

LIBRARY REPORT
for
THE COUNCIL OF DEANS

December 2004

David W. Boilard, Director
Raymon H. Mulford Library

Table of Contents

Function and Roles of the 21 st Century Library	1
Role of the Librarian at MCO	2
Library Staffing	3
Staff Efficiencies	4
Position Descriptions	5
Librarian Salary Study	8
Library Services	9
Information & Research, Education Services	9
Impact of Changing Librarian Schedules	10
Data: Literature Services	11
Data: Reference Searches	11
Data: Educational Services	13
Access Services	14
Data: Circulation Services	14
Data: Interlibrary Services	18
Facilities Maintenance	18
Data: Library Open Hours	19
Staff Efficiencies	23
Problems	23
Bibliographic Control	24
Data: Collection Development	24
Outreach Services	26
Digital Librarian Services	27
Other	27
The Collections Budget – Brief Analysis	28
Report Conclusions	32
Challenges and Recommendations	33

LIBRARY REPORT TO THE COUNCIL OF DEANS

Function and Roles of the 21st Century Library

The role of the librarian -- and the library itself -- has changed. This change has been particularly extraordinary in the academic health science center where libraries are more integrated into the functions of the institution: teaching, research and patient care. The evolving nature of this change, however, has not always been evident to administrators or even to the faculty, students and others who use the library.

The traditional and stereotyped role of the librarian was characterized by:

- Collecting, cataloging, shelving the print collection of books and journals
- Responding to users who called or walked to the library for assistance
- Teaching people how to do bibliographic database searching (e.g., MEDLINE)
- Policing students to keep the noise down and the food out of the library

The 21st Century librarian now:

- Manages complex collections of owned, shared, and “access-for-fee” resources in ever changing mixes of print and digital formats
- Negotiates licenses, forging effective access pathways to resources, and transforming collections from physical to virtual
- Delivers information resources to the desktop and expert librarian assistance to the office, lab, clinic, hospital floor, and classroom
- Teaches in formal curricula, assisting academic departments with projects, and participating on institutional, school and departmental committees
- Transforms and promotes the library as an inviting, helpful, and multi-functional “information commons” that engenders study and self-learning
- Participates in institutional planning activities and initiatives, including leadership in developing integrated, campus-wide ‘knowledge management’ and other systems that support and promote academic and clinical excellence.

This new role is ambitious, achievable, and necessary. The effect is not only an enhancement of library services for traditional clientele, but a value-added benefit for the institution that takes advantage of the widening range of librarian expertise.

This report...

This report will detail briefly the roles of the Raymon H. Mulford Library and its librarians; review their services in terms of access and resource utilization by user groups; define areas of challenge, including the impact of declining budgets; and offer recommendations for the improvement.

The Role of the Librarian at MCO

At MCO the library's two strategic re-positioning plans have already produced dramatic advances in achieving role transformation.

The first plan (1995) was aimed at integrating the library into MCO's academic fabric. It resulted in seven faculty-appointed librarians. Appointment was critical for opening the door to direct participation in the academic sphere. Consequently, the librarians have been able to contribute to the institution in ways that transcend traditional roles.

- 181 student contact hours in formal curricula (FY 2004)
- Membership on four institution/school standing committees, including the Institutional Review Board
- Serving as interviewers of student applicants for the School of Medicine and for the Physician Assistant Program
- Serving as senator to the Faculty Senate, and chairing a Senate committee

The second strategic plan (2001) aimed at breaking the library out of its academic 'box' to fully realize its campus-wide role. In particular, this meant integrating the library into clinical/hospital activities. The results are promising so far:

- Representation on the Hospital's Operation Leadership Team, and the JCAHO committee
- Authorization to review institutional expenditures on journals subscriptions in order to help reduce the cost of unnecessary duplication
- Collaboration with Clinical Informatics to develop basic PDA training, and a web page portal to all PDA software downloads and other resources

The second plan was also aimed at substantially altering the mode in which library services are provided. Time is expensive for faculty, particularly those with research and clinical revenue targets.

- Librarians now respond to requests for assistance at the point-of-use, going to the requester's location in the lab, office, clinic or classroom
- Over 80% of the articles requested by clients are now delivered electronically.
- Librarians provide virtual reference using 'push' and 'I see you' technology
- Librarians are marketing a "scholarly commons" or knowledge repository to preserve MCO history, store pre-prints, and offer space for faculty collaboration,

A full listing of librarian faculty activities are in the library's 2003-2004 Annual Report.

Library Staffing

Staffing Evolution

The FY 91 column below shows library staffing at its lowest point, prior to the change in library directors in October 1991. The FY 95 column shows library staffing at the beginning of the evolution from print to digital. The FY 05 column is the current staffing.

	<u>FY 91</u>	<u>FY 95</u>	<u>FY 04</u>	<u>FY 05</u>
FTE				
Librarians	2.0	6.0	8.0	8.0
Paraprofessional	0.0	0.0	1.0	1.0
Support staff	11.5	14.0	9.0	7.0
Student workers	1.5	1.5	0.2	0.2
Total:	15.0	21.5	18.2	16.2

The table illustrates three trends. The first is reflected by the FY 95 column which shows the re-building of the staff as recommended in the 1991 report of the library consultants. .

The second trend is evident under FY 04 which reflects the evolution of the library, not just from print to digital resources, but in the types of staff expertise and qualifications that are required to run the 21st Century academic health center library. Characteristics:

- Reduction of support staff due to having fewer physical items to catalog, process, check in and circulate (see **Library Services** section for data)
- Reduction in student workers due to fewer physical items to shelve or copy
- Use of paraprofessionals to perform repetitive, less complex information services
- Increase in librarians to deal with the growing nature of work that demands high level skills. This includes:
 - Increased 'cataloging' of virtual resources, i.e., thousands of digital journal and book links on multiple web page locations, with publishers adding and dropping titles each year
 - Negotiations with digital journal vendors, database providers. These are time-consuming, complex interactions critical for providing the most effective access to resources at the lowest price possible
 - Web page design and re-design to keep up with fast-paced changes in resources and access points
 - Crafting of access points to digital resources, e.g., proxy server access to library resources from off-campus

- Creation and management of specialized institutional/department databases, e.g., the Faculty Publications Database, the PBL reference database, the PDA download database for Pediatric resident data
- Increased need for training in use of new databases, quality filtering of information, specialized software (e.g., EndNote)

The third trend, reflected by the FY 05 column, is clearly **regressive**. As the remaining sections of this report will show, it jeopardizes what were already carefully planned staff efficiencies, and will result in reduced and/or less effective services.

Staff Efficiencies

Reductions in support staff - - exclusive of the FY 2005 layoffs - - were voluntary measures to decrease unnecessary personnel costs. Two closed 0.5 FTE positions, in fact, were contributed to the Computer Learning Resource Center to help with its staffing.

For FY 05, **\$81,039** (\$66,425 pay; \$14,614 benefits) in support staff positions were eliminated due to budget exigencies. This translated to **80 hours** per week of lost labor.

The voluntary and induced reductions in staff required the work previously performed by those persons to be distributed among remaining staff. It is to the credit of the library's managers that this was done in a way that was both cost-efficient and service-effective.

- The Circulation and Interlibrary Services departments were merged into a single Access Services unit. Its staff is trained to perform both types of work. This had the collateral benefit of flexibility for covering 'open' positions or staff leaves before the FY 05 required layoffs.
- The full-time Circulation positions were split into equivalent half-time positions. This offered more flexibility for staffing, and enabled the library to expand a half-timer's work hours up to 38 when necessary without incurring overtime pay. This had enabled the library to open earlier and offer more hours during exams.
- The manager of the Access Services staff was integrated into the workflow: he performs both circulation and interlibrary services, including some weekends and evenings. This manager can now identify recurring problems during both shifts

Mulford Library staff efficiency may be implied by the favorable comparison with the median for academic health science libraries nationally in FY 03 (latest data).

	<u>MCO</u>	<u>National</u>
FTE		
Librarians	7.5	11.0
Support staff	10.0	14.0
Student workers	1.0	5.0
<i>Librarians-to-Support Staff</i>	<i>1 : 1.4</i>	<i>1 : 1.7</i>

Position Descriptions

Primary Librarians*

David W. Boilard Director Determines library direction; devises plans and provides leadership; works with administrators, faculty, other MCO units, and NW Ohio community; manages non-State budgets; represents MCO in state/national library networks. Participates in teaching.	\$123,921
Barbara McNamee Assistant Director Directs day-to-day library operations; handles personnel issues, monitors quality and efficiency of services; assists in planning; works with student groups; prepares and manages State budget. Participates in Reference Services and teaching.	\$73,549
Sheryl R. Stevens Head, Bibliographic Control Responsible for cataloging print and online materials; negotiates online subscription and database prices; ensures library compliance with licenses; provides web links to all library electronic resources; manages "Instructions to Authors" international database.	\$55,056
Marlene A. Porter Head, Information & Research Services Plans and manages Reference Services and Educational Services, and participates in providing both. Manages reference and education librarians and paraprofessional.	\$51,670
P. Scott Lapinski Digital Services Librarian Manages and troubleshoots library online system and library PC's. Designs and manages library web page and proxy server. Develops and implements new technological initiatives, such as "Knowledge Repository." Participates in Reference and teaching.	\$52,346
Jonathan Hartmann (position closed effective 6/30/05) Outreach Librarian Provides services to faculty preceptors, students, and health professionals in NW Ohio; implements grant-funded library projects. Participates in Reference and teaching.	\$40,667
Jolene Miller Reference/Education Librarian Develops and implements library education and training programs in new databases and specialized software, and orientations; participates on IRB committee; participates in providing reference services; Coordinator for 4 th year medical school elective. Teaches.	\$40,265

*Primary librarians must also participate in OhioLINK committee work, library planning, continuing education, professional organizations, and performing faculty duties in their respective departments. They are not limited to a 40 hour week for accomplishing these..

Secondary librarians

These professional level librarians are non-faculty, non-contract. Ms. Flahiff's position was originally secured through a grant project. Ms. Morse's half-time position was created from closing a full-time Library Technical Assistant II position, reflecting the decreased quantity of work and the increased need for a higher level of expertise as the collection evolved from print to digital.

Janice Flahiff (half-time, non-contract) **\$20,758**
Reference Assistant
Assists in providing Reference Services, literature searching, database training.

Holly Morse (half-time, non-contract) **\$16,994**
Cataloging Assistant
Catalogs library print and online materials.

Manager

David Remaklus **\$54,662**
Access and Business Services Manager
Manages the Access Services staff (circulation and interlibrary loan); manages library billing operations; manages facility and stack maintenance; handles photocopier problems; assist with library planning; participates in providing Access Services.

Paraprofessional

Carolyn Sterling **\$17,337**
Reference Assistant
Participates in providing Reference Services, orientations, training; assists the Digital Services Librarian in digital projects.

Administrative Staff

Ginger Bieniek **\$43,846**
Administrative Assistant II
Performs standard administrative assistant duties.

Support Staff

Darcy Cheers **\$30,160**
Acquisitions Assistant – Library Media Technical Assistant II

Checks-in and shelves print serial (journal) issues; prepares materials for bindery; performs physical processing of books (labeling, stamping, etc.); retrieves bibliographic records for acquisitions; manages library mail.

Elizabeth Fabian **\$31,034**
Access Services Assistant – Library Media Technical Assistant II
Performs interlibrary loan services; participates in circulation services.

Lana Fish (half-time) **\$15,163**
Access Services Assistant – Library Media Tech Asst I
Provides circulation services; assists with interlibrary loan services.

Mary Shadix (half-time) **\$14,258**
Access Services Assistant – Library Media Tech Asst I
Provides circulation services; assists with interlibrary loan services.

Stephanie Robinson (half-time) **\$14,030**
Access Services Assistant – Lib Media Tech Asst I
Provides circulation services; assists with interlibrary loan services.

