

UW-Madison Campus Libraries

Strategic Framework

Stakeholder Feedback Summary

Background

With nearly 4 million visitors/customers per year and online usage of resources in the millions, the campus libraries are uniquely positioned to help UW-Madison transform the way teaching and research are conducted. Through the development of innovative services, collaborations, and information resources, the UW Madison Libraries contribute to innovation and efficiency across campus. A vital research library system must stay ahead of student, faculty, and staff needs for information and support new campus-wide efforts, including educational innovation.

Balancing innovation and efficiency is the critical challenge as we work together to develop a strategic framework for the campus libraries. We must also strive to be both efficient and effective in the delivery or provision of our core services. Given the interrelatedness both within and beyond the libraries, a common vision and framework for action needs to be developed for the campus libraries as a whole.

Project Goal

Engage library staff and stakeholders to develop a strategic framework for the UW campus libraries for the next 3 to 5 years.

Phase I of this project began in May 2013 and runs through December 2013. This phase involves stakeholder engagement, assessment, review, and planning, and results in a summary document outlining a strategic framework for the campus libraries. This framework will be developed to allow flexibility on the part of individual libraries and units to determine customized ways to serve their constituents.

Stakeholder Assessment

The Strategic Planning Committee identified the following groups as stakeholders:

- Association for Research Libraries (ARL) and other national organizations that develop frameworks for academic libraries
- The Committee on Institutional Cooperation (CIC)
- The Council of UW Libraries (CUWL); UW system administrators
- Campus administrators, deans, and directors
- UW faculty, staff and students
- Library Coordinating Council and the Library Management Group and other library committees
- Friends of the UW -Madison Libraries and other supporting library entities

Stakeholder assessment methods included in-person interviews, listening sessions, and a print and online survey. The goal of the assessment was to provide input on the following issues:

- How stakeholders view the current state of the campus libraries
- What is working well or most valued about the Libraries' services, staff, and resources

- What are the challenges
- How do they think the Libraries are addressing the challenges
- What are additional services that the Libraries could be providing
- What do stakeholders think campus libraries will look like in 10 years

The breakdown of the stakeholders who attended listening sessions: committees (6 sessions, over 20 participants); staff (3 sessions, 90 participants); graduate students (2 sessions, 12 participants); undergraduates (2 session, 12 participants); and 7 one-on-one sessions with campus administrators with a total of 16 administrators present.

The breakdown of Qualtrics (online and hard copy surveys): 46 staff; 113 undergraduates; 236 graduate students; 134 faculty; 41 classified staff; 133 academic staff; and 53 Other.

Summary of Stakeholder Themes

Eleven themes emerged from discussions with stakeholders and are presented below in alphabetical order, followed by comments expressing a vision for the future of the Libraries and an additional category labeled "Miscellaneous." The Assessment Team developed four organizing principles; what is going well, what are the challenges, what are solutions, and what are ideas for the future. This report presents each theme using these principles. Given the nature of the specific questions not all of the principles were addressed within each theme.

Access

Access to print and electronic resources was a very common theme across all stakeholder groups. All groups appreciate the access that they have to rich and diverse resources while others spoke of appreciating improved discovery tools. There was some discussion about expanding access to databases. The following points represent what we heard regarding access:

What is Valued

- Availability of online journals
- The rich and diverse resources that the Libraries make available and the commitment staff make to ensuring that they are discoverable
- The availability of textbooks

Challenges

- Website design imposes barriers to discovery and access. Grads and undergrads remarked on the website and the challenges that it can present including too many clicks to get to information.
- Undergrads remarked on the difficulties of navigating the complexities of services and information resources (e.g., tutoring is available in a number of different places and students don't know why they should use one location over another).

Solutions

- Re-think the rules for access to content to better support courses and degrees.

“How do we support degrees?. . . In addition to courses? Libraries [traditionally] try to accommodate needs around the rules but it is time to rethink the rules of access to content.”

- Customize outreach to academic departments (subject-based content and resources).
- Improve discovery tools, including article search and catalog searching

Future

- Expand access to databases for various populations
- Provide reserves as e-books
- Provide faster delivery services

Administration

Most comments surrounding administration proposed solutions to specific challenges. Stakeholders talked about setting priorities and defining the role of the Libraries during the current transitional times, i.e., new leadership in the Libraries and on campus. Several stakeholders also spoke about finding efficiencies within our systems.

