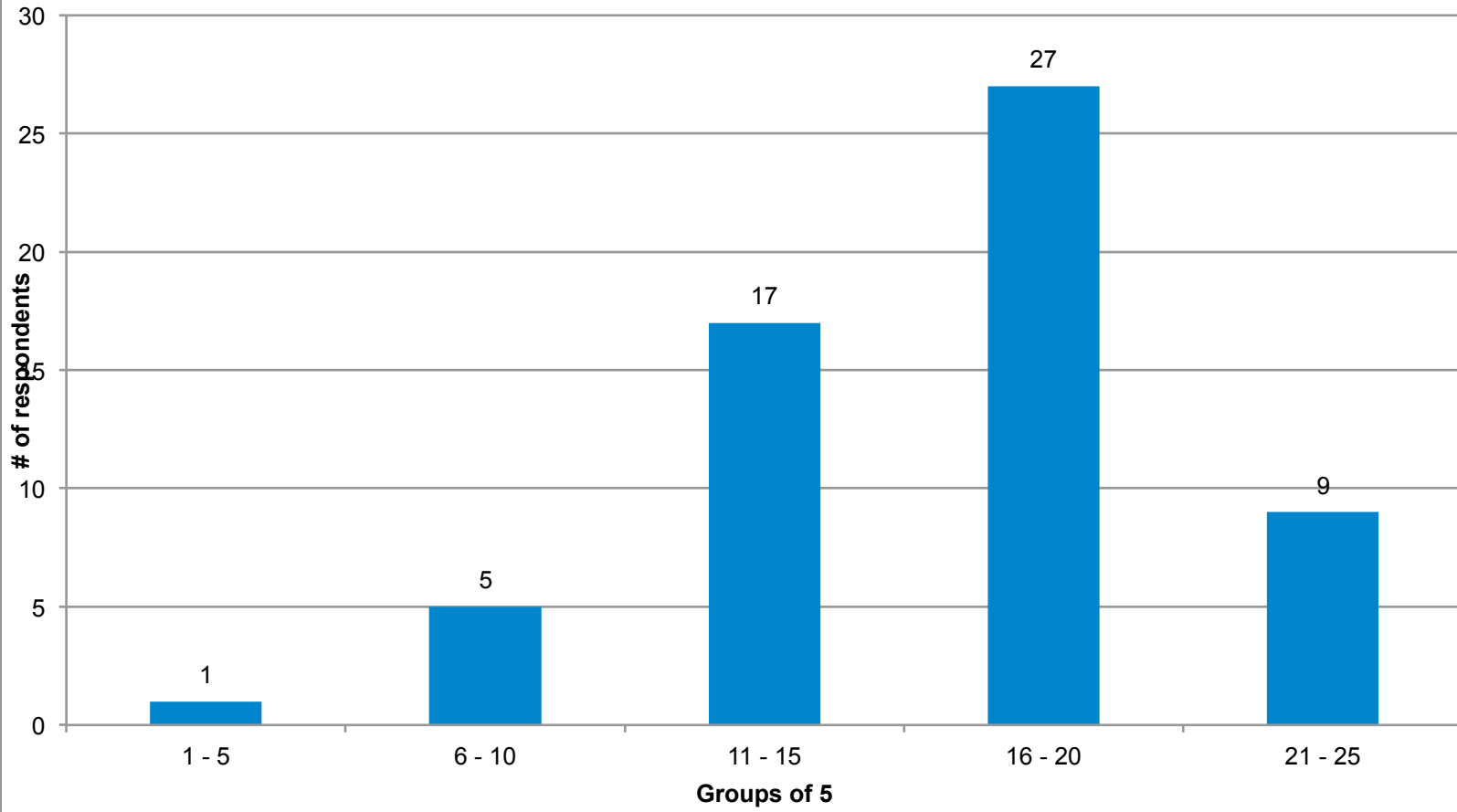
## ARL LIBRARIES SURVEY

- **46.8% response rate (59 of 126, including 8 from Canada)**
- **Compared results to ARL investment and expenditure data**