Davida Freeborn (half-time) **\$12,501**
Access Services Assistant – Lib Media Tech Asst I
Provides circulation services; assists with interlibrary loan services; shelving; stack maintenance

Thomas Perry (half-time) **\$11,669**
Access Services Assistant – Lib Media Tech Asst I
Provides circulation services; assists with interlibrary loan services; shelving; stack maintenance

Lisa Younker (half-time) **\$11,669**
Access Services Assistant – Lib Media Tech Asst I
Provides circulation services; assists with interlibrary loan services; shelving; stack maintenance

Student Assistant

Linda Deubner (8 - 10 hrs. per week) **\$3,120**
Student Assistant
Assists with circulation services, interlibrary loan copying, shelving, stack maintenance.

A staff chart, effective June 30, 2004, is in Appendix....

Librarian Salaries

Higher than average salaries were offered in the early 1990's to recruit top notch librarians, but they have eroded over the past five years. Nevertheless, salaries remain competitive with the national median for all but two of the full-time librarians (FY 03 data – latest available).[†]

	<u>MCO</u>	<u>Median</u>	<u>National* High</u>
David W. Boilard Director	\$121,491	\$111,774	\$197,409
Barbara McNamee Assistant Director	72,107	80,567	101,158
Sheryl R. Stevens Head, Bibliographic Control	53,976	50,770	78,638
Marlene A. Porter Head, Information & Research Services	50,657	50,770	78,638
P. Scott Lapinski Digital Services Librarian	51,320	44,883	67,966
Jonathan Hartmann Outreach Librarian	39,870	44,883	67,966
Jolene Miller Reference/Education Librarian	39,475	44,883	67,966

*National salaries are based on generic positions without adjustment for years of experience, or open market prices for specialty skills like Mr. Lapinski's.

There are two 0.5 FTE librarians on staff. Neither have faculty appointment. Both are hourly paid, time card positions and not comparable with similar positions in the national study. However, both are low-cost. Ms. Morse's position, for example, was a replacement for a full-time support staff position that was closed, achieving our objective of *increased quality at a decreased cost*.

	<u>Annualized MCO</u>	<u>National</u>
Janice Flahiff Reference Assistant	19,416	NA
Holly Morse Cataloging Assistant	16,058	NA

Library Services

Information & Research Services

Who: There are 2.5 FTE full-time librarians and 1.0 FTE paraprofessional dedicated to providing information/educational services. They are assisted by 0.125 FTE from the assistant director, 0.3 from the outreach librarian, and 0.125 FTE from the digital services librarian. Total reference hours offered per week is high by national standards.

	<u>MCO</u>	<u>National Median</u>
Reference Hours	58	51

What: This unit provides reference and research assistance, literature searching, database use, specialized software training, quality filtering education, orientations and tours, IRB support, and student lectures on request by teaching faculty.

It also provides a 16 hour elective course, "Personal Information Management," in the School of Medicine Curriculum two-to-three times per year.

Clients: In FY 04, the majority of the literature search services were provided to faculty and administrators when they are in their offices, labs or clinics weekdays (i.e., 8:00 a.m. – 5:00 p.m.). The majority of educational contacts were with students, mostly weekdays in groups arranged by their instructors.

	Faculty	Admin.	Residents	Others	Students
Literature searches:	48%	29%	3%	4%	16%
Education/training:	5%	0%	0%	6%	89%
Reference assistance	NA	NA	NA	NA	NA

	Grant/ Research	Patient Care	Teaching/ Seminar	Personal Use	Other
Purpose of search:	79%	9%	8%	4%	0%

Reference service was provided on **Sunday afternoons** for 8 months of the academic year to assist students returning to campus to prepare for Monday classes. The following chart shows the analysis for September-April 2000 through September-April 2004. The use of reference services averaged *less than 1 reference question per hour* by 2004, with the highest average at 1.6 in 2000 (chart p. 10). The service has been discontinued.

	1:00 p.m. to 2:00 p.m.	2:00 p.m. to 3:00 p.m.	3:00 p.m. to 4:00 p.m.	4:00 p.m. to 5:00 p.m.	Total for FY	# Sundays Staffed	Average per day	Average per hour for staffing period
Sep00-Apr01	46	46	42	45	179	28	6.39286	
Average per hour	1.642857	1.64286	1.5	1.60714				1.59821
Sep01-Apr02	41	35	33	31	140	29	4.82759	
Average per hour	1.413793	1.2069	1.13793	1.06897				1.2069
Sep02-Apr03	41	36	34	25	136	28	4.85714	
Average per hour	1.464286	1.28571	1.21429	0.89286				1.21429
Sep03-Apr04	40	30	40	37	147	27	5.44444	
Average per hour	1.481481	1.11111	1.48148	1.37037				1.36111
Sep04-Nov04	9	14	11	13	47	12	3.91667	
Average per hour	0.75	1.16667	0.91667	1.08333				0.97917
Total for Hours for all FYs	168	147	149	138		124		
Average per Hour for all FYs	1.354839	1.18548	1.20161	1.1129				

Impact of changing librarian work schedule

The services provided by the reference/education librarians, as indicated on by the client analysis on p. 9, is mainly focused on clients who are looking for assistance weekdays.

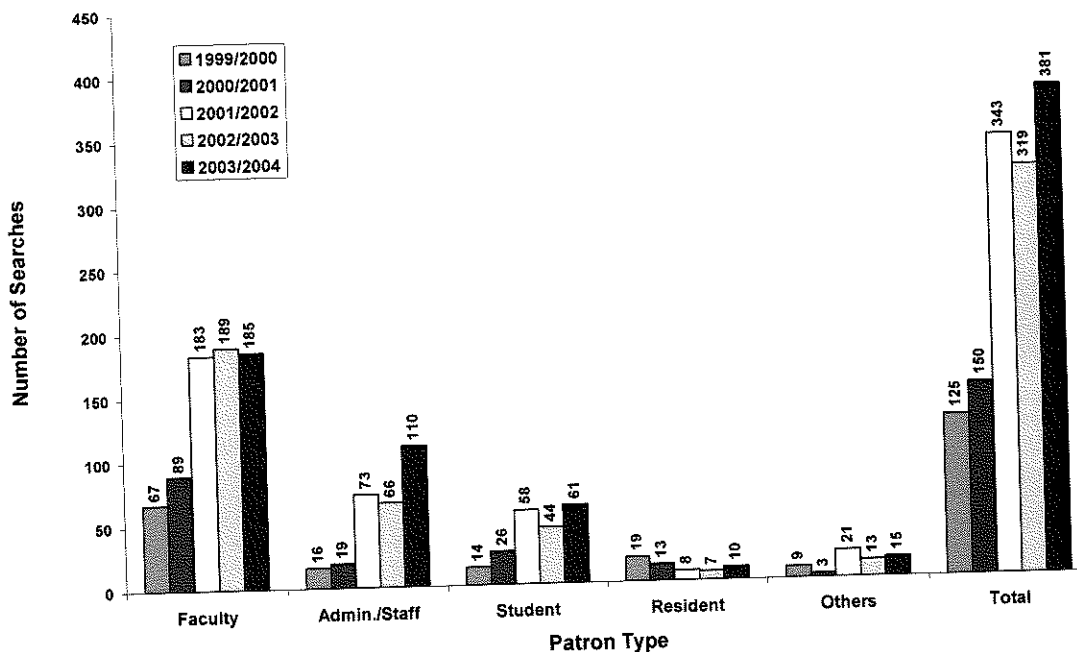
Although individual assistance to students could take place at any time they are on campus (weekdays, weeknights, weekends), the above chart of Sunday reference service shows that weekend librarian staffing is not productive.

It seems reasonable to assume with confidence that a schedule change that decreases weekday reference assistance would negatively impinge this unit's ability to provide its more in-depth services to research/clinical faculty and administrators, as well as to organized groups of students (lectures, orientations, tours, group instruction).

Data: Literature Searches

As time becomes more valuable for faculty and administrators, the number of librarian-performed literature searches has been increasing despite the availability of easy, do-it-yourself databases on OhioLINK and PubMed.

Literatures Searches by Patron Type



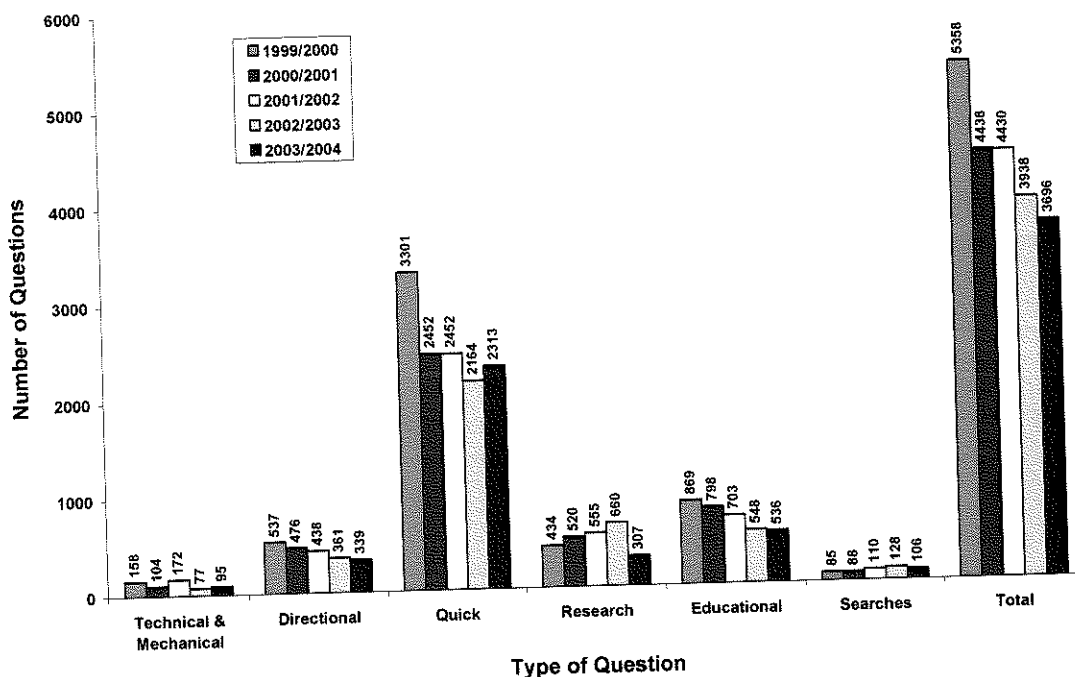
Data: Reference Services

The activity at the traditional Reference Desk has declined 31% over the past four years (chart p.11). Aware of this trend, the library retained a librarian consultant in FY 2002 to focus on the issue and initiate a substantive change in the way we provide this service.