What is Valued

- That the “...library has a community mission and a broader national and international mission to become the primary method by which the Wisconsin Idea reaches its audience.
- The openness of the Libraries to stakeholder input: “...the libraries are good at being open to having conversations rather than forcing outcomes.”
- The blend of centralization and decentralization of the campus library system

Challenges

- Lack of standardization across campus libraries of staff structure, priorities, policies, procedures; limited communication between libraries.
- Top-down management/decision making structure is not quick, clear or transparent
- Insufficient accountability/ownership or assessment to make decisions based on data and results
- Need for defined roles and vision

Solutions

- Employ the data the Libraries already collect to establish priorities and make smarter decisions
- Find efficiencies and identify where service overlaps – not only internally but across campus (e.g., DoIT)

Future

- Take a leadership role in E-publishing

Budget

There is general concern on the part of all stakeholders about the Libraries' budget. Interestingly there were mixed messages about collection budgets. Some comments showed an "appreciation of the support of campus" for the budget and others expressed concern that tight budgets have affected Libraries' collections and the ability to purchase needed material.

What is Valued

- Resources that Libraries have been able to purchase
- Support that the Libraries have received from campus administration
- Ability to request materials for purchase

Challenges

- Concern about continued affordability of interlibrary loan
- Committees and staff voiced concerns regarding underfunding
- Less money can foster lack of innovation
- How can Libraries retain the quality of resources (and "rich and wonderful print archives") with less money
- Cost of e-journals
- Consensus that e-books are very cumbersome; stakeholders want to have better e-book formats

Solutions

- n/a

Future

- Increase funding for electronic journal content, textbooks, and digitization

Collections

Print and electronic collections were discussed by all stakeholders. All stakeholders value the Libraries' collections and consider them to be number one in breadth and depth. Special collections, including archives and artists' books, were highlighted by some groups.

What is Valued

- Shared resources and licensing
- Rich and diverse collections with breadth and depth
- Special collections, including archives, music, and art

Challenges

- The role of print and electronic preservation and curation for the long term (storage, archive & access)
- Lack of availability of core resources
- Data management and archiving issues
- Cost of print and electronic journals

Solutions

- Provide information portals based on subject focus or identity of user, as the website can't meet everyone's needs to access information

Future

- There will be fewer physical collections
- Recognize that the physical item is sometimes as important or may be more important than the electronic

Communications

Some of the stakeholders raised the issue of communications and marketing. The Libraries' websites are considered by some to be too traditional. The Libraries should have more dynamic websites that convey the stories of all of the libraries more broadly.

What is Valued

- n/a

Challenges

- Communicating the full range of activities and contributions to the campus and beyond (e.g., "People don't understand what libraries do today. The Library doesn't brag enough. If you don't toot your own horn you are dead in the water.")
- The website is out of date; needs to updated, more dynamic and interesting

Solutions

- Proactive communication and promotion around services, collections, initiatives
- Library staff should do more outreach, marketing, and "sales"
- Campus-wide library staff development in marketing, branding, PR, etc.

Future

- n/a

Partnerships

The partnerships and collaborations that the Libraries engage in are valued by all constituencies and seen as successful in increasing awareness of Library services and resources. Whenever the issue of partnerships came up there was overall agreement that they are important and the Libraries are in a unique position on campus to pull partners together to collaborate more.

What is Valued

- Partnerships are valued - recent data management collaborations were highlighted

Challenges

- Not knowing who is doing what in similar areas is challenging
- Not having more satellite offices on the west side of campus

Solutions

- Increase partnerships and collaborations on and off-campus (including expanding our collaboration with the alumni association)
- Be the “neutral place” on campus where campus partners can come together to meet the needs of the university (e.g., Educational Innovation, Media Lab, WisCEL)
- Connect the Libraries more with the community
- Have writing center staff and other campus services give workshops with librarians to offer mixed and valued expertise

Future

- There is a strong role for the Libraries to play in the digital humanities. “Hook up with faculty to become the place where that work is expressed and applied. The Libraries hold the source material and have a unique role in being able to make it public to the world...”

Research Support

Support for research is particularly valued by grad students and faculty.

