

## **Planning for Change in the General Library**

### **I. Introduction**

The General Library is a vital component of the research, instruction, and patient care enterprise at the University of California, Davis. Our mission and priorities (see Attachment A) have been adopted by the University as integral to institutional success. The University has recognized the value of the Library and its staff through the equitable distribution of permanent (19900) as well as opportunity funds (non-19900) to enable library operations and services to flourish and harmonize with the University's programs of instruction and research and serve the needs of the faculty, patient care professionals, students and staff.

At the same time, we are in the midst of the most challenging budgetary environment since the early 1990s. Now, as then, the University has little recourse but to ask the General Library to participate in solving the fiscal challenge before us. We participated in meeting the challenge of 2003/04 by taking a permanent 6% reduction to our general fund budget (\$668,450) but were spared from direct cuts to our collections budget. The protections afforded the collections budget represented a strategic investment in a University resource considered essential.

What is different about our current circumstances than the circumstances we faced in the early 1990s? Here is a brief list:

- 1) Successive years of double-digit inflation have limited flexibility to make reductions in the acquisition of library materials (print and electronic) without having an immediate and noticeable affect on the academic programs they support.
- 2) Service expectations across-the-board have increased while overall staffing has remained essentially static.
- 3) Technology has both energized and provided extraordinary promise with regard to the delivery of service and has increased the productivity in many library operations. At the same time, the costs of technology have increased exponentially, placing further constraints on the library's budget.
- 4) A more complex technological environment requires a sustained investment in programs of instruction and education well beyond what was required in earlier years.
- 5) Skills sets of employees need to evolve more rapidly in order to keep pace with the changing way information is acquired, stored, accessed and used by patrons. Evolving skill sets require time and financial resources in ways never before experienced.

With the foregoing in mind, and as we approach fiscal 2004-05, it is imperative that we develop a plan to leverage the resources we have to come as close as possible to meet our ongoing mission and unit priorities. It is in this context that this document, **Planning for Change in the General Library**, is set.

## **II. Need for an Organizational Assessment**

An organizational assessment examines the effort of an entity and how the effort advances its mission and priorities. Such an assessment for the General Library includes a department-by-department and unit-by-unit analysis of all public, technical, and other services as identified by descriptive function and the resources (dollars and staffing) that are dedicated to support that function. And, even though the General Library's budget reduction has been traditionally limited to consideration of 19900 funds, an organizational assessment should include functions that are not 19900 based such as Document Delivery Services, Interlibrary Loan and other revenue generating activity. Functions should be rank ordered with those closest to the mission and unit priorities of the organization ranked highest. The assessment also includes an impact statement should specific functions be targeted for curtailment or suspension.

The General Library is a large and complex environment. Attachment B is the organization chart, with a current FTE revision by department and unit; Attachment C represents your department specific 2003-04 Operating Expense and Equipment budget. For the purposes of organizational assessment for units with functions supporting non-19900 fund activities, budgets are also provided. You have received your January, 2004 OE&E Budget Update from General Library Accounting. For units engaging in Document Delivery a January, 2004 update will be sent to you. Rate sheets for income producing accounts are available on request. Attachment D represents salary averages for open range and step based employee titles. Attachment E is your Organizational Assessment Blueprint. Attachment F is your specific department FTE template.

Given what we know now (i.e., that we will receive a significant permanent budget reduction for fiscal year 2004-05) it is essential that we develop a plan for meeting expected budget cuts. We need to prepare for a 2004-05 permanent reduction of between five and fifteen percent.

We have already discussed interim measures that we can take immediately that will pay dividends as we face reduced financial resources and as our planning process moves forward. Those measures include a cessation of hiring all but positions considered critical to the fulfillment of our unit priorities. They also include a reduction in spending for supplies and services for everything but the essentials.