In FY 04, reference librarians began providing assistance at the client's point-of-use in the office, lab, clinic, etc. It has begun slowly and faculty members are still not fully aware of this new model, but requests are increasing. The service is more time-consuming for librarians, but minimizes time expenditure for faculty. Plus, it enables faculty to learn on their own computers how to resolve a problem. Features service:

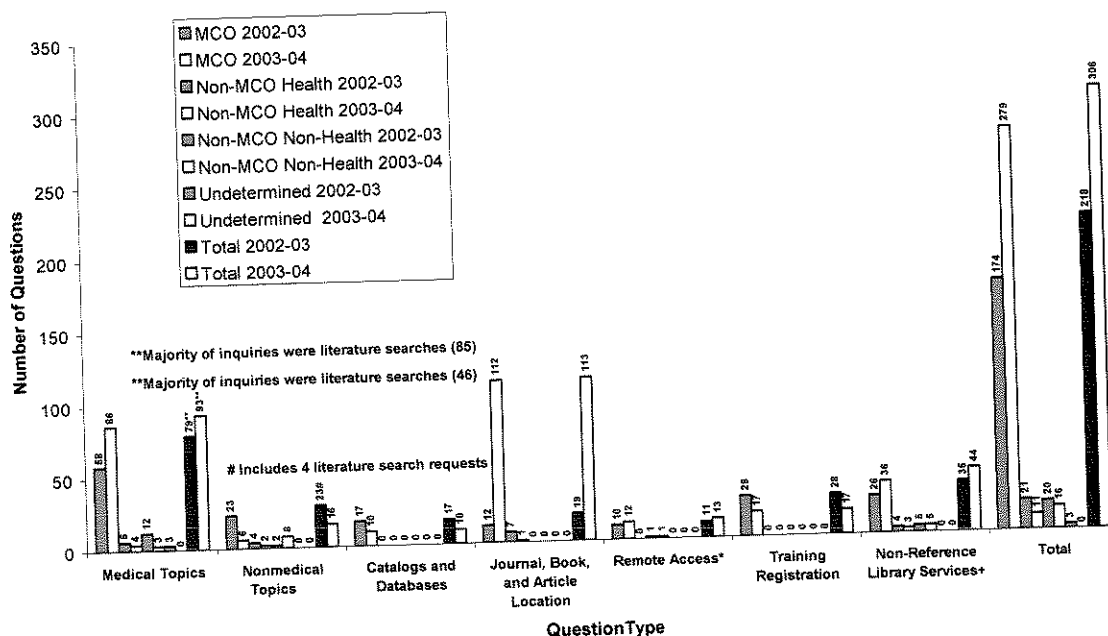
- Librarians began providing reference on request at *point-of-use* in FY 04
- Reference Desk eliminated FY 05
- Clients in the library receive assistance in a private Reference Room FY 05
- Librarians participate in OhioLINK 'chat' reference, a virtual service provided for MCO and OhioLINK clients weekdays, evenings, and weeknights FY 05
- Access Services staff handle basic 'directional' questions, freeing librarians to spend more time on in-depth, extensive reference problems and office consults

Reference Desk Transactions



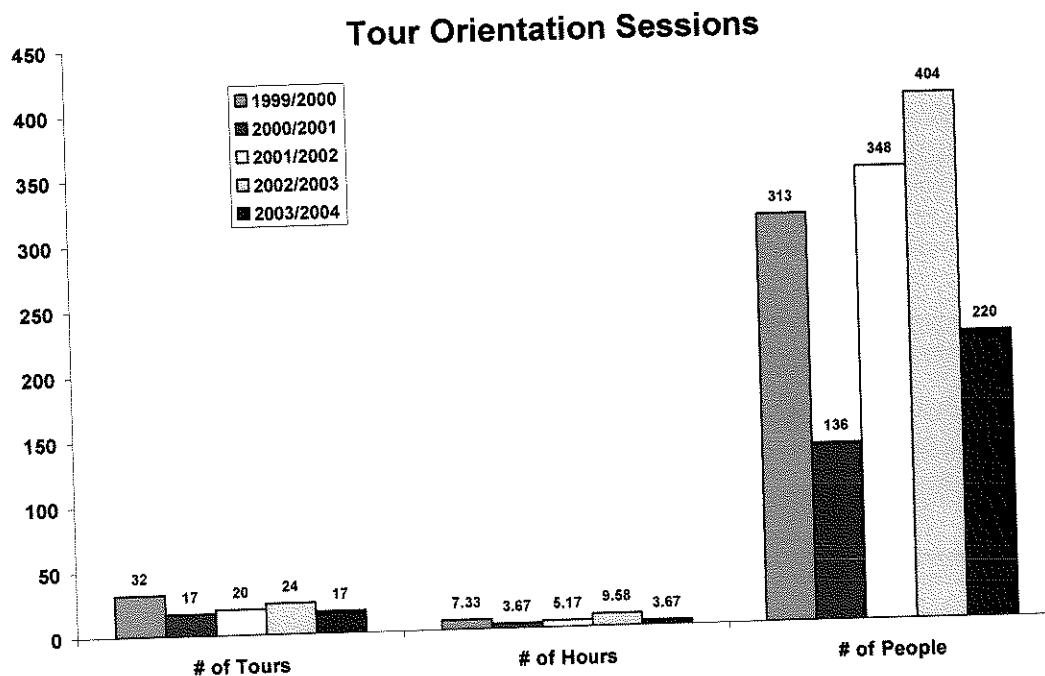
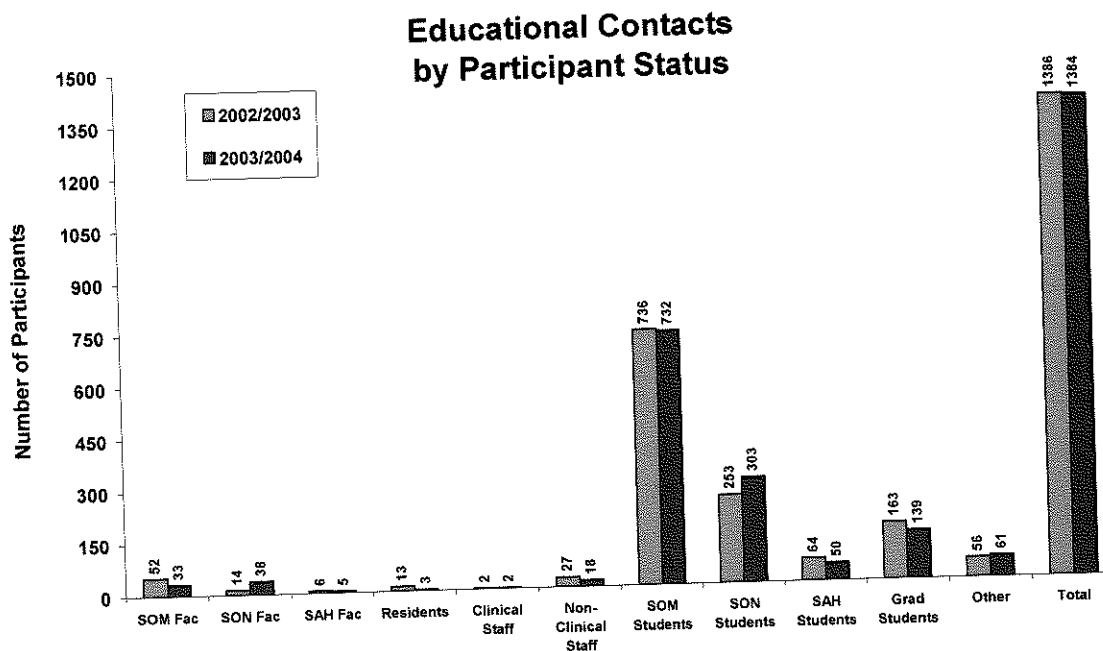
- "Technical & Mechanical" means assistance with a computer function in most cases.
- "Quick" reference refers to simple questions requiring less than 10 minutes to answer.
- "Directional" concerns explaining to a client towards where a resource is located.
- "Research" and "Educational" typically take 30 – 60 minutes each, sometimes longer

Reference Desk Email Transactions 2002-2004



Data: Educational Services

The number of educational services (group and individual training sessions) remained nearly the same in FY 04 compared with the previous year. Training was offered for old and new databases, journal access and effective downloading, specialized software use (e.g., EndNote), and related topics. Clientele were mostly students, usually in groups arranged by instructors. This included 135 nursing students, 130 adult health students, and 61 AHEC students.



Access Services

Who: There are 5.0 FTE manager/staff and 0.2 FTE student assistants in Access Services. This unit provides (1) Circulation Services (2) Interlibrary Services (3) Facilities Maintenance.

Access Services staff members are trained to perform at varying levels the tasks that are common to all three work functions. Current staffing was reduced by 2.0 FTE in FY 05 due to budgetary constraints, leaving the existing staff stretched thin.

<u>Staff Type</u>	<u>FTE</u>
Manager (exempt, hourly)	1.0
Staff	
Library Media Tech Assistant II	1.0
Library Media Tech Assistant I	3.0 (all half-time)
Student worker	0.2
Total:	5.2

1. Circulation services

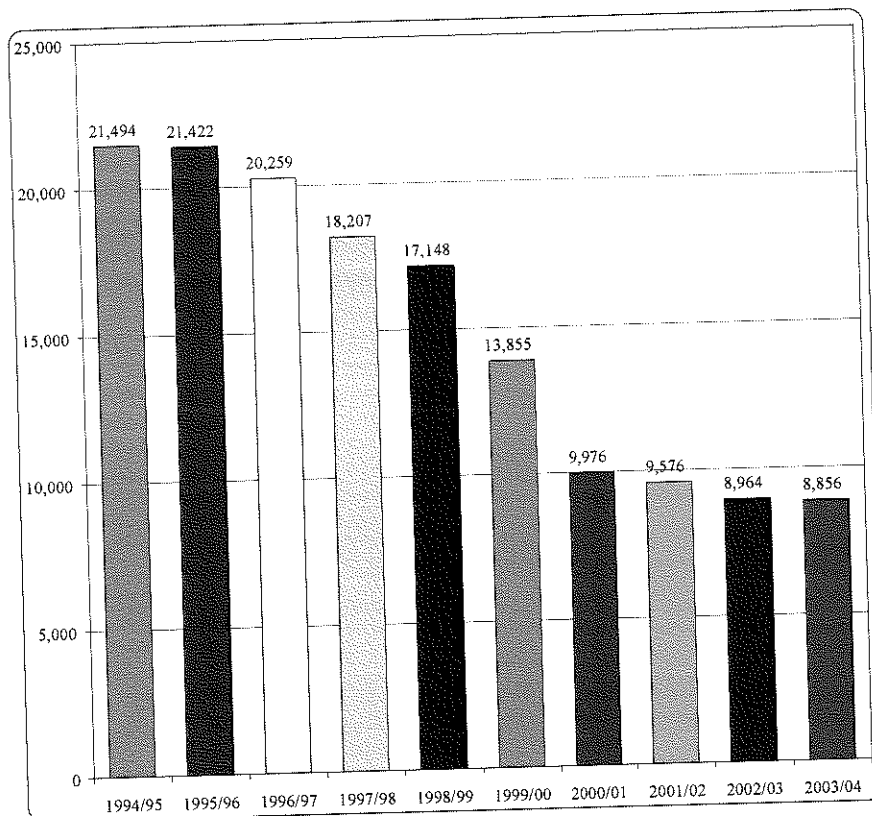
- Checking out/in physical items from the Mulford Library collection
- Obtaining items from/loaning to OhioLINK (Patron Initiated Circulation (PCirc))
- Shelving physical items in Mulford; processing OhioLINK PCirc materials
- Shelf-reading stacks to ensure that physical items are correctly located
- Assisting clients in the Online Resources Room with computer/printer problems
- Providing basic assistance in using databases, OhioLINK, full-text items
- Checking in/out materials from the OhioLINK exchange system
- Providing directional and related assistance to clients
- Providing basic library security and client compliance with policies for use

Data: Circulation

The following chart shows circulation use for a ten year period. Circulation dropped between FY 97 and FY 03 before leveling off. The chart includes both items circulating from the Mulford Library AND items borrowed from OhioLINK via Patron Initiated Circulation.

It is difficult to determine exactly why circulation declined. We do know that the FY 00 and FY 01 declines coincided with students use of the online databases that introduced full-text books and select journal articles, such as *Harrison's Principles of Internal Medicine*, *StatRef*, and *MDConsult*.

However, students continue to complain about the lack of up-to-date books in the library's print collection. The chart on p. 16 illustrates one means of substantiation.