What is Valued

- Expertise of librarians and their availability and assistance with research

Challenges

- “Needs to be a central place for remaking the educational components of what we do”
- Support dissertations and access to research material in an open environment

Solutions

- Provide better support for student research outputs as connected to research and learning environments
- Develop roles for embedded librarians

Future

- Provide more data management services
- Librarians could identify potential collaborators for research projects if they were positioned closer to departments and researchers

Services

Library services are valued by all stakeholders including services to the community and support for teaching and learning. Stakeholders recognize that the Libraries provide many services and provide them well in a distributed manner.

What is Valued

- Availability and expertise of librarians
- Public services such as literature searching and research assistance
- Interlibrary loan and article delivery services
- Extended hours
- The availability of campus satellite services
- Computer labs and equipment checkout
- Ties to the Wisconsin Idea

Challenges

- Students need better access to high priced textbooks
- Need improved services to campus community about copyright and intellectual property issues
- Lack of technical support

Solutions

- Integrate services and spaces – similar to the Madison Public Library

Future

- “Open access will be resolved, copyright law, companies, and libraries will come to resolution about these issues.”
- Increased focus on services and people, since there is an expectation that there will be reduced spaces
- “The next revolution: a platform for open content publishing”

Spaces

Stakeholder groups expressed support of what the Libraries are doing with spaces. The general consensus is that the Libraries should keep providing a variety of spaces. The challenge is that everyone seems to just want more of what is currently being offered.

What is Valued

- The different cultures of the various libraries
- Libraries have a variety of study spaces that are appealing to different study styles. “You can always find someplace that works for you.”
- The flexible and collaborative way that Libraries are using spaces, e.g., WisCEL
- The idea of seeing the Libraries as a “neutral” space
- White boards, big tables, and ability to spread out

Challenges

- Rethink physical spaces. There should be more individual and group study spaces, rather than open study space. At the same time we have been asked to preserve the individual and group spaces we have—just provide more of them
- Need more tables, outlets, meeting spaces, and food
- Most librarians haven't gotten over the notion that the library isn't a physical space, which is evident on our websites
- The Libraries are really asked to meet "all space needs:" 24/7, water, food, electricity, multi-use study spaces, equipment, etc.

Solutions

- Undergrads in particular continue to ask that libraries be open more hours for services and study spaces.

Future

- A desired outcome is to have "more spaces where faculty and students interact."
- See increase in the "blended use" spaces

Staff

As a whole all of the stakeholders were highly complementary of Library staff.

What is Valued

- An appreciation of the individualized and personalized services and assistance
- The research assistance that staff provide is extremely helpful
- Staff are considered to be friendly, competent, accessible, and available experts
- The collaborative nature of staff/partnerships
- "We love the availability of librarians to help us at almost any time. Whether it is teaching in the classroom during courses, assisting with citation managers, or helping with literature searches."

Challenges

- Staff sessions reflected on many challenges that primarily revolved around lack of resources, staffing models
- Losing the overall focus of service they provide because there are so many groups pulling people in many different directions
- Grad students in particular emphasized the need for librarians to help navigate and apply information in varied formats to their research needs. "The more information becomes available, the more you need to know how to use it. Librarians are really helpful that way."

Solutions

n/a

Future

- Need more diversity in terms of the types of staff in Libraries – will need lawyers, programmers, instructors in addition to librarians

Teaching & Learning

Generally all of the stakeholders appreciated the teaching and learning services. They value the collaborations and partnering with departments as well as the development of online instructional resources.

What is Valued

- Library instruction is the bridge to information literacy. “The workshops are fantastic.”
- Libraries are easy to use across campus
- Library instruction is valuable to students
- The customized support that Libraries provide for all kinds of courses from basic to advanced

Challenges

- Library instruction is repetitive
- The online learning environment as a whole is very challenging (MOOCS, online courses, certifications, etc.)
- Shifting of student expectations related to the information environment, student preparation, and educational expectations

Solutions

- Graduate students are overwhelmed at the beginning of a semester so having an archive of brief tutorials would be helpful.
- “It seems like it would be a good idea to have the library community interact with K-12 instructors. Teaching kids earlier about information literacy would be a good idea. [By the time they are] undergrads, students seem to have little experience with information literacy.”
- Provide more help with copyright
- Provide instructional on-demand videos for advanced searching needs — expand on the current introductory sessions to help more advanced students

Future

- Some campus administrators anticipate an increase in support for teaching and learning. It was predicted that the Libraries, Academic Technology, and Continuing Studies will need to do a lot of the heavy lifting to support the academic enterprise.