To facilitate planning, the Organizational Assessment Blueprint is to be used to assess measurable functions performed by a department or unit. Participating in this assessment will give you a sense of the contribution to the budget reduction solution you might make as you assign priorities to the functions you perform. Certainly there may be questions about how financial resources link to functions that are not clear to you and for which you may need to query your AUL. Completed blueprints should not vary in format in order that they may be more easily compared and contrasted.

## **University of California, Davis General Library**

### **Mission Statement**

The General Library of the University of California, Davis, is a major educational and scholarly resource, operating as an integral part of the University while recognizing obligations to a wider public, particularly the people of California. In this context, its mission is to collect, preserve and provide access to books, journals, manuscripts, documents, and other records of knowledge held in an ever expanding range of print and digital media in support of University research, instruction, patient care, and community outreach. The unit priorities which enable this mission are: 1) Maintain the strength of library collections, 2) Provide effective access to scholarly resources in and through library facilities, 3) Continually improve and monitor efficiency and scale of resource sharing 4) Provide state-of-the-art systems which make interaction with the library easier and more convenient and 5) Maintain and enhance an effective user assistance program.

### **Unit Priorities for 2003-2004**

#### **1. Maintain the Strength of Library Collections**

An ever increasing and significant amount of research information formerly available only in print is becoming available in electronic form. Using scholarly journal subscriptions as an example, the library currently has access to more than 10,000 titles via the Internet. The continuing shift from print to electronic resources is replacing the print based model of access to scholarship to one based on technology. Additionally, based on several years of experience with the migration of information from print to electronic, it is clear that the overall costs of acquiring and supporting access to this information will continue to increase.

#### **2. Provide Effective Access to Scholarly Resources In and Through Library Facilities**

With information increasingly available in electronic formats, the General Library will continue to have as a priority the provision of appropriate technologies in library facilities to assist faculty, students, patient care professionals, and staff. The library will strive to provide adequate numbers of access points (i.e., network connections) and network devices. Projections for expanding access during the next three-year window will also include the provision of greater network access via wireless technology for patrons who bring their own computers and related equipment into the library, scanning devices to allow patrons to download information from print sources to compact disks, increased ability to send information stored in print or electronically to personal web space, and software that will efficiently assist users organize relevant research (i.e., Harvest Portal). As well, the library will continue to work closely with campus Information and Educational Technology (IET) to develop the MyUCDavis authentication infrastructure to allow campus faculty, students, patient care professionals, and staff access to library hosted licensed electronic resources via commercial Internet Service Providers. The library will continue to provide enhanced access to patrons with disabilities through the acquisition of the latest technologies and will continue to place these technologies in public space.

### **3. Continually Improve and Monitor Efficiency and Scale of Resource Sharing**

As research information becomes increasingly available online it will not be necessary or practical to physically collect or “own” all research materials needed by faculty. In an environment of rapid technological change, the library will continue efforts to promote efficient resource sharing. It will continue to be a program priority to develop expeditious methods for interlibrary borrowing. Protocols currently in place allow faculty and students to directly and independently initiate borrowing requests for research materials from libraries within UC and on a regional, national, and global scale with the assistance of library staff. In many cases it will soon be possible to deliver these materials electronically to the scholar’s workstation. It will continue to be a program priority to support and contribute to the California Digital Library as well as to participate in shared and multiple UC campus information access agreements.