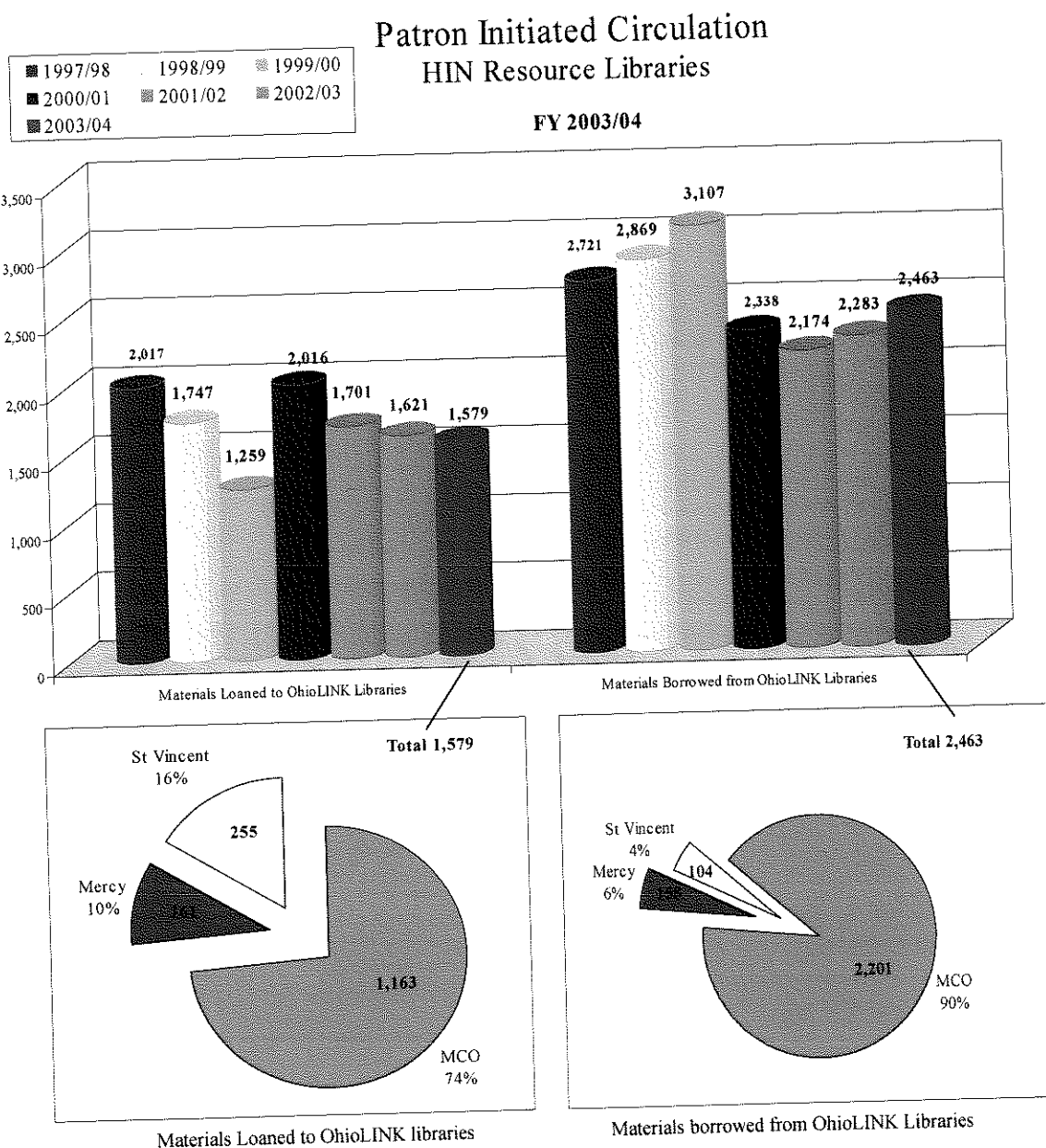
The above chart with total circulation statistics includes activity from St. Vincent's Medical Center and Mercy College. They are members of the "Health Information Network (HIN)" created with grant funds. They share the Mulford Library's online circulation system. In FY 05, Mercy departed to join a private college consortium.

The table below details items circulated at MCO only (not St. V's or Mercy). It dispels the myth held and often expressed by faculty that "no one uses books."

Material Type	
Monographs	4,885
Serials	16
AV	71
Reserve	1,554
Electronic Material	129
OhioLINK Items	2,201
Total	8,856

The 'Patron Initiated Circulation' columns chart below shows the number of materials loaned to, and borrowed from OhioLINK libraries by the combined Mulford Library, St. Vincent's and Mercy College libraries. The imbalance is obvious. Although OhioLINK is a wonderful resource, when a student needs a book and has to look to OhioLINK for it, the 'learning moment' is lost.

The pie charts show that St. V's and Mercy libraries loan more to OhioLINK than they borrow. This is beneficial since it reduces the Mulford Library's liability. Each year, OhioLINK re-arranges the resource sharing formula to point more libraries at the Mulford Library in an attempt to achieve a borrowing/lending balance. This results in more work for the Access Services staff.



The disproportionate ratio of OhioLINK book borrowing-to-lending in the p. 16 chart underscores the paucity of the library's monograph collection (FY 03 data).

	<u>MCO</u>	<u>Ohio Mean</u>	<u>National Mean</u>
Spent on books:	\$56,743	\$117,168	\$ 110,463

Circulation Clients: A part-year analysis provided us with a solid snapshot of who was using the physical collections in FY 04. Faculty members comprised the largest group (34%) followed by students (33%), staff (16%), other (14%), and residents (3%). Although lower in number, the Allied Health students circulated items at a higher ratio than other students. A sheet with the full data is in Appendix A.

	<u>Faculty</u>	<u>Staff *</u>	<u>Students</u>	<u>Residents</u>	<u>Other</u>	<u>Total</u>
Medical/Graduate	926	412	424	94		1,856
Nursing school	107	4	337			448
Allied Health	37	76	264			377
Other - St. V/Mercy						436
The public					138	
Preceptors					23	
Trustees					32	
Total						3,117

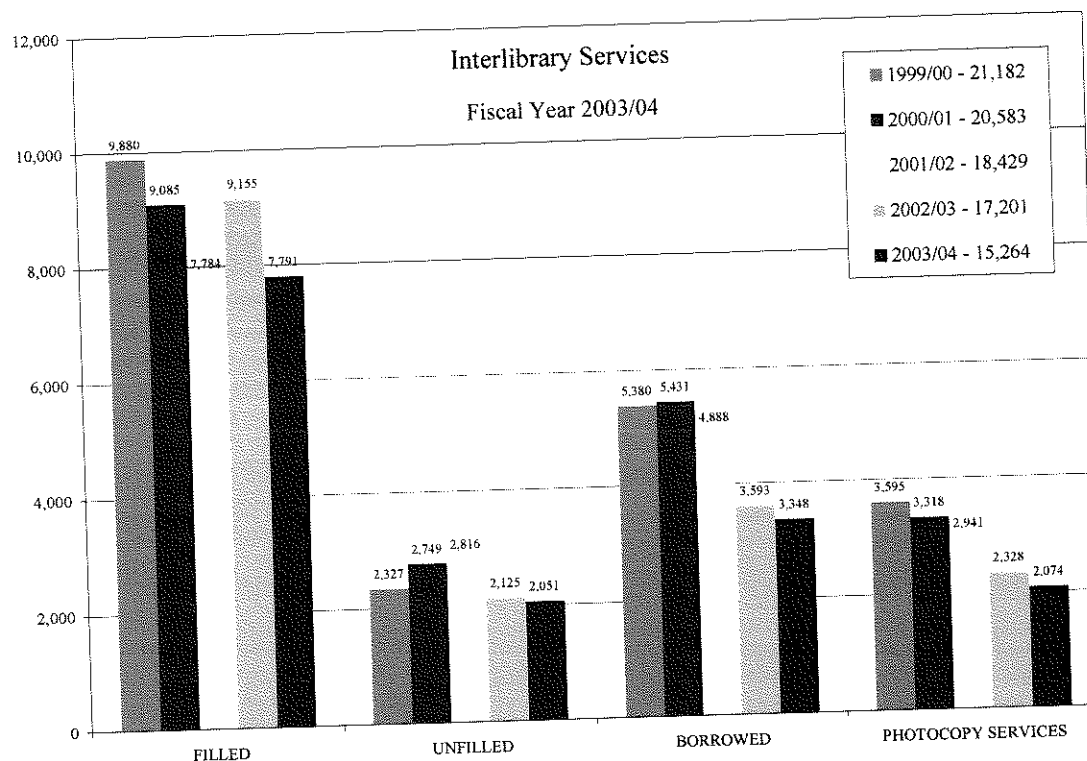
* Often faculty will send a secretary or staff member to check out materials, which may account for some of this statistic. Data is generated by the client's I.D. number in the system.

NB: 1.5 FTE staff and 0.70 FTE student assistant positions were voluntarily closed due to decreased circulation activity, book shelving, etc.

2. Interlibrary services

- Photocopying, digitizing, sending to client desktop articles from the physical journal collection
- Obtaining non-local articles for MCO clients
This is a complex process, where making the best decision in this process minimizes the dollar cost to the Mulford Library. It that involves verifying the request for accuracy, determining which of four state/national networks and subsequent technical systems to use, , sending and following the request, and receiving the article and transmitting it to the client desktop. In some cases, such as patient care, urgency is necessary.
- Filling article requests for other libraries: downloading or copying and transmitting the article
- Confirming copyright compliance or royalty fulfillment, and maintaining accurate records for copyright compliance

Data: Interlibrary Services



- "Filled": items requested and loaned to other libraries
- "Unfilled": items requested by other libraries, but unavailable for loan
- "Borrowed": items borrowed from other libraries
- "Photocopy": articles photocopied from journals for MCO faculty/students/staff

NB: 1.0 FTE staff and 0.6 FTE student positions were voluntarily closed in interlibrary services due to decreasing total workload.

3. Facility maintenance:

Ensuring that the library facility is running properly, e.g., carrel lights, ceiling lights, restrooms, furniture organization, photocopier trouble shooting, general cleanliness. No data is kept.

In FY 05, the Mulford Library began a major renovation project that laid the foundation for an 'information commons' where learning would be engendered through facilities and services that promoted small group study, provide universal wireless computer access to library and MCO digital resources, and offer assistance with specialized hardware and software products such as color printing, scanning, and SPSS (this latter service in the Computer Learning Resource Center which was once integrated with the library). Further, a learning culture would be created by making the facility an inviting gathering place for students to meet and exchange ideas.

- Small group study rooms were made by combining individual rooms
- A larger group study or 'seminar' room was renovated
- Wireless computer access was arranged throughout the facility
- New carpet and furniture were acquired
- A 'cell phone zone' was created to deal with this growing intrusion
- Unused index tables and reference stacks were replaced by casual tables and a 'wireless lounge'

Library Open Hours

Library open hours are arranged for maximum impact. In FY 04, the library maintained 110.5 open hours. During exam times, hours were extended by an hour. Due to budget exigencies in FY 05, those hours were reduced to 96.5, with no extended exam hours. The FY 05 times shown below were configured with the input of MCO's medical and graduate student councils.

	FY 04	FY 05
Sunday	8:30 am - 10:00 pm	11:00 pm - 8:00 pm - <i>These are reversed</i>
Monday-Thursday	7:30 am - 1:00 am	7:30 am - 12:00 am
Friday	7:30 am - 9:00 pm	7:30 am - 7:00 pm
Saturday	8:30 am - 8:00 pm	1:00 pm - 10:00 pm

During the evenings and on weekends it is imperative to have two staff members working in Public Services at the Circulation Desk.

- One staff member circulates materials and maintains facility security. During slow times, this person works at OhioLINK or interlibrary service tasks.
- One assists clients in the Online Resources Room, shelves materials, checks the facility for problems, troubleshoots the photocopiers, and responds to client problems. This person must usher clients from the library during closing procedures, checking all rooms, corners and stairwells.