Future/Vision

One of the primary themes that emerged regarding stakeholder's thoughts about the future is the expectation that not only *will* Libraries become more collaborative in the space and services they provide – but that they *should* become more collaborative and interdisciplinary in the spaces and services.

What is Valued

- n/a

Challenges

- n/a

Solutions

- Committee members and administrators pointed to the fact that libraries should assert leadership and not worry about resistance to change

Future

- The next revolution: a platform for open content publishing
- Thought leaders in technology, especially around data management and curation and the discovery and preservation of intellectual assets
- There will only be half of the libraries in 10 years. House people, not print collections.
- The libraries will be a virtual space – “I have to know the right path or format approach to find things. There will be more integrated discovery in 10 years – it will not be format dependent.”

Miscellaneous/Additional Comments

Several comments were interesting but do not neatly fit into the identified themes.

- “The information world has been turned upside down.”
- There are too many competing and conflicting priorities and expectations
- The Libraries are in a constant state of change
- Libraries should be part of the discussions when addressing the challenges and opportunities in higher education
- Several groups talked in different ways about the challenge of maintaining our traditional roles while trying to move forward with new ideas

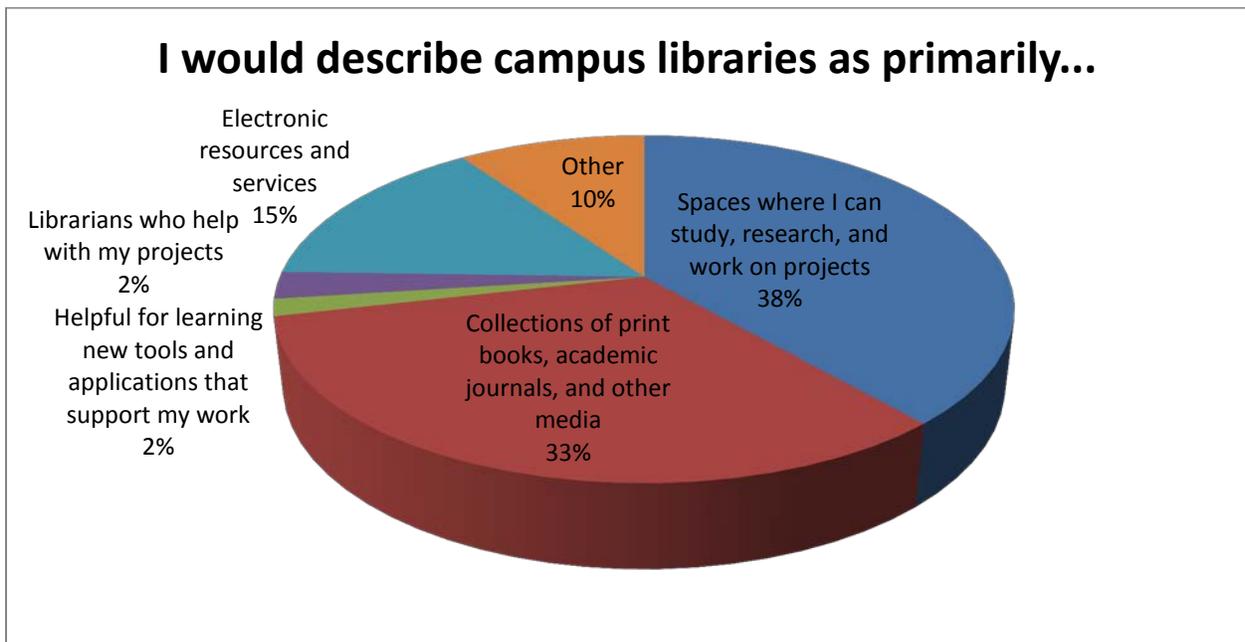
- Administrators and undergrads discussed that Libraries are the intellectual life of the campus. There was also the statement that “Libraries take leadership roles on broad issues.” This is underscored by the value that discussants gave to partnerships.
- “Faculty are finally catching up with what libraries have faced for some time: the electronic world, collaborations, partnerships...faculty are now moving into the digital world and copyright and intellectual property are issues...they really need the Libraries’ help.”
- “Value and Libraries – It’s there...Never wondered about the relevancy of the Library.”
- Incorporate new kinds of spaces into the libraries – also an outdoor patio

Summary of Qualtrics Survey Responses

The survey was available to constituents online and in hard copy for over three weeks during July 2013. The survey consisted of six questions, with the last question defining their primary affiliation with UW-Madison. The Libraries received 701 electronic responses and 68 hard copy responses for a total of 769 responses.