### **4. Provide State-of-the-Art Systems Which Make Interaction with the Library Easier and More Convenient**

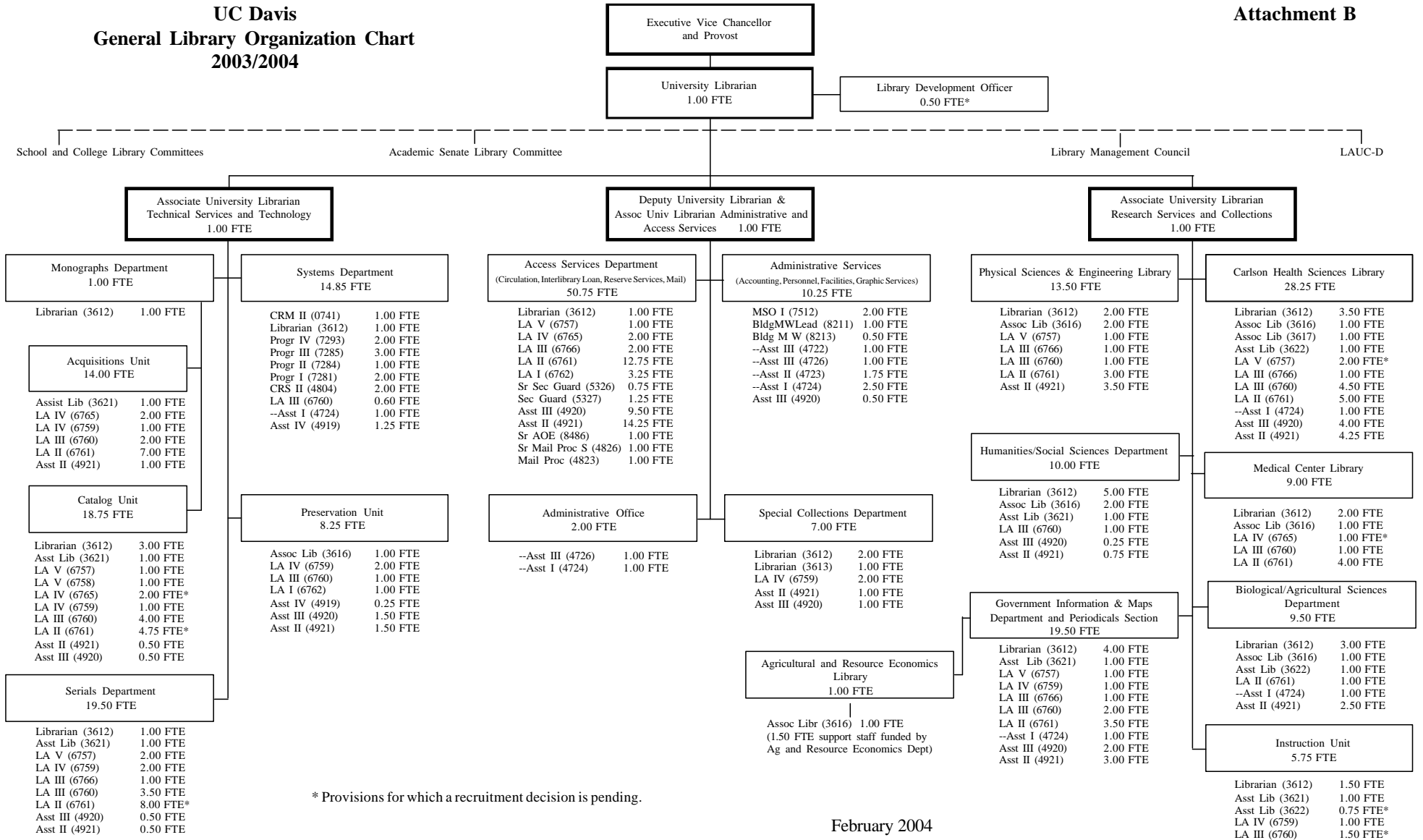
The library will persist in taking advantage of emerging technology to continue to develop and provide efficient and user-friendly library services. Enhancements to electronic reserves, patron initiated direct access to research materials online or via interlibrary loan, direct online access self-service modules (e.g., renewal of library materials, placing a “hold” on an item in check-out status, etc.), further development of discipline specific, customized, and “hot linked” library web pages, and the advent of the MELVYL web browser, and the maturing of the California Digital Library, are but a few of the projects which will continue to evolve. In 2002-03 the General Library migrated to an integrated library system (ILS) including the debut of a local on-line public access catalog (OPAC) in Fall, 2002. The Harvest OPAC provides local control and immediate, reliable access to UC Davis holdings as well as link out capability to the holdings of other UC campuses and the Internet. The Harvest Portal debuted in January 2004 and allows simultaneous searching across multiple databases (including the ability to link out to vendor operated licensed databases and online journals). The Harvest Portal is a significant step toward the provision of powerful tools to make more efficient the work of scholars and researchers. The evolving and maturing Harvest Portal and Harvest OPAC are designed to work seamlessly with the campus MyUCDavis portal technology.