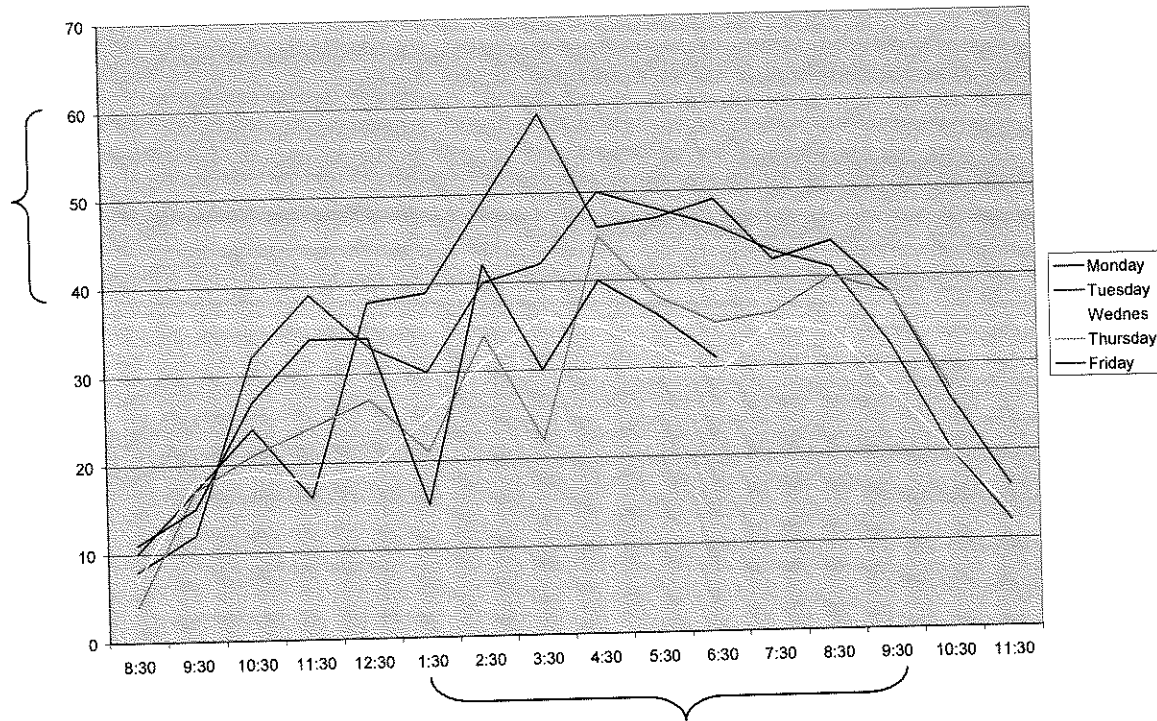
Data: Library Open Hours

An hourly count of the clients who were in the library each hour, each day, was conducted for six weeks in Fall 2004 (October 25 through December 4). It covers end-block / mid-term exams and a major holiday period. The following charts point out salient patterns in library facility use. The numbers are averages.

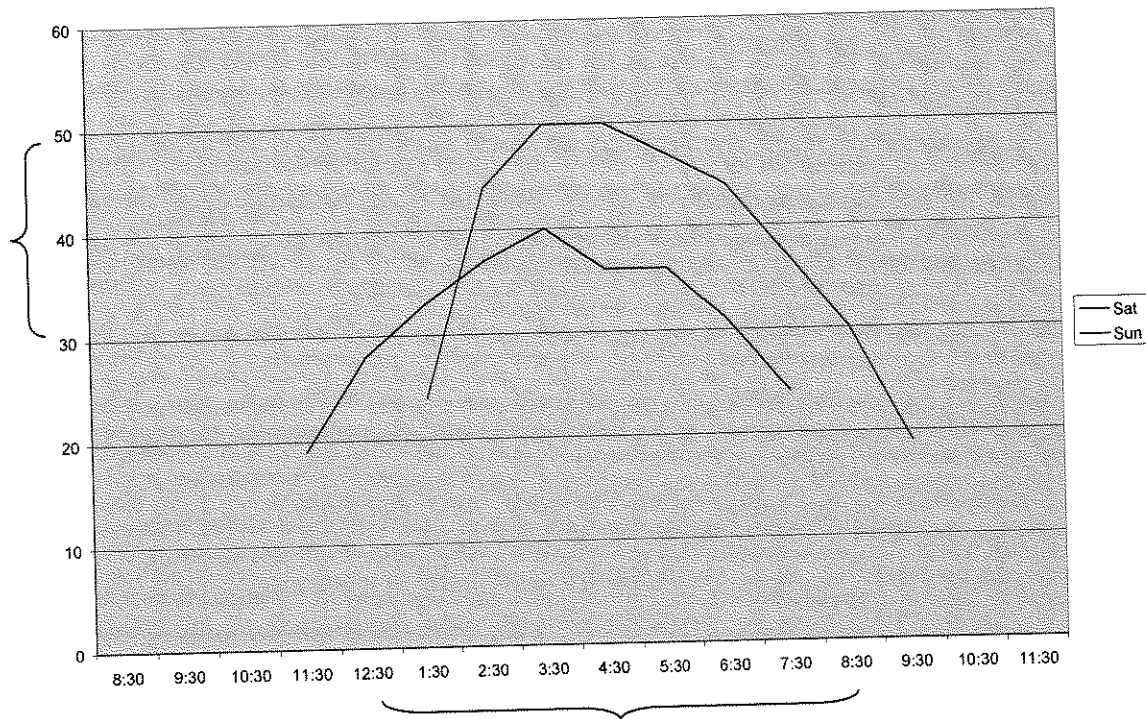
The clients using the library, by observation, were mostly all students.

Mondays and Tuesdays are peak weekdays. Peak hours are start about 1:30 p.m. and extend to around 10:00 p.m. Weekends begin strong, with late afternoon peaks.

Average Number of Users By Hour on Weekdays



Average Number of Users By Hour on Weekend Days



This table shows the average number of users per hour, per weekday. Clients begin using the library in the first hour of the day, weekdays, with a core of clients remaining until the library closes.

	Monday	Tuesday	Wednes	Thursday	Friday
8:30	10	8	7	4	11
9:30	17	12	18	17	15
10:30	24	32	19	21	27
11:30	16	39	18	24	34
12:30	38	33	19	27	34
1:30	39	30	25	21	15
2:30	49	40	31	34	42
3:30	59	42	36	22	30
4:30	46	50	35	45	40
5:30	47	48	32	38	36
6:30	49	46	29	35	31
7:30	42	43	35	36	
8:30	44	41	34	40	
9:30	38	32	27	38	
10:30	26	20	20	27	
11:30	16	12	13		

Saturdays show a sizable group of clients ready to use the library when the doors open. Roughly the same number remain when the library closes. It seems to indicate that some open hours should be reinstated.

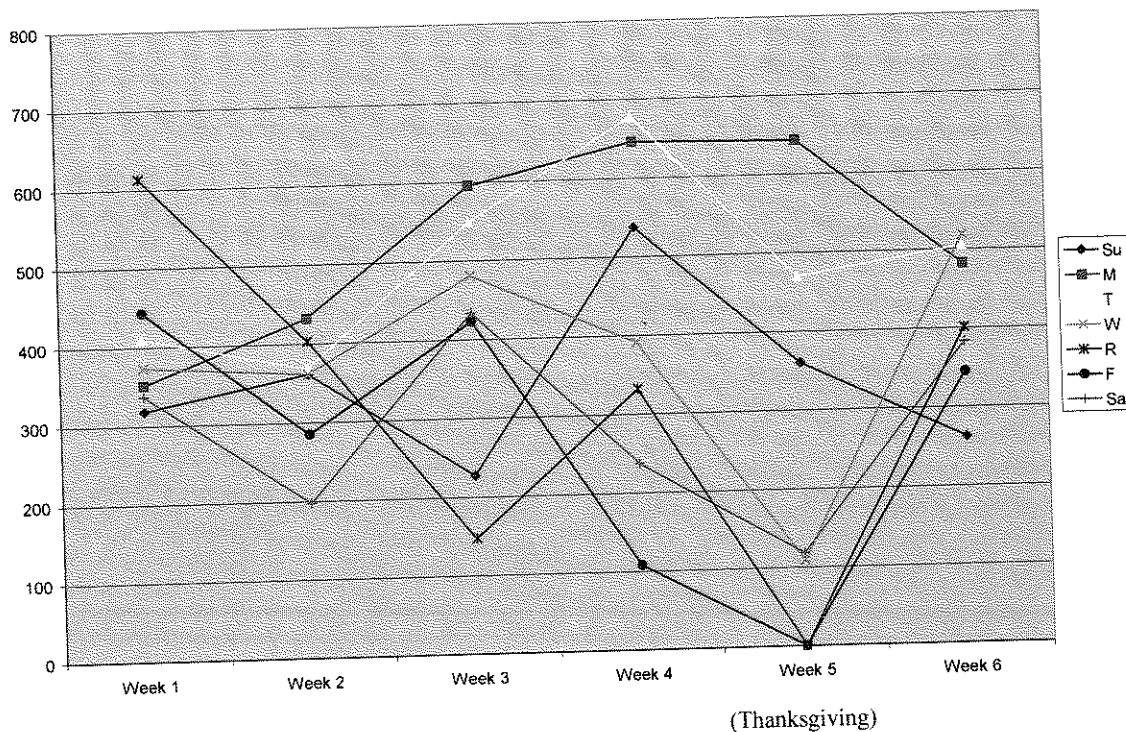
SAT	Week 1	Week 2	Week 3	Week 4	Week 5	Week6	Total	Avg
8:30								
9:30								
10:30								
11:30	23	7	35	18	7	24	114	19
12:30	38	20	44	18	13	34	167	28
1:30	38	28	45	22	17	49	199	33
2:30	49	26	41	29	16	59	220	37
3:30	46	32	61	27	16	56	238	40
4:30	38	28	52	27	18	55	218	36
5:30	45	20	62	32	11	50	220	36
6:30	38	22	51	35	10	31	187	31
7:30	22	14	42	29	10	25	142	24
8:30								

Sundays statistics show that clients are anxious to get into the library when the doors open. The evening hours seem adequate.

SUN	Week 1	Week 2	Week 3	Week 4	Week 5	Week6	Total	Avg
8:30								
9:30								
10:30								
11:30								
12:30								
1:30	26	30	10	40	22	16	144	24
2:30	44	47	31	74	46	25	267	44
3:30	45	52	35	69	57	40	298	50
4:30	45	60	29	68	64	37	303	50
5:30	47	53	31	65	55	34	285	47
6:30	41	37	32	65	51	39	265	44
7:30	29	32	27	70	36	31	225	37
8:30	27	26	19	54	29	25	180	30
9:30	14	24	13	32	17	15	115	19

The chart below shows the total number of clients using the library facility by day, each of the six weeks. Again, Mondays and Tuesdays are consistently peak days.

Number of People in the Library by Day Over a Six Week Period



Analysis: the data strongly suggests that:

- Double-staffing late afternoons, evenings and weekends is necessary for assistance, security, and performing tasks such as interlibrary loans and shelving
- Open hours must be consistent. Peak periods and peak days vary according to exams, which are frequent and variable (varying days, almost every two weeks)
- Closing the library at 12:00 (Midnight) seems reasonable on weekdays since library use drops to 12-16 persons by 11:30 p.m.
- Adding 4 hours on weekends (2 hours Sunday morning, 1 hour Saturday morning and 1 hour Saturday night) are reasonable
- Adding 2 hours on Friday evening is reasonable, given client use.

Staff Efficiencies

The Mulford Library compared favorably with other libraries in support staff size vs. number of open hours in FY 03 (latest data available) - - *prior to the FY 05 layoffs.*

	<u>MCO</u>	<u>National Median</u>
Support Staff FTE	11	19
Hours Open (rounded)	111	97

Problems

1. Staffing: Due to a 2.0 FTE (80 hours per week) reduction in Access Services staffing, existing staff are stretched too thin to cover emergency absences and family medical and vacation leaves. When these occur, it can result in overtime pay. Other:
 - Library open hours were reduced by 14 weekly hours
 - Shelf-reading has been reduced from weekly to every three months.
1. Computer Learning Resource Center: The CLRC was removed from the library administratively in FY 05 even though it physically remains within the library facility. This resulted in the loss of many efficiencies that had been realized, chiefly:
 - Labor efficiency of having CLRC staff work with library PC's while the Digital Services Librarian assisted with higher level issues in the CLRC
 - Equipment sharing efficiencies
 - Integrated strategic planning of services to the campus as a combined learning and educational resource

Bibliographic Control

Who: 1.5 FTE librarians and 1.0 FTE staff dedicated to Bibliographic Control.

