Library Spaces, Services and Collections to Ensure Student Success
MU Libraries Student Fee Funding Proposal

Introduction

In an era of unprecedented change in higher education, nothing has changed more fundamentally or more rapidly than university libraries. Information must be available to students and faculty in multiple formats, at any time, and in any place. The use of library space has expanded from static book collections and solitary study areas to include group study rooms, technology-driven laboratories, informal work spaces and cafés, all with an expanding array of technology that includes computers, scanners, plotters, audio-video equipment and more. Trends in higher education focus on undergraduate research, evidence-based learning, flipped classrooms, and online learning, each requiring libraries to work more collaboratively with faculty and other partners in supporting the student learning experience. Modern librarians actively engage students who prefer online access to reference sources, database tutorials, library guides, and all manner of e-resources.

Amidst this change, libraries at leading universities have invested heavily in new learning spaces, innovative programs, and enhanced digital resources. At MU, an austere budget climate and an increasing student population have left MU Libraries falling behind our peers in services, space and collections.

From 1998 to 2013, MU's total enrollment grew by over fifty-percent (from 22,723 to 34,658 students), while library staffing decreased by almost twenty-five percent (from 193 to 146 FTE). Currently, the MU Libraries' total operating budget is $17.6 million, well below the $32.7 million average of the public-university members of the Association of American Universities (AAU). Moreover, the Association of Research Libraries (ARL) ranks MU's investment in libraries lowest among land-grant universities that are also members of the AAU. Of the eleven SEC libraries that are members of ARL, only two (LSU and Auburn) rank below MU in the ARL investment index.

With the enactment of Missouri Senate Bill 389 limiting annual increases in tuition and fees to the Consumer Price Index, there are few viable options for increased campus investment in libraries. That's why we are reaching out to students to help transform MU Libraries into a dynamic, learning-focused library for the 21st century.

We propose to establish a student fee that will enable MU Libraries, in collaboration with students and other units on campus, to design and implement a plan that will provide the spaces, services and collections that will ensure student success, and will address goals of the campus Strategic Operating Plan (MUSOP), which calls for maintaining and enhancing investments in library infrastructure.
(See: **http://strategicoperatingplan.missouri.edu/MUSOP10-15-2013.pdf**, page 10.)

MU Libraries Proposed Fee Structure

To ensure the time necessary for realizing a new vision for the MU Libraries, we propose an incremental student library fee that will ensure students closest to graduation do not incur higher-level fees in advance of services offered. This approach will also enable us to bring constituencies together to formulate clear and cogent plans for future initiatives. Student input will be sought in a variety of ways, including through an expanded Library Student Ambassadors program, strategically restructured to include broad representation from across campus. In cooperation with MSA, we plan to offer a student ballot initiative in the fall of 2015. If approved, the fee will be in place beginning with the fall semester of 2016.

Based on the count of 866,000 actual credit hours used during academic year 2013-2014, the table below illustrates how a fee of $5 in the first year, followed by $2 annual increases for five years, will yield revenue for significant investments in space, collections and services to address priority needs of students. The library fee will remain at the level of $15 per credit hour after academic year 2021-2022, until such time as consultation with students may lead to changes in that amount.

Academic Year	Per credit hour	Cost per semester (12 credit hours)	Estimated New Funding
2016-2017	5.00	60.00	4,330,000
2017-2018	7.00	84.00	6,062,000
2018-2019	9.00	108.00	7,794,000
2019-2020	11.00	132.00	9,526,000
2020-2021	13.00	156.00	11,258,000
2021-2022	15.00	180.00	12,990,000

For comparison purposes, MU tuition and fees for academic year 2014-15 are:

Tuition	$274.00/hour
Activity Fee	$170.40/semester
Recreation Facility Fee	$140.67/semester
Information Technology Fee	$13.00/hour
Student Health Fee	$100.66/semester

Supplemental credit hour fees for schools and colleges:

Health Professions	$92.40
Engineering	$79.60
Journalism	$74.00
Business	$72.40
Nursing	$70.00
CAFNR	$48.70
Education	$47.60
HES	$43.50
Arts and Science	$25.00