### **5. Maintain and Enhance an Effective User Assistance Program**

Technological developments will continue to change the nature of patron interaction with libraries and methods of delivering information. It is imperative for the General Library to continue to dedicate resources that assure that faculty, students, patient care professionals, and staff receive cutting edge research assistance from library professionals and staff. For example, over the 2003-04 to 2005-06 planning horizon, the General Library anticipates a significantly increased investment in user education in the form of classes, seminars, and workshops taught by library professionals in harmony and cooperation with campus faculty. Additionally, the library will further develop and apply technologies that allow live reference and instruction interactivity. Such interactivity will come in the form of teleconferences and electronic class sessions as well as in live, interactive reference “chat” sessions. Such sessions will not be bound by the constraints of time and place. It will continue to be a library priority to develop and provide instructional offerings for a diverse group of users in the introduction to and use of research information in a myriad of formats, including linkages to faculty developed course content via MyUCDavis.

**UC Davis  
General Library Organization Chart  
2003/2004**

**Attachment B**



Academic and Staff Salaries

Attachment D

Staff Titles

Step Based (step 3.5)

	<u>Annual</u>	<u>Monthly</u>
Library Assistant I	25,068.00	2,089.00
Library Assistant II	28,104.00	2,342.00
Library Assistant III	31,992.00	2,666.00
Library Assistant IV	36,624.00	3,052.00
-- Assistant I	27,888.00	2,324.00
--Assistant II	31,992.00	2,666.00
--Assistant III	37,308.00	3,109.00
CRS II	42,888.00	3,574.00

Budgeted Student Rates

	<u>Hourly</u>
Assistant II	6.75
Assistant III	7.50
Assistant IV	8.75

Open Range (salary grade mid-point)

	<u>Annual</u>	<u>Monthly</u>
LA V	49,400.00	4,116.67
LA III-Spv.	36,400.00	3,033.33
LA IV-Spv.	40,400.00	3,366.67
LA V-Spv.	49,400.00	4,116.67
MSO I	54,400.00	4,533.33
Programmer IV-Spv.	59,900.00	4,991.67
Programmer I	44,900.00	3,741.67
Programmer II	49,400.00	4,116.67
Programmer III	54,400.00	4,533.33
CRM II	83,900.00	6,991.67
Sr. Security Guard	29,496.00	2,458.00
Security Guard	27,201.00	2,267.00
Sr. Mail Processor - Sp	36,400.00	3,033.33
Mail Processor	26,486.00	2,207.00
Sr. Auto Equip Operato	28,945.00	2,412.00
Bldg. Maint Wkr, Lead	38,259.00	3,188.00
Bldg. Maint. Wkr.	29,242.00	2,437.00

Librarian Titles

<u>Rank</u>	<u>Step</u>	<u>Annual</u>	<u>Monthly</u>
Assistant Librarian	I	37,920.00	3,160.00
	II	40,560.00	3,380.00
	III	42,996.00	3,583.00
Associate Librarian	I	42,996.00	3,583.00
	II	46,008.00	3,834.00
	III	49,224.00	4,102.00
	IV	52,620.00	4,385.00
	V	56,256.00	4,688.00
	VI	60,132.00	5,011.00
	VII	64,164.00	5,347.00

Librarian	I	64,164.00	5,347.00
	II	70,500.00	5,875.00
	III	76,860.00	6,405.00
	IV	82,416.00	6,868.00
	V	88,848.00	7,404.00
	VI	95,508.00	7,959.00
	VII	102,480.00	8,540.00

## Organizational Assessment Blueprint

### I. Name of Department:

### II. Department Mission and Goals:

- A. Mission Statement
- B. Goals for meeting mission
- C. Where do department mission and goals intersect with General Library Unit Priorities?