This is an area where the physical workload has decreased (processing books, checking-in and shelving journal issues) but the digital workload has increased. Digital items must be both cataloged AND linked. Additionally, hundreds of digital items are dropped by vendors each year, necessitating digital de-cataloging and linking.

Digital cataloging called for a higher level of skill than the library could obtain from a Library Media Technical Assistant II. So in FY 03, the library closed out a 1.0 FTE LMTA II support staff position and opened a 0.5 FTE librarian position. It saved 25% in position monies while augmenting the quality of unit staff to the needed level.

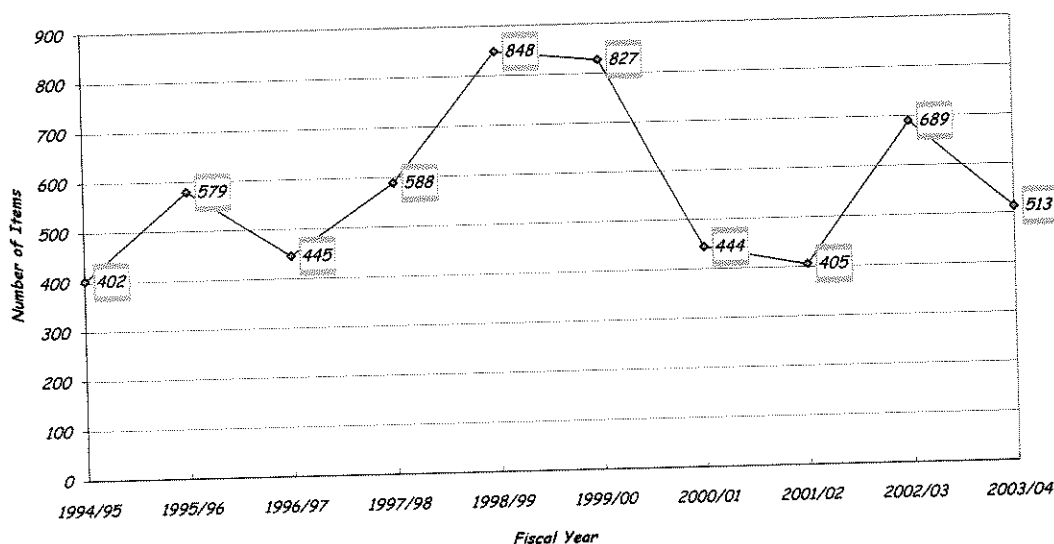
What:

- Collection development
 - Analyzing collection; working with faculty for recommendations
 - Ordering materials; negotiating prices, licenses and modes of access
- Cataloging
 - Checking-in acquired print materials; physically processing items for shelving
 - Cataloging print AND digital materials; providing links in the online catalog and at various points on the library's web pages for both local and OhioLINK titles.
 - Eliminating links to de-activated digital materials, sometimes in the hundreds
 - De-accessioning older print materials; sending unique items to Depository

Data: Collection Development

Book data includes CD's and other formats. The trend has been 'rollercoaster-like.'

Books & Non-Print Items Purchased: Last 10 Fiscal Years

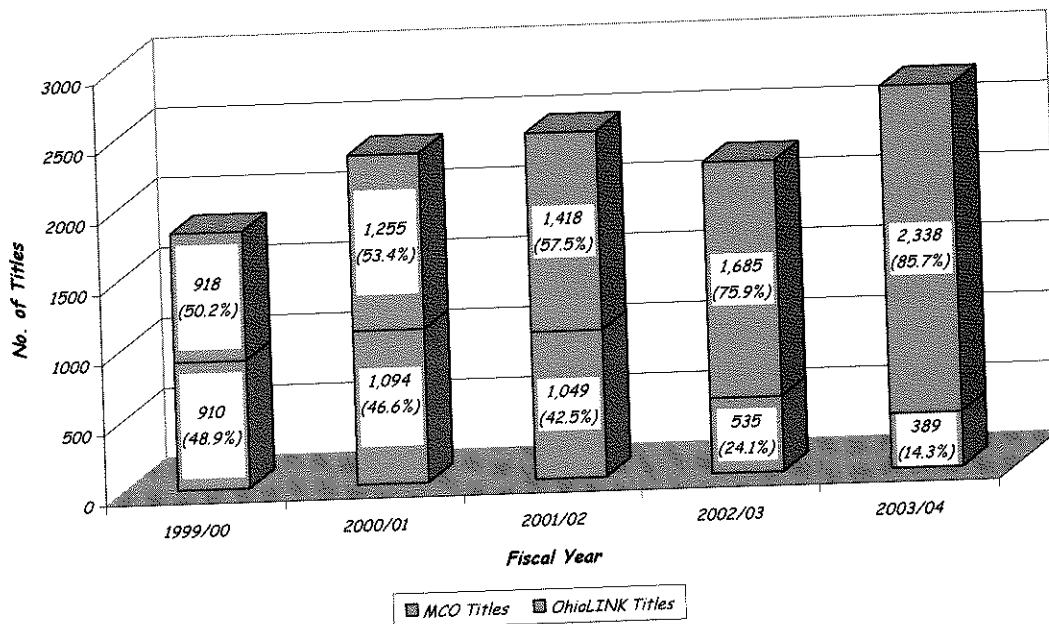


Most of the unit's work is with journals. The unit negotiates prices, licenses and access issues for locally acquired journals (or databases that contain journals); however, it must catalog both local and OhioLINK journal titles to provide full access to all resources for clientele . Full cataloging goes into the online catalog, and virtual links are positioned on the library's web list of online journals.

Additionally, because every digital journal package is different, this unit must fashion Internet Protocol-based access points and passwords behind each package that permit automatic, seamless access to the resources. This is a time-intensive activity that requires resourcefulness and creativity.

The chart below shows that although the Mulford Library's number of journal subscriptions has been getting smaller, the number of OhioLINK titles have increased, adding to the total workload. The chart does not show the number of journal titles that had to be de-linked and de-accessioned from the online catalog due to cancellations by the library or by the journal vendor each year.

*Paid Journal Subscriptions: MCO vs. OhioLINK,
Last 5 Fiscal Years*



NB: A net 0.5 FTE position was voluntarily closed in Bibliographic Control.

Outreach Services

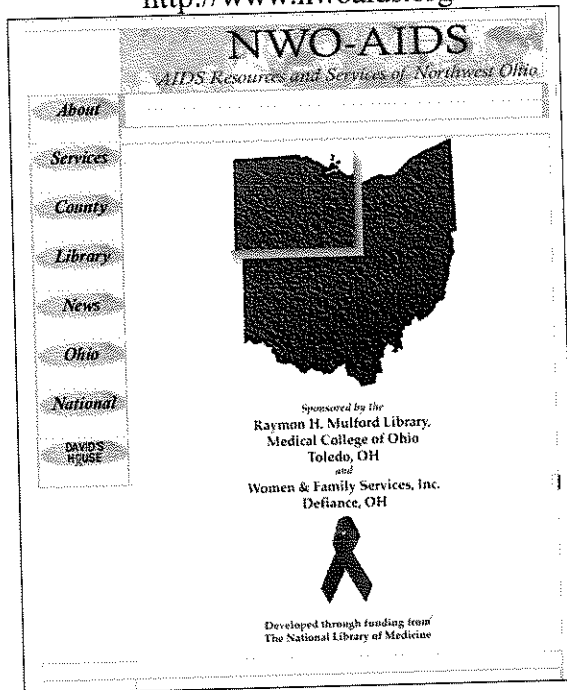
Who: 0.7 FTE librarian is assigned to outreach. He also provides 0.3 FTE effort to assisting in Reference Services and library instruction. His salary is 23.1 % supported by the Area Health Education Center (AHEC).

The library's outreach activities are aimed at increasing MCO's visibility in Northwest Ohio by providing library services to health professionals. Additionally, services are provided to students and preceptors in the AHEC's, and MCO distance learning students.

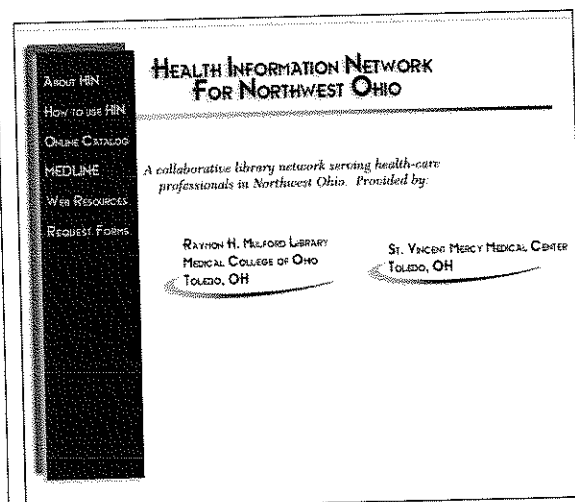
What:

- Provide reference and related services to NW Ohio
- Provide training in computer access to library resources, PDA use, database searching, assistance in web development to community-based organizations
- Troubleshoot AHEC student problems with computer access to resources
- Work on grant projects benefiting NW Ohio and MCO
 - Development of the grant funded "**Health Information Network**": consortium of Mulford Library, St. Vincent's Library, Mercy College's libraries for sharing resources among each other and jointly providing services to NW Ohio (Mercy dropped out to join OhioLINK in FY 2004).
 - Creation of the grant funded web directory "**AIDS Resources and Services in NW Ohio**" with Women & Family Services.

<http://www.nwoaids.org/>



<http://www.mco.edu/hin/>



Data: Reported monthly but not preserved.

NB: This 1.0 FTE librarian position will be closed effective June 30, 2005!

Digital Services

Who: 0.875 FTE librarian serves as Digital Services Librarian. Another 0.125 FTE is used to assist in providing Reference Services.

What:

- Manages technologic aspects of OSLER, the online catalog and circulation system
 - *Liaison to Innovative Interfaces, Inc., the software vendor for OSLER*
 - *Liaison to OhioLINK for OSLER communications and connectivity*
- Develops access pathways to online resources
 - *Proxy server access to library resources for remote clientele*
 - *On-campus seamless access to digital resources*
- Provides support for Ariel interlibrary loan system for delivering articles to faculty desktops
- Designs, implements and maintains the library web presence
- Researches and designs responsive technological systems and modes for linking both the library and its clientele to digitized resources
 - *Scholarly Commons/Knowledge Repository*
 - *Electronic library reserves*
- Assists other librarians and faculty in developing products for the institution and library clientele
 - *Faculty Publications Database*
 - *Instructions to Authors web site*
 - *Health Information Network web site*
 - *AIDS Resources and Services of Northwest Ohio web directory*
- Provides academic assistance as part of faculty responsibilities
 - *PDA data download database for Dept. Pediatrics*
 - *References submission e-mail/web form for the School of Medicine's Problem Based Learning course (Year 01 students)*
- Performs as liaison with Information Systems to ensure proper and effective desktop computer and printer support for staff and library clientele
- Participates in providing Reference Services and library instruction

Other

In addition the projects that are related to providing library services to MCO clients, or fulfilling faculty responsibilities, librarians engage in activities that add value to MCO's educational programs, or that promote MCO's reputation:

- The Mulford Library created and maintains the "**Instructions to Authors**" database and search engine which has won international attention. In October 2004 alone, for example, it received 49,319 hits from 204 URLs in 70 countries. It was developed by **Sheryl Stevens** (Bibliographic Control) and is co-maintained by her and **Scott Lapinski** (Digital Services).

- MCO's *Faculty Publication Database*, sponsored by the Office of Research, was developed by **Jolene Miller** (Reference/Education), and others in the library, Office of Research and Information Systems. She maintains input quality control.
- "Personal Information Management" is a School of Medicine elective course that was developed by Mulford librarians, six of whom teach a portion of it. **Jolene Miller** is the course Coordinator.
- Librarians engage in community activities. One, for example, will be chair of the board of directors for a local addiction rehabilitation organization in 2005.