Question 1

The first question asked participants to describe campus libraries in one of 5 ways, with the additional option to enter free text. There were 758 responses to this question and they broke out as follows:



It is worth noting that out of the 10% that listed “other” as their choice, well over half of those respondents wrote they wanted to choose all of the above or more than one option. Many of the comments reflected the choice they made such as “A combination resource for research in electronic and print formats with help from librarians.” Only a few provided answers such as “Tutoring” and “Special Collections”.

Question 2

The second question asked people to rate the importance of different aspects of the campus libraries. Below is a grid which outlines responses to this question. A strong majority of respondents, 94%, indicated that having “free access to electronic information and services” was extremely or quite important. This was consistently rated the highest by almost all stakeholder groups.

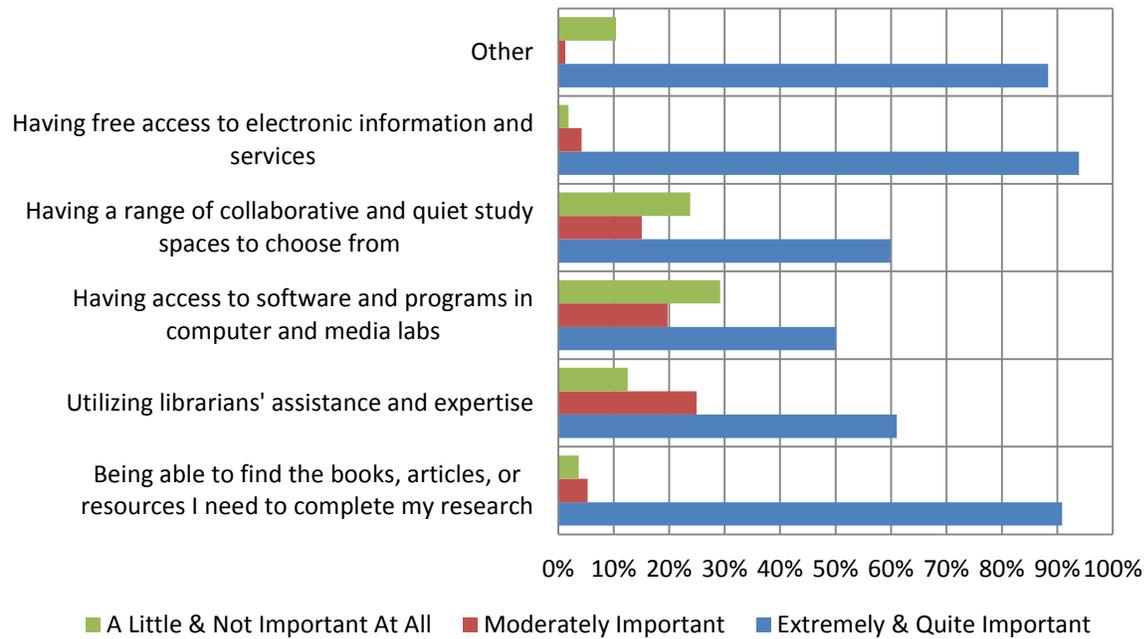
The second most highly rated aspect, with 91% of respondents giving it an extremely or quite important rating, was “being able to find the books, articles, or resources I need to complete my research projects.” This was less valued by undergrads, with only 80% rating it as extremely important or quite important.

The aspect of the libraries that received the lowest rating was “having access to software and programs in computer and media labs,” with 29% of respondents indicating this is a little important or not at all important. However, it is important to note that 54% of graduate students and 69% of undergraduates said this was extremely important or quite important.

“Having a range of collaborative and quiet study spaces to choose” was also rated low, with 24% of respondents giving it little or no importance, and is another area where scores varied widely by people with different affiliations to the UW. While study spaces are unimportant to faculty, they were listed as extremely important or quite important to undergrads, with 93% of respondents providing that ranking. Graduate students came in lower in this category, with only 71% giving it an extremely or quite important ranking.