Spaces & Facilities - productive, inspiring, revitalized areas in Ellis and the seven specialized libraries on campus

With additional funding, MU Libraries will begin transforming 65,000 sq. ft. in our century-old Ellis Library building into a world-class, 21st century library space that inspires creativity, study, and learning for current and future students. In addition, ongoing availability of funding for facilities, furnishing, and equipment will allow the Libraries to create multi-year plans to ensure that all of our campus libraries continuously evolve as student learning spaces. High priorities for the immediate future include:

- Open the first floor of Ellis Library and expanded Bookmark Café for 24/7 access and study. Space considerations include: limiting access to main level of Ellis during overnight hours; security stations that enable access that is limited to current students, faculty, and staff during late night and overnight hours; and additional lighting and security cameras both inside and at the two public entrances.
- Transform Rooms 201 and 202 of Ellis Library into inspiring, quiet study spaces by restoring each room to its original beautiful condition; providing easy access to power for personal technology; ensuring good lighting for individual study; and by incorporating collections in ways that inspire intellectual curiosity.
- Provide more group study spaces throughout all the MU Libraries as appropriate. We would like to ensure that we offer group study rooms in a variety of sizes and that each room includes multiple power outlets, white boards, computers, and large wall monitors to maximize support for collaborative group work.
- Add digital signage and displays throughout the buildings as appropriate to assist with way-finding and to promote services, collections, and programming.
- Install two self-checkout kiosks to enhance user services.
- Establish a Digital Media Lab on level one of Ellis Library, east of IC2, that ensures all MU students, faculty, and staff have access to computer equipment and software that allow for the creation of media-rich content. Space considerations include one or more basic recording studio environments with technologies such as Green Screen, dedicated workstations with high-end media production software, space for scanners and printers, equipment storage, a service desk and offices for staff needed to support the lab.
- Design two electronic classrooms on the first floor of Ellis Library, one with capacity for at least 45 students to replace the current classroom that is located on the second floor which suffers from a poor location, poor sightlines for students, and a limited capacity that does not meet the needs of many classes participating in the instructional services offered by the Libraries. The second classroom is envisioned as a flexible teaching space for 15-18 students.
- Build addition to the libraries' off-site storage facility. The relocation of books to this facility is necessary to convert current stacks into user-centered spaces.
- Install sound-masking in HSL and other locations to enhance quiet study areas.
- Create office spaces for personnel to accommodate changing configuration of staff.
- Ensure that all campus libraries have a sustainable funding model for ongoing maintenance, repair, and renovation of facilities, furnishing, and equipment.

Services & Programs –support for graduate and undergraduate student learning, creativity, and productivity

The MU Libraries seek to provide services that support teaching, independent learning, and research at the University of Missouri. These services are designed, implemented and managed by dedicated library staffing. With the student fee in place, the Libraries will increase our staff in ways that advance our ability to provide meaningful services to students, faculty and staff at MU. Over the next six years, some forty new, full-time librarian and staff positions will bring the staffing levels of MU Libraries to that of regional institutions like the University of Kansas (196 FTE) and University of Iowa (191 FTE). (Note that the average staffing level for all public AAU institutions is 251 FTE.) The MU Libraries will dedicate new funding towards the following types of positions.

Year One:
- Three additional full-time security positions, as well as additional student employee funding, to support 24/7 access to Ellis Library.
- Two dedicated "student experience" positions to support programming and services directed primarily towards undergraduate students. Engaging undergraduates with the library early in their academic program helps to ensure success in the classroom and provides a foundation for advanced research skills needed to succeed in their upper level work and future careers. Employers expect college-educated students to be sophisticated in their use of information tools. Hiring for these positions has the added benefit of allowing our current subject specialists to dedicate more time to the specialized needs of faculty and students in their disciplines.
- One curriculum support librarian for the Health Sciences Library. Distance learning programs and the uptick in the number of course offerings are placing new service demands on the sole person who currently handles this, together with other duties. The additional position would contribute directly to the effort of integrating library resources with ongoing needs of faculty to support their classes.
- The Libraries need dedicated Web services positions to ensure that we have a dynamic, mobile-enhanced web presence that meets the needs of our campus and distance users.   The information environment in which libraries provide services is complex and constantly changing. The Libraries' web site is the online front door to our services and resources, and it must be continually refined to best meet the needs of undergraduate and graduate students. At present the libraries do not have a full-time position dedicated to developing our web site. Specific needs include a full-time Web Services Librarian and a dedicated programming position.
- One Digital Curator to support the growth of the institutional repository of MU scholarly works and the digital library.