The Collections – A Brief Analysis

The library's operational budget is in a downward spiral. The budget is derived 100% from State funds. There are no funds from Medical College Hospitals or MCO Physicians, or any identifiable indirect cost monies.

State funds are supplemented with local funds derived from the sale of services to non-MCO clientele (e.g. via interlibrary loans), donations to its Foundation account and to a small "Friends of the Library" account, and from grants.

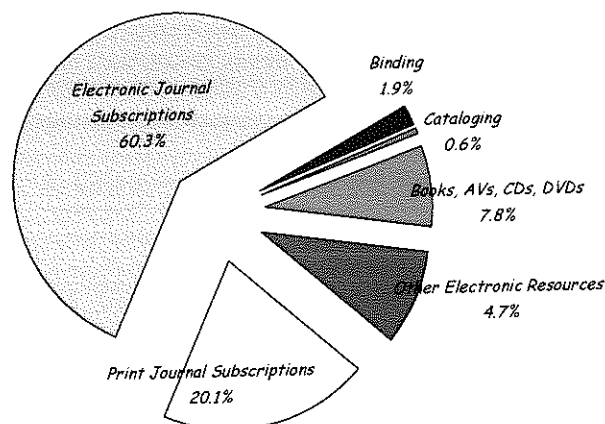
The non-State accounts are used mainly to provide emergency coverage of unanticipated expenses (e.g., dollar devaluation in Europe), and to leap on new opportunities in mid-budget year (e.g., a new database). They are also used augment book purchases, support attendance at professional organization meetings, and send support staff to training sessions. About \$2,500 is used for travel to OhioLINK.

Raymon H. Mulford Library				
Expenditures for Fiscal Year 2003/2004				
	State Account 3100000	External User Fee 9613100	Foundation Account 174	Total Expenditures
Beginning Balance	\$1,635,278	\$27,088	\$3,222	
100 – Salaries	854,326		0	\$854,326
200 – Fringe Benefits	187,952		0	187,952
Payroll Accrual				
TOTAL PERSONNEL	\$1,042,278			\$1,042,278
300 – Supplies	32,879	5,295	427	38,601
400 – Travel & Entertainment	0	15,704		15,704
500 – Info & Communication	496,410	3,211	295	499,916
*Library Crosscharge Account	(797)			(797)
600 – Outside Services	63,711		0	63,711
700 – Miscellaneous	0		0	
900 – Equipment	0			
990 – Transfer	0			
TOTAL OPERATING	\$ 593,000	\$24,210	\$ 722	\$ 617,932
TOTAL EXPENDITURES	\$1,635,278	\$24,210	\$ 722	\$1,660,210

*The Library is authorized to charge expenditures to its operating budget equal to the balance in the Crosscharge (3101000) account.

The majority of operational monies (SOC 500 & 600) are used to support the collection

***Collection Maintenance Costs:
FY 2003/04***



The library's journal costs are divided between (1) local subscriptions (2) OhioLINK.

Local subscriptions may be added/cancelled at local discretion. They currently include:

- Print journals that are not available online, or that are available online but cannot be acquired without paying for the print version
- Online journals that are not available through OhioLINK
- Online journals that are 'bundled' in databases, such as *MDConsult*

OhioLINK subscriptions cannot be added/cancelled at local discretion.

- Journals are managed by the Library Advisory Committee (collective directors of OhioLINK libraries), on advice by the Collection Management Committee
- The formula for member libraries keeps costs nearly at their original commitment levels, plus inflation, making OhioLINK the best bargain in the U.S.

It must be noted:

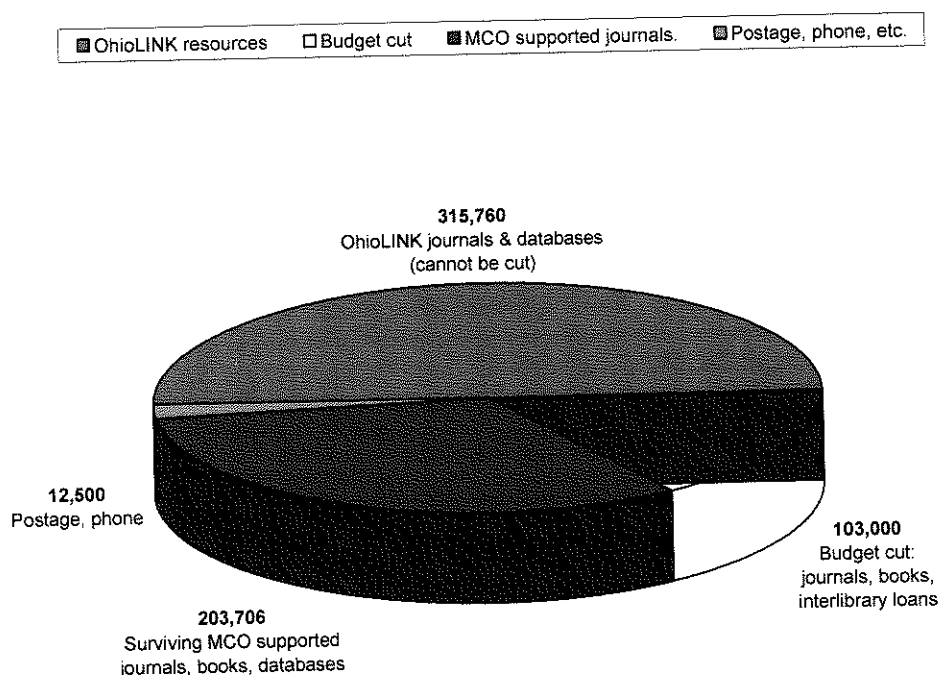
- ❖ When OhioLINK adds a journal that is already owned by a member library, that library transfers the subscription cost for the journal from the publisher to OhioLINK. Thus, as a proportion of the library's total journal cost commitment, the amount dedicated to OhioLINK for journals *increases* while the local share *decreases*.
- ❖ Member libraries **must** pay OhioLINK for their portions; there is no choice other than full withdrawal of membership
- ❖ Since OhioLINK must be paid, library budget cuts can only be made against the local journal collection, which is already smaller but not less vital

The following chart was prepared for the FY 05. After the library had agreed to eliminate \$81,0000 in staff, it was left with a potential \$103,000 cut in its collections (journals, books, databases).

Since the OhioLINK portion of the collection could not be cut. The burden fell on the local collections. However, they represent resources that OhioLINK does not have; resources that are vital for the academic and clinical programs at MCO. They include key interdisciplinary resources like *Science*, *Cell*, *Nature* and *New England Journal*.

It is obvious that with further, similar cuts in the future it will not be long before the local collections are absolutely devastated. In fact, it will take only two-to-three more years.

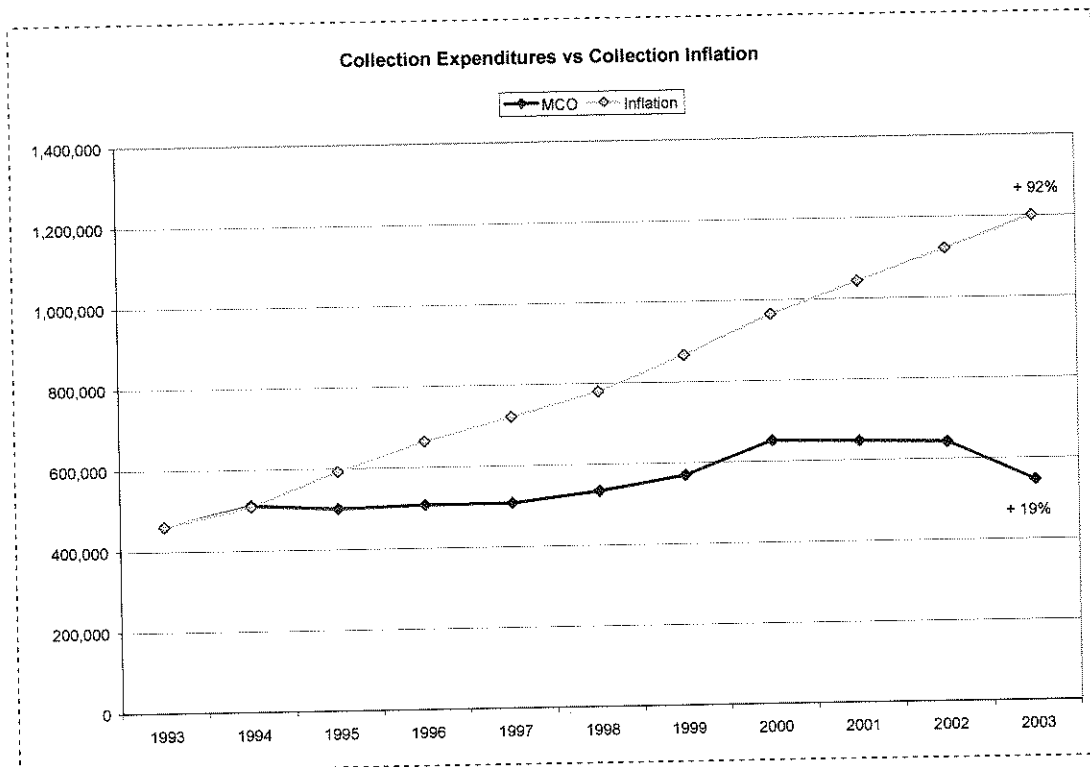
LIBRARY BUDGET CUT FY 05



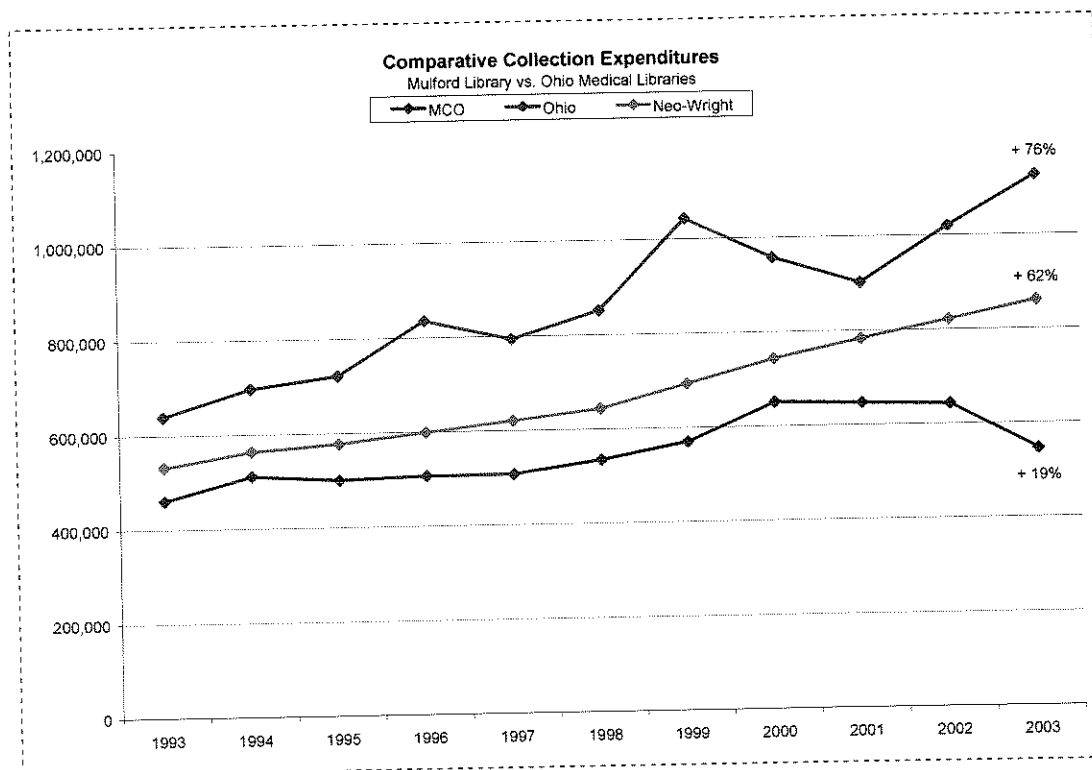
Curiously, MCO funding for library staff and for library services has been strong and steady until FY 05. Only the collections have been allowed to wither.