**Respondents by ARL Investment Index**

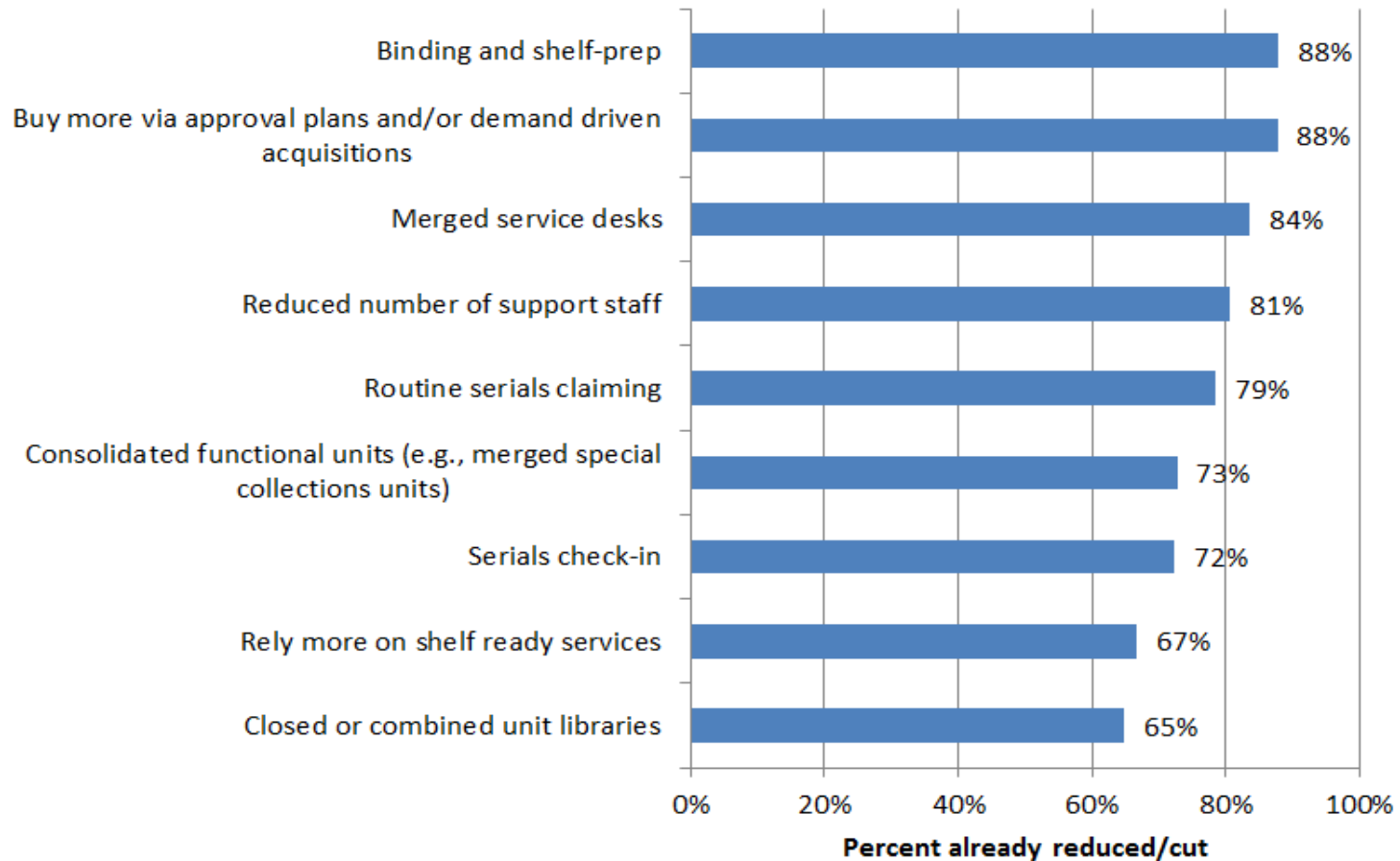


# Number of areas/functions eliminated or reduced by counts of 5



# LEADING AREAS REPORTED (65% OR GREATER)

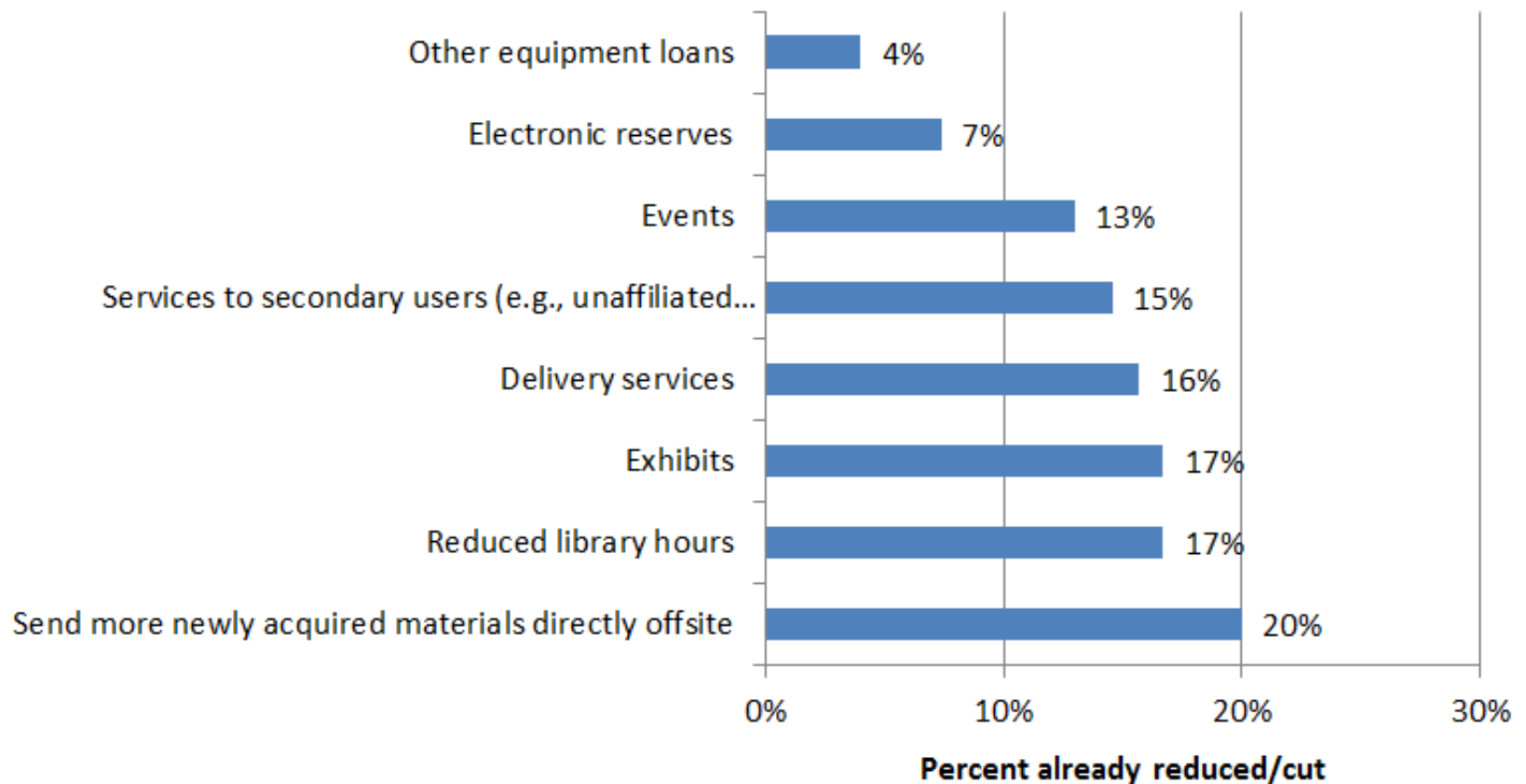
## Most-cut areas



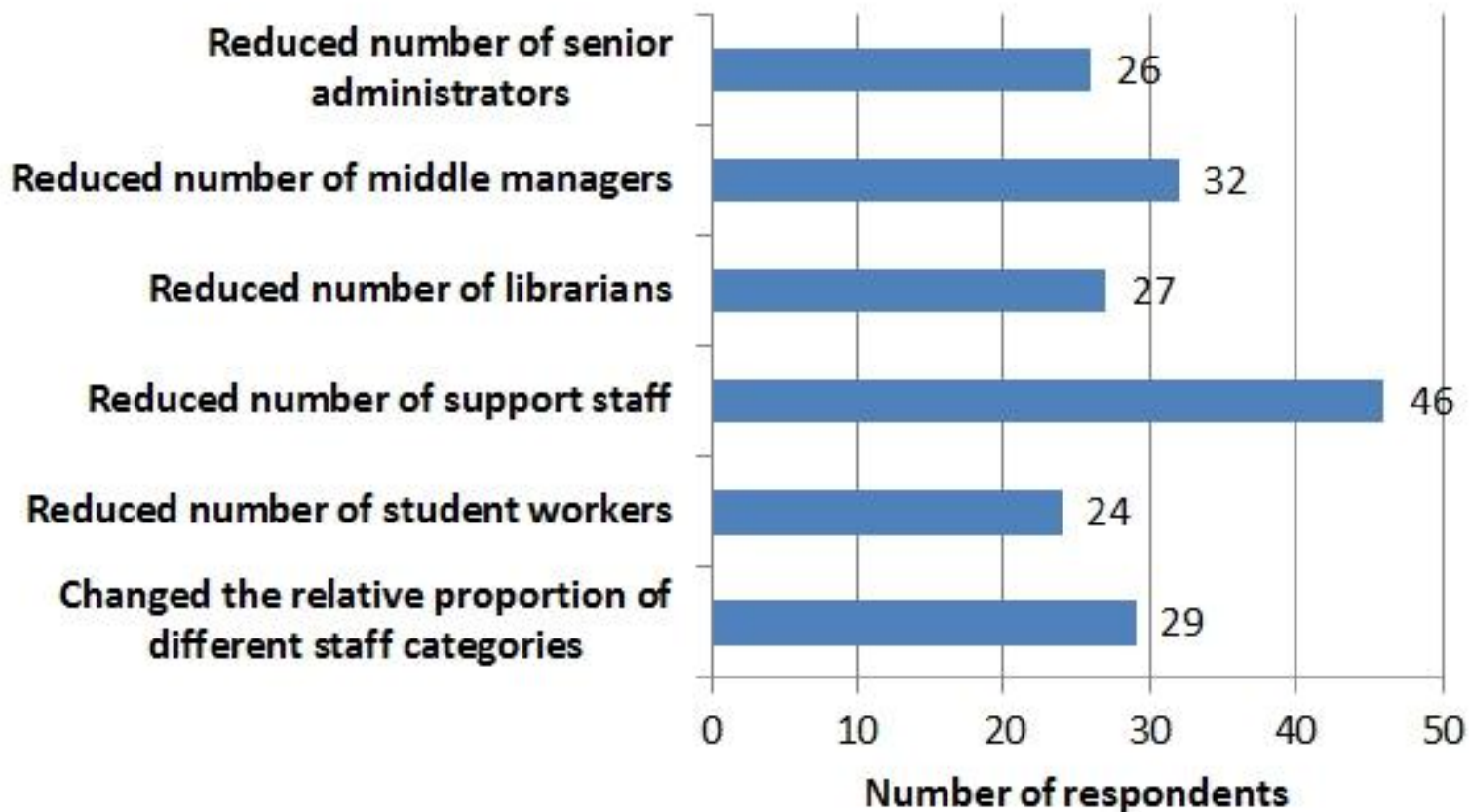
# **MOST-PROTECTED AREAS**

*(CUT BY 20% OR UNDER)*

**Most-protected areas**



# WHERE ARE STAFF CUTS HAPPENING?



# RESPONSES BY ARL INVESTMENT INDEX

Quadrant	Number of universities that answered the survey	Median areas reduced or cut as percent of areas that the survey asked about (excluding staff cuts)
First (highest ranks)	16	46%
Second	13	48%
Third	8	57%
Fourth (lowest ranks)	10	43%

# COMPARING 1<sup>ST</sup> AND 4<sup>TH</sup> QUARTILE RESPONSES

## Larger libraries more likely to:

- Reduce number of librarians
- Send incoming materials to offsite
- Reduce/eliminate exchange programs
- Rely more on shelf ready services
- Reduce/eliminate classification of offsite materials
- Outsource cataloging in full or part

# COMPARING 1<sup>ST</sup> AND 4<sup>TH</sup> QUARTILE RESPONSES

## Smaller libraries more likely to:

- Change relative proportion of staff categories
