

Libraries of the Future (LOFT): Executive Summary

CSU LA Basin Pilot Project For Developing Cost-Effective Library Services and Resources for Student and Faculty Success in the 21st Century

CSU Dominguez Hills, CSU Fullerton, CSU Long Beach, CSU Los Angeles, CSU Northridge, Cal Poly Pomona

The LOFT convened in April 2012 and was charged with developing recommendations in the following areas:

- Multi-campus collection management
- Assess the impact of library services
- Business practices for the publication, distribution, and use of library content
- Expand sharing of technology infrastructure and
- Redesign of library facilities

Taskforce members: All six Provosts from the LA Basin; Two Library Deans; Two representatives from the CSU Statewide Academic Senate; One CIO and CO Academic Affairs staff.

CSU's Current and Ongoing Library Innovations

- Cooperative purchasing of eJournals and eBooks deliver **\$11.6M in savings**
- Shared Services Resulting in Scalable Exemplary Practices and Cost Avoidances estimated at **\$4.8 M**
- Efficiencies Through Innovation Resulting in Improved Services at Reduced Costs
- CSU Print collection is shared among campuses through interlibrary loan (ILL) – saving an estimated \$100K annually though the shared service to deliver over 660,000 books between campuses.

Re-Vision the CSU Libraries

LOFT has articulated a number of characteristics of the re-visioned libraries to improve the academic success of students and faculty while improving the efficiencies and effectiveness of the libraries' services, resources, and facilities. The group examined the role of the library in 3 ways: Library as Network; Library as Place; Library as Service Center.

Supporting the LOFT Activities

The revisioning of libraries requires expertise that the CSU does not currently have available. The CSU Office of the Chancellor conducted an RFP for consulting services to support the 5 priorities of the LOFT taskforce. The consulting agreements are Master Enabling Agreements which qualify the selected vendors to be contracted by both campuses and the Chancellor's Office to deliver specific services.

Vendors under the Master Enabling Agreement will be used for:

- Print collection analysis and management strategies
- Re- Design of library facilities and space
- Academic, business, facilities policies & plan
- Business strategies for acquisition & use of electronic content

Assessing Library Services, Needs, Utilization, and Outcomes

The CSU Council of Library Directors is implementing a systemwide COLD Assessment Taskforce (CAT) that is developing, testing, and deploying various research methods, analytics, and business intelligence

projects that will provide campuses valuable, reliable, and valid findings on how CSU libraries' services, resources, collections, and facilities are contributing to the success of students, faculty, staff, and the university community.

Analyses of CSU Print Book Collections: Beginning with 6 LA Basin Libraries

LOFT recognized that the first focus for innovation and transformation was the print book collection and associated services. LOFT hired the SCS to conduct an analysis of the circulation data and redundancies of the 6 LA basin print book collections.

The preliminary analyses of the print book collection of the 6 LA basin libraries indicates that there are significant opportunities for deselecting print books from open stacks to create space for new library services and learning areas, and can reduce overall library expenditures.

Courant and Nielsen (2010) estimated the cost of servicing a book on open stacks as compared with high density storage systems. The costs below are provided in 2009 US dollars (Table 4).

- \$4.26 per volume in open stacks
- \$0.86 per volume in high density stacks (e.g. robotic systems)

LOFT Recommendations

Recommendation 1: Each campus will develop their Vision-Strategy document. The Vision-Strategy document would be the campus-specific strategy.

Recommendation 2: A print collection management strategy will be developed and implemented as a combination of campus specific and systemwide strategies.

Recommendation 3: The CSU Office of the Chancellor, working with COLD, will conduct a "spend analysis" of the expenditures within the CSU libraries to identify opportunities where the collective campus expenditures might be more cost effectively served by systemwide strategies.

Recommendation 4: The COLD Assessment Taskforce, with support from the CSU Fullerton Social Science Research Center, will develop and implement high quality, valid and reliable research on the impact of library services on student learning outcomes, retention, and graduation as well as faculty instructional and scholarly success. The assessment reports will be useful for both campus and systemwide planning and decisions.

Next Steps: 2013-15

1. Implement the Libraries of the Future Recommendations – *Spring 2013*
2. Advance Print Collection Management Strategies including deselection – *2013*
3. Transforming Library Facilities and Services - *13-14 Academic Year*
4. Assessment of Library Impact on Student, Faculty, and Institutional Success - *Ongoing*
5. Expanding Shared Library Services - *Ongoing*