Year Two:
- The proposed Digital Media Lab requires expert staffing. Pedagogy is increasingly focused on student learning through creation of new knowledge, products, and creative works. Our students will be entering a media-driven workforce that demands creativity, excellent communication skills, and the ability to find and use

reliable, pertinent information effectively. Employers will demand that employees are comfortable working collaboratively, both in-person and online. Consequently, MU needs to provide learning environments that foster student abilities to create media rich content, with access to equipment, software, and technical expertise that supports work in all manner of digital formats. Library positions for the Digital Media Lab include: Digital Media Services Librarian to develop services and programming based on student needs; a graphic design position, with responsibility for expert assistance, student training, and library design work; two full-time staff positions to manage the day-to-day operations of the lab, including the provision of expert assistance with equipment and software; and additional student staffing to provide peer support at the proposed service desk.

- One information services librarian for the Health Sciences Library. The need is driven by increases in the number of programs and students over the years, without increasing number of library staff to support curricular areas.
- The Libraries propose the creation of an Assessment Librarian with primary responsibility for working with students, faculty, and librarians to evaluate and assess the quality of existing services, identifying unmet user needs, and coordinate the general promotion of services and collections offered by the MU Libraries.
- Associate Director for Administrative Services – this position would assume responsibility for the libraries budget & financial operations, as well as oversight of library facilities planning and personnel. The creation of this position would allow the Library Director to focus fully on engaging with campus strategic planning efforts for the MU Libraries and on the development of supplemental revenue through fundraising initiatives.

Years Three to Six:
Continue to grow library staff in the areas of most need. Types of positions include:

- Subject specialists to engage directly with support for academic programs in the Arts & Sciences.
- Additional information specialists in the Health Sciences Libraries to engage in student support, providing at least one liaison to each of the three schools served.
- Information specialist positions based in the Health Sciences Libraries to provide expert support for cross-disciplinary clinical training teams.
- Digital curator positions to support the growth of the institutional repository of MU scholarly works, public access to MU research data, and the digital library.
- Positions to ensure the appropriate care and promotion of our special collections.
- Support staff positions to ensure all types of services in the libraries are fully supported. These positions will be added to units in the libraries that are offering new or expanded services in support of users. Examples may include additional positions to provide scanning and delivery of materials on demand and to expand reference chat during evening and weekend hours.

Compensation Adjustment Plan

As the Library plans to grow services, space, and collections, compensation issues, including salary compression, low hiring minimums, and lack of an ongoing raise pool, need to be addressed. The MU Libraries are proposing a compensation adjustment, implemented over two years, to address these issues.

- Library Series Titles: Two-thirds of library staff (68 employees) are in the library series titles (Library Assistant, Library Specialist, and Sr. Library Specialist). These employees have significant service with the University, but are overwhelmingly paid at the minimum of the established salary range for their titles. Without a significant increase in funding for these employees, 51 will be paid at the range minimum as of 9/1/2015.

   The adjustment for these titles re-establishes the MU Libraries competency level program that was established for these titles with approval from Human Resource Services. There are four competency levels in each title, allowing staff to be better compensated as they grow their knowledge and skills within the job. This plan rewards high-achieving, high performing employees.

- Other Staff: The Library has a number of staff in titles commonly used on campus – fiscal, HR, IT, and security staff. Generally, these staff are compensated well below the campus averages for their titles. This proposed adjustment increases salaries for these staff closer to the campus averages, making the MU Libraries a competitive employer for staff in these titles.