“Other” comments generally received high ratings. Due to the way Qualtrics data is reported out it is difficult to interpret which comments in the “Other” section people said were of little or no importance. However, multiple comments were made about Interlibrary Loan Service, online resources and journals, receptive staff and environment and availability of coffee.

How Important are the following aspects of campus libraries to you?



Question 3

Question 3 asked about the greatest challenge people face in their work or studies at the UW. Of those responding, 38% chose time constraints. The breakdown of responses is in the grid below.

The greatest challenge I face in my work and/or studies at UW-Madison is...

Answer	Response	%
Time constraints	284	38%
Accessing the journal articles, books or other materials I need to conduct research in my field	121	16%
Knowing about important resources in my field that could help me with my projects / research	99	13%
The need to stay current with constantly changing technology and tools	91	12%
Preparing and completing coursework	47	6%
Other, please specify	47	6%
Knowing about library services that could help me with my projects / research	33	4%
Confusing online environments	32	4%
Total	754	100%

Twelve people used the “Other” response to indicate they would choose more than one challenge. Challenges listed were:

- Getting books delivered to my office
- Remote access to online resources (not always reliable)
- ILL is great, but not for books that have to be used at length and repeatedly
- No electronic access to certain items such as the Chemical Abstracts for people who aren't faculty/staff/students
- Electronic access to certain items or programs such as Merck Index, and Mathematica
- Competing successfully for grants
- Finding a quiet area where I can focus, especially when I need to study in groups
- Knowing the important questions in my field
- The need to stay current with constantly changing information
- Limited ability to quickly search through what is available
- Decreasing human help
- Figuring out when I've found all the relevant literature on my research focus, and distilling out the key references for in-depth reading
- Work culture that separates us and prevents effective collaboration across units
- Campus politics, administrative inefficiency
- Limited time at later hours (11pm-3am) of the day especially in the summer

Question 4

Question 4 asked “how effective are these current library services/resources in helping you in your work and/or study.” The respondents rated “electronic versions of resources that I can access anywhere, anytime” as the resource which was most helpful. Below is the breakdown of the responses.

	Extremely & Quite Important	Moderately Important	A little & not at all important	# of respondents
Electronic versions of resources that I can access anywhere, any time	88%	10%	2%	744
Research and discovery tools (e.g., article databases, library catalog)	84%	12%	4%	737
Delivery services (inter-library loan of books, articles, other materials)	80%	15%	5%	735
Library staff who can answer questions and provide one-on-one assistance	73%	19%	8%	735
Library staff who know how to facilitate content creation without violating copyright	56%	26%	18%	684
Collections of rare and unique resources for specialized study	52%	28%	20%	701
A variety of collaborative library spaces that facilitate peer-to-peer learning and group projects	49%	25%	26%	700
Data management and digital preservation services	47%	29%	24%	675
Other, please specify	43%	7%	50%	28
Support for open access publishing	39%	32%	29%	645

There are a few interesting points to make about the data above. All of the groups rated “Collections of rare and unique resources for specialized study” extremely or quite important 42% - 52% of the time except for Classified staff, where 66% rated it highly. The space question again led to the widest array of answers. Faculty only indicated that it was extremely or quite important 30% of the time while undergraduates indicated it as extremely or quite important 74% of the time. Undergraduates rated “library staff who can answer questions and provide one-on-one assistance” as extremely or quite important 85% of the time. The rating given to the question regarding delivery services and research and discovery tools was consistent among all groups. However, classified staff respondents rated “Library staff who know how to facilitate content creation without violating copyright;” “data management and digital preservation services;” and “support for open access publishing;” higher than the other respondents. For instance, the respondents overall indicated that data management and digital preservation was extremely or quite important only 47% of the time. Classified staff rated this as extremely or quite important 70% of the time.

It is notable that people chose not to answer all of the questions, which may explain many of the comments in the "Other" expressing a desire to have a "not applicable" column or expressing that they have not used and do not need many of the above resources. Several of the comments spoke about the adequate staffing and the "chat live" feature on the website. Multiple other people spoke about the space for meetings, group study, individual learning and quiet, comfortable places to study. However, based on the way Qualtrics reports the data it is difficult to know if people mentioned the above as positive or negative aspects. One individual commented that they did not know we had support for open-access publishing.