The chief problem has been a historical neglect for the collections that began in the mid-1980's. Support rose and stabilized under the Provost in the late 1990's, then leveled off until FY 02. Then it began a plunge.

The following chart shows the progress of the Mulford Library's expenditures on collections against inflationary and other costs. Fortunately, while costs rose 155% nationally between FY 93 and FY 03, it rose only 92% for the Mulford Library. Nevertheless, the library could spend only 19% against that cost by the end of FY 03.



The following chart compares Mulford Library spending against (1) the combined Ohio academic health science libraries (2) the combined NEOUCOM-Wright State libraries. Despite difficult financial times in Ohio, other institutions managed to continue collections support for those libraries.



Report Conclusions

1. The library's strategic plans have been, to date, successful in preparing and propelling professional and support staff to providing 21st Century library services, and for re-positioning the library to be an integrated, full-campus service
2. The professional faculty librarians are innovative and energetic, and provide much extra value to the institution
3. Library tasks have evolved from print to digital, resulting in less work to manage physical items but requiring more expertise to manage virtual items
 - Support staff was voluntarily reduced from 14 to 9 (FY 95 – FY 04)
 - Paraprofessional staff was increased from 0 to 1
4. Implemented efficiencies enabled the library to provide full library services to MCO clients with a staff that is smaller than the national median – until the FY 05 layoffs
5. Librarians' clients work mostly weekdays between 7:30 a.m. – 5:30 p.m.
 - Reference service clientele, both MCO and AHEC, work mostly weekdays
 - Library administrators work with faculty and other administrators who are on-campus mostly weekdays
 - Teaching commitments occur on weekdays
 - License and price negotiations take place weekdays
 - Committees meet weekdays
6. Access Services is in dire need of augmented staffing due to the involuntary loss of 80 hours per week of supervisory and support staff in FY 05
 - 14 open hours were lost in FY 05; 6 should be reinstated
 - There is insufficient staff to cover minimum vacation/sick leaves in this unit
7. The loss of the Computer Learning Resource Center negatively affected integrated planning and staff efficiencies
8. The loss of the Outreach Librarian position, scheduled for June 30, 2005 will negatively affect library services to MCO preceptors and AHEC students, health professionals in Northwest Ohio, and School of Medicine teaching programs
9. Inadequate funding of the library's operational budget is producing a downward spiral for the collections
 - The library's local subscriptions are being decimated; primary interdisciplinary journals and crucial databases are in jeopardy
 - Library funding for collection resources has been dramatically lower than for other Ohio academic health science libraries, even in a tough economy

Challenges & Recommendations

Library Staffing

1. *Challenge*

Retaining the library's highly qualified, experienced librarians

Recommendations

- A. Ensure high level of value-added professional participation by librarians by preserving faculty appointment, and library 'home' on the 'academic side'
- B. Raise full-time librarian salaries to national median (i.e., Jolene Miller). This could be accomplished by promoting Ms. Miller from Reference/Education librarian to Education Librarian, an area which will see much growth as instructional sessions are transformed into self-paced, virtual format that can be accessed by clients at their own convenience.

Cost: \$5,400

Library Services

2. *Challenge*

Distributing the departing **Outreach Librarian's** (Jonathan Hartmann) tasks for assisting MCO preceptors and AHEC students, health professionals in NW Ohio, maintaining the *AIDS* web directory and the HIN web site, and assisting with reference services and teaching (40 hours per week)

Recommendations

- A. On-site services at client's location will be discontinued – no travel
- B. Reference assistance for MCO AHEC and health professional clients in NW Ohio will be assigned to the half-time reference librarian (Janice Flahiff), although this will diminish the amount of time she can devote to on-campus reference service
- C. Responsibility for liaison with local HIV-AIDS organizations will be assumed by the Director (David W. Boilard). The task of maintaining the *AIDS* web site will be assigned to the paraprofessional Reference Assistant (Carolyn Sterling). The *HIN* web site may be discontinued since only MCO and St. Vincent's remain.
- D. The reference assistance for on-campus clients will be lost
- E. Teaching in the "Personal Information Management" elective course will be assumed by the Bibliographic Control Librarian (Sheryl Stevens). Contribution as a PBL Facilitator and a student interviewer for the School of Medicine will be lost

Savings: \$31,273 salary; \$6,880 benefits (= 76.9% library funding)

3. *Challenge*

Re-instating at least 6 open hours per week, and covering at least 14 hours per week of Circulation staff vacation time and sick leave.

Recommendation

A half-time Access Services Assistant is critically needed to cover 14 hours per week of staff leave time at the Circulation desk. The remaining 6 hours may be used to extend library open hours. The cost may be diverted from the Outreach Librarian position (still saving about \$24,000 in salary and benefits per year.

Cost: \$11, 700 pay; \$2,574 benefits

Budget

4. *Challenge*

Find and secure existing, and additional sources of funding to support library services (\$14,300 staff position), and to prevent the further decline of the library collections (\$135,000 for journal inflation for FY 06).

Recommendations

Re-evaluate the role of the library in supporting both academic activities and the clinical enterprise, and devise funding streams accordingly

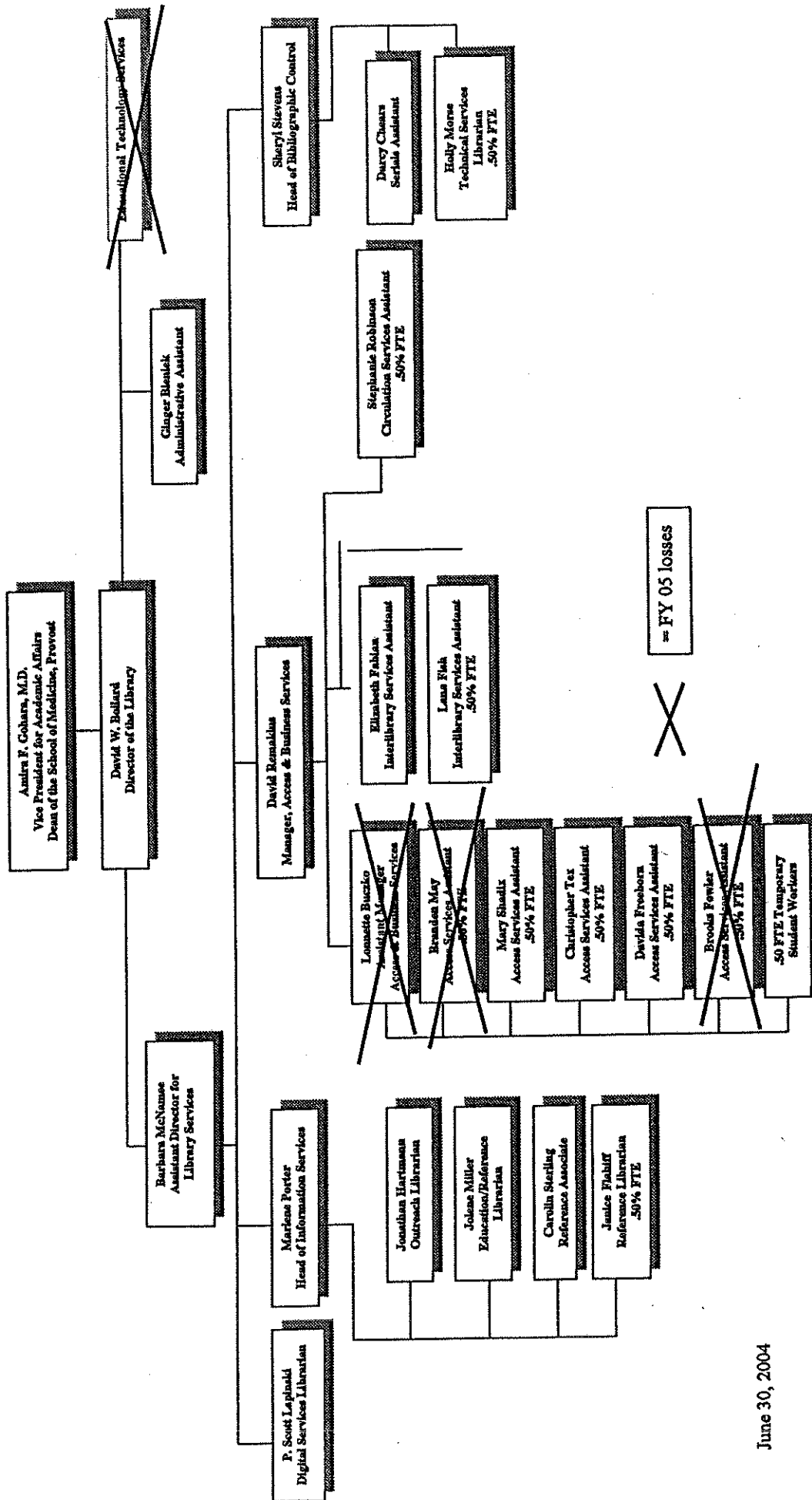
- A. State budget funding must be stabilized, then augmented
- B. A clinical enterprise funding stream should be identified
 - 30% of E-mail reference desk requests were on medical topics
 - 9% of literature searches were for patient care (no other relevant statistic is available; however, there are 250 physicians and 90 residents doing clinical work at MCO)
- C. An indirect-cost funding stream should be identified since 'library services' are included in that cost formula
 - 8% of reference assistance was provided for 'research.'
 - 48% of the literature searches performed were for faculty
- D. Assistance in fund raising should be provided
 - Assign a portion of a Foundation person's time to the library
 - Identify more prominently the library in the Foundation's annual drive
- E. Library efforts to secure outside funding should be increased
 - Formalize the *Friends of the Library* group. Currently, there is a 'Friends' account, but no officers or activities
 - Seek grants that do not involve ongoing costs beyond the grant period

[†] All comparative data using the national median are from: Association of Academic Health Science Library Directors. **2002-2003 Annual Statistics of Medical School Libraries in the U.S. and Canada.** Seattle: AAHSL, 2004.

**Circulation Clientele
(part-year study)**

APPENDIX A

Department	Faculty	Staff	Students	Residents	Total
Allied Health	2	10	58		70
Anatomy	29	4	20		53
Anesthesiology	48	4			52
Biochemistry	35	45	42		122
Cardiology	6	12	3		21
Cancer Institute		4			4
Coroners Office	2				2
CLRC	2				2
Dentistry	8				8
Dermatology	15		8		23
Employee Health		1			1
OEO		34			34
Faculty Development	7				7
Family Medicine	13	11			24
Family Practice	4				4
Library	27	28			55
Life Support	1				1
MCO Works	13	8			21
Medicine	175	12	187	5	379
Microbiology	11	50			61
Neurology	25	17	5		47
OB/GYN	7	6		5	18
Occup. Health			28		28
Occup. Therapy	9	7	89		105
Oncology	6				6
Ophthalmology	3				3
Orthopedics	22	8	24	8	62
Otolaryngology	6	1	2		9
PA program	3		48		51
PT Program	4		26		30
Pathology	18	16	14	24	72
Pediatrics	51	6		6	63
Pharmacology	59		30		89
Pharmacy	6	5	5		16
Physiology	99	18	19		136
Psychiatry	7	71	1	8	87
Psychology		8			8
Public Health	19	43	43		105
Radiation Oncology	59	4			63
Rehabilitation	13	3		1	17
Research/Grants		2			2
School of Nursing	107	4	337		448
Surgery	116	36	1	29	182
Urology	33	14	35	8	90
Total	1070	492	1025	94	2681
Additional borrowers					
preceptors -23					23
HIN libraries - 243					243
Indep. Patrons - 138					138
trustees - 32					3085
Grand Total					



June 30, 2004