- Librarians and Archivists: The salaries for Librarians and Archivists at the MU Libraries are, on average, about 20% below the ARL average for those in similar titles with the same years of professional service. This adjustment will move salaries towards that average. The result will be twofold – current employees will be more appropriately compensated for their length of service, and the MU Libraries will be more competitive when recruiting new Librarians and Archivists.

- Students: Student employees at the MU Libraries have, over the last several years, received no discretionary increases. The proposed student wage matrix includes built-in increases for length of service, and allows for additional merit increases based on student performance. This will allow MU Libraries to pay students competitively with other divisions on campus.

- Raise Pool: Lacking an ongoing raise pool, the MU Libraries have been unable to give merit increases for 4 of the last 5 years and 9 of the last 12. Funding from the student fee will allow an ongoing 2% raise pool. Building this line of funding into the budget assures that the MU Libraries' compensation plan will remain strong over time.

Collections – enhance access to scholarly resources

In 2013, the average library collections budget of AAU public institutions was $13.8 million. By contrast, the MU Libraries' collection budget stood at $8.8 million ($7M for books and journals in print and electronic format, $1M in shared system resources consisting of scholarly databases, and $800,000 for the law school which is not reflected in MU Libraries annual expenditures). Funds generated by the student library fee will enable us to add new journal titles, to provide needed monographic publications, and to support the transition to a more open system of scholarly communication. Due to chronically low acquisitions budgets, MU libraries lack many resources held by our peer institutions. Significant gaps in the collections include:

- Titles in the Gale Virtual Reference Library, historical collections of African American newspapers, and prominent papers such as the Washington Post and the Manchester Guardian.
- Over 300 titles that students and faculty frequently request on interlibrary loan. For example, MU lacks some social science journals that are generally expected in research library collections include the International Journal of Social Research Methods, the Journal of Social Behavior in the Human Environment, Sociology Compass and many others. Total costs to obtain these journals, as well as backfiles of selected titles, are estimated at $1.2M annually.
- Another sorely needed purchase is the complete JSTOR collection. JSTOR contains the online collections of record for core scholarly journals, which are heavily used. The cost to update the JSTOR collection with newly released compilations is approximately $1,000,000, with a continuing cost of $75,000 annually.
- The rate of price inflation for scholarly journals rarely dips below six-percent annually, and estimates for 2015 alone will bring an increase in cost of almost $400K to our current budget.
- Based on past expenditures, MU Libraries need to add $600,000 annually to our acquisitions budget to purchase scholarly books in paper and electronic form in areas such as literature, history, journalism and other disciplines in which monographic publication is still a preferred form of scholarly communication. Currently, materials published by the Cambridge University Press, Harvard University Press, AMACOM, Springer, and Sage are particularly needed.

Each year, subject specialist librarians receive requests for new titles. These are kept on file as desiderata lists, which grow each year to the point that we currently have over $4 million dollars in requests. One heavily requested title is the Journal of Visual Experimentation, or JoVE, an innovative title available only online, consisting of videos of lab experiments. Published in four different subject sections, this title costs approximately $35,000 per year. Lack of funds for new titles has made innovative new acquisitions such as this impossible without cancelling titles on which other researchers depend.

Research indicates more use of books by undergraduates and more use of journals by graduate students, so a decrease in book purchases disproportionately impacts

undergraduates. Funds are needed to reinstate purchasing of both e-books and printed books from university presses and commercial publishers. Popular, current or extra-curricular material has also been a casualty of the lack of budget support, so the student fee funding would enable the purchase of such material again.

Another need is provision of films and audio-visual resources through streaming media. Demand for newer forms of content delivery continues to grow so that students can have ready access to materials for coursework reserve and for creative purposes. Approximately $40,000 in new annual funding is required for these new media services.

Funds are also needed to address the issue of Open Access – the transition of journals, books and databases from fee-based commercial services to freely-accessible, not-for-profit publishing services. A key element in this transition is institutional support of author fees that underwrite open access journals. Our peer institutions offer support of as much as $50,000 annually to faculty and graduate student authors. However, MU has been unable to provide such funding or to join open access services such as BioMed Central (at a cost of $22,000 per year). Perhaps most importantly, MU Libraries have been unable to provide adequate support for our own local open access digital repository, MOspace. Estimated $200,000 per year in storage cost, and another $180,000 for two additional technical support staff, are needed to enable full use of MOspace by MU students and faculty.