- Reduce/eliminate original cataloging
- Reduce/eliminate foreign language cataloging
- Automate manual intensive processes
- Reduce/eliminate serial check-in
- Utilize self-check machines



# COMPARING 1<sup>ST</sup> AND 4<sup>TH</sup> QUARTILE RESPONSES

<b>Both likely to:</b>	<b><u>Q1</u></b>	<b><u>Q4</u></b>
Close/combine unit libraries	88%	70%
Merge service desks	93%	89%
Consolidate functional units	75%	78%
Buy more via approval and DDA	88%	100%
Reduce support staff	100%	80%
Print course reserves	69%	60%
Routine serials claiming	75%	80%
Binding/shelf prep	81%	93%

# SOME INTERESTING QUOTES

“Jettisoning traditional services, especially in processing, runs counter to most librarian's sense of self. And this is most often seen in our public services colleagues who can't imagine that a research library would even consider doing away with things like serials check-in (for those ever-dwindling numbers of journals still coming in in print!).”

# SOME INTERESTING QUOTES

“We have used a multi-pronged approach to managing reduced budgets: user-centered decision-making predicated on our exceptionally strong, and long-standing, assessment data; using multi-institutional approaches to containing costs and leveraging resources; and successful diversification of revenue sources (private funding, grant funding, self-sustaining, etc.). The Libraries' work has been recognized as an exemplar for strategic thinking and action.”

# SOME INTERESTING QUOTES

- “We made a large buy of journal backfile content in electronic form which had a dramatic impact/reduction on ILL.”
- “Expanded access to ILL ... instituted a program of reducing “unnecessary” duplication when purchasing monographs.”

# SOME INTERESTING QUOTES

- “Liaisons have very different workloads, so adjusted accordingly—some departments share liaisons, others have two. Assigned liaisons to administrative units. Reduced number of outreach venues (blogs, publications etc.). Selectors (liaisons) performing acquisitions tasks.”
- “Significant financial constraint has provided an opportunity to bring people and ideas together in new productive ways. It hasn't really been about doing less with less, but doing things differently and doing different things with less.”