### III. Completion of FTE Template

Populate the *FTE Template* (Attachment F), using your current FTE as identified in General Library Organization Chart (Attachment B).

Note: Totals on *FTE Template* should equal your FTE totals on Org Chart.

### IV. Current Functions \*

- A. Using the Unit Activities selected on the *FTE Template*, identify, list, and rank all significant functions associated with each Unit Activity in your department.

#### List and Ranking of Current Functions:

- B. Using the list above, describe each function in detail using the *Current Function Analysis Worksheet* (Attachment G). Use a separate worksheet for each function.

### V. New Functions

- A. List below any new functions you are considering for implementation.

#### List of New Functions:

- B. Describe each new function using the *New Function Analysis Worksheet* (Attachment H). Use a separate worksheet for each new function.

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\* Functions that describe effort related to selecting, acquiring, processing and making available collections should be included in this assessment. However, dollar resources associated with the collections budget need not be considered. The assessment and distribution of collections budgets will be coordinated by the AUL for Research Services and Collections.

## Organizational Assessment Blueprint

### VI. Suspended or Curtailed Functions

- A. From your **List of Current Functions**, recommend specific functions to be suspended or curtailed based on departmental assessment.

**List of recommended suspended or curtailed functions:**

- B. Describe the impact of each recommendation using the *Suspended or Curtailed Functions Analysis Worksheet* (Attachment I). Use a separate worksheet for each function.

### VII. Notes

What other comments, ideas, issues would you like to raise with regard to this organizational assessment?



**Current Function Analysis Worksheet**

Department Name: \_\_\_\_\_

1. Brief Description of Function:
2. To which Unit Activity does this function correspond (from the FTE Template)?
3. Estimate the total FTE associated with this function.
4. Describe how this function supports a specific GL Unit Priority:
  - a. Why are we conducting the activities relating to this function (what is their value to the patron)?
  - b. How successful have our efforts been?
  - c. What metrics (i.e. statistics, use trends) demonstrate that this function is meeting patron needs?
5. Prioritization of functions based on proximity to General Library Unit Priority:
  - a. Why is this function more critical to continue than another?
  - b. Is this function necessary to remain in compliance with Library, University, public or granting agency policy or other mandates?
6. Describe how this function, if considered critical, is likely to change or be modified to meet evolving needs of the Library and the library user:
  - a. What are the changes anticipated?
  - b. Why are the changes necessary?
  - c. What are the resource implications of the changes?

**Current Function Analysis Worksheet**

7. Extending/maximizing existing resources:

- a. What hardware/software/human resources can be reallocated even if this function is to continue (i.e., are there workstations that are not being used to full capacity that could be surrendered or staff that could be reassigned)?



**Suspended or Curtailed Function Analysis Worksheet**

Department Name: \_\_\_\_\_

1. Briefly describe the function recommended to be suspended or curtailed based on departmental assessment:
2. What method will be used to suspend or curtail this function?
3. Estimate FTE that will become available for reallocation:
  - a. Itemize based on template (librarians, staff, students)
4. Estimate dollar resources that will be available for reallocation
  - a. Itemize based on 19900 fund source
  - b. Access Services and CHSL only: itemize based on non-19900 fund source
5. What hardware/software/human resources can be reallocated if this function is to be suspended or curtailed (i.e., are there workstations that are not being used that could be surrendered or staff that could be reassigned)?
6. What recommendations do you have for resources that would become available based on your assessment?
7. Impact of curtailment or suspension of function:
  - a. How will curtailment or suspension this function affect a General Library Unit Priority?
  - b. How will curtailment or suspension this function affect other General Library departments/units?