The ultimate goal of this work is to halt the rapidly escalating costs of scholarly journals by transitioning to a new system of scholarly communication. Most commercial publishers are resisting this trend, and the transition may take many years. Moving forward toward an Open Access model of scholarly communication can only be done by scholars, librarians and universities working together. Our AAU peer institutions such as the University of Kansas have been key players in this process, and MU libraries must also join in the effort.

Conclusion

Every student at MU stands to benefit from the enhancements in spaces, services and collections that will be made possible with this proposed library fee. The proposed fee will:

- Create inspiring learning environments, both physical and online, that support collaborative and individual scholarship;
- Provide equipment, software, and technical expertise that support the broad range of student academic pursuits at MU;
- Provide instructional services and library programming that will enable students to succeed in a technological and knowledge-rich society; and
- Ensure access to an expanded array of current and multi-disciplinary scholarly works in all formats.

As MU looks forward from its 175th to its 200th anniversary, it seeks to be ranked among the very best of public universities. By endorsing the proposed library fee, students will be helping to realize that goal while adding value to their MU degree.

Draft Budget for Investment of Fees

We plan to finance the majority of the initial **Spaces & Facilities** renovations through interest-free loans from MU central administration, to enable immediate investment in much-needed improvements to furnishings and facilities. Expenses for **Services & Programs**, as well as for **Collections**, represent on-going costs, which will increase over time.

Estimated Expenditures and Revenues for Years 1 and 2 of Library Fee

	Year one	Year two	2-year total
Space and Facilities			
Debt service on renovations	$500,000	$1,000,000	$1,500,000
Upkeep, repair and renewal	$100,000	$100,000	$200,000
Sub Total	**$600,000**	**$1,100,000**	**$1,700,000**
Services and Programs			
Year 1 hires (1st yr. as half of on-going)	$295,432	$590,864	$886,296
Year 2 hires (half of ongoing)	$0	$300,837	$300,837
Sub Total	**$295,432**	**$891,701**	**$1,187,133**
Compensation Adjustment Plan			
Library series titles (68)	$181,396	$362,792	$544,188
Other staff (25)	$33,843	$67,685	$101,528
Librarians and archivists (44)	$198,074	$396,147	$594,221
Student workers (195) full adj. yr. 1	$21,300	$21,300	$42,600
Raise pool (2%)	$152,053	$169,695	$321,747
Sub Total	**$586,665**	**$1,017,619**	**$1,604,283**
Collections			
Journals/serials/monographs/dbase	$2,592,000	$3,500,000	$6,092,000
Sub Total	**$2,592,000**	**$3,500,000**	**$6,092,000**
Total Estimated Fee Expenditures	**$4,074,097**	**$6,509,320**	**$10,583,416**
Estimated Fee Revenue	**$4,330,000**	**$6,062,000**	**$10,392,000**

Estimated FY 2014 and FY 2022 Library Revenues and Expenditures

	FY 2014	FY 2022
Expenditures		
Salaries, Wages and Benefits	$7,602,638	$11,915,151
Books and Journal Acquistions	$7,084,691	$13,000,000
Equipment, Maintenance, Operations	$1,375,222	$2,500,000
Library System Operations	$1,618,685	$2,169,193
Debt Service on $20M in renovations	$0	$2,000,000
Total	**$17,681,236**	**$31,584,344**
Revenues		
Current Allocation	$17,681,236	$17,681,236
Student Fee		$12,990,000
Total	**$17,681,236**	**$30,671,236**

The draft budget for initial investment of fees corresponds to the enhancements detailed in the proposal. These enhancements have been developed based on past surveys of students and faculty, as well as trends in academic libraries across the country. The details in this proposal are intended to serve as a starting point for ongoing conversations with students and faculty to develop a consensus reflecting the needs and desires of our university community.