Question 5

This question asked people's thoughts about what the library would look like in 10 years. Overwhelmingly, respondents referred to the collections and their expectation that the physical collection will be greatly reduced and most items will be available electronically. Many comments were similar to this one: "print collection will be primarily historic, and digital access will be broader, faster and easier to navigate." Many respondents mention this is what they expect to see, although they truly appreciate access to printed materials on campus. Several people mentioned that reducing overall print on campus might bring "greater visibility to collections of distinction."

The second most common topic was space. One comment sums up the views of many respondents: "Primarily open physical spaces for study and collaboration, with only the most commonly-accessed print materials on hand; the bulk, if not all, of its holdings available online (with full-text searching); active role in campus and regional data preservation and search-and-discovery, with a much broader range of materials it curates than just the items traditionally identified as library resources (books, journals, etc.)." Many people mentioned more modern spaces with comfortable places to study both quietly and collaboratively and "cutting edge technology and tools." They mention we will most likely have more computers and other technological devices available. Another respondent indicated "Libraries also will need to offer facilities for the proper display, transfer, and use of multi-media and digital information, an area where UW already is badly lagging behind the frontiers."

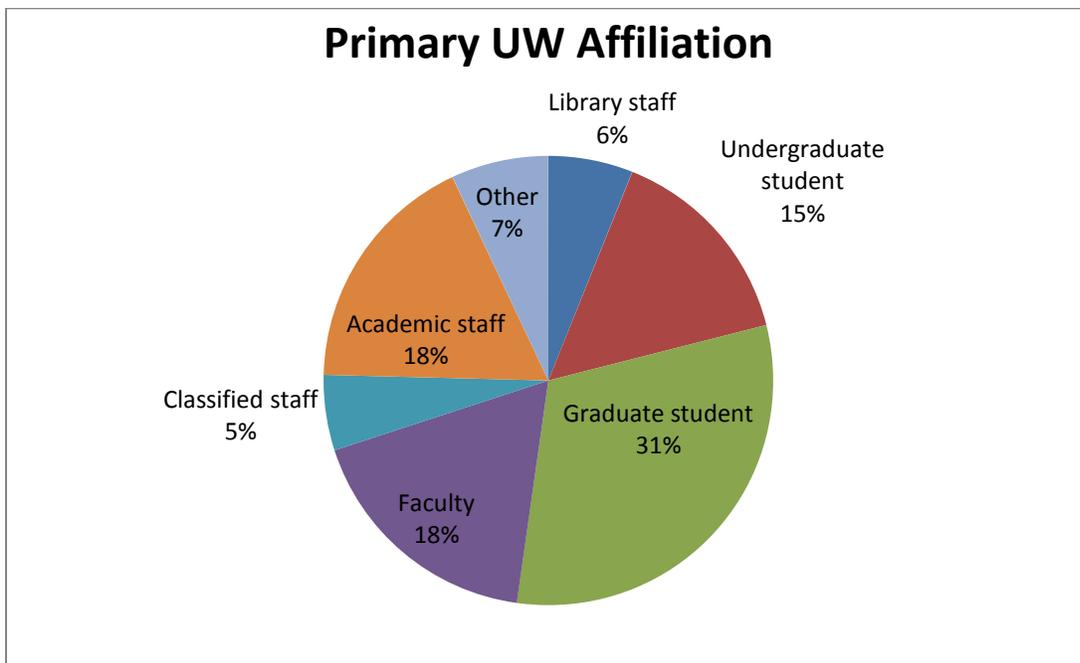
Many people spoke about the importance of technology to the future of libraries, and technology was also engrained in the responses about space and the reduction in physical collections. One respondent noted "they will also probably have interactive elements that will allow (like an app?) you to walk in, find your book via a sort of GPS route, and maybe even check out your own book. It would be cool if you could scan the book and get some information on it (a bio of the author, important words, etc.), but I don't know if that will be in 10 years." Another comment about technology was, "One improvement that might be useful is a link in the online catalogue that would send a book call number as a text message to a cell phone. I have used this at other libraries and it is very useful." Yet, another patron spoke of more flexible ways of accessing

data: "...the equivalent of being able to see antique Japanese teabowls on line – not only the front and back, but also the interior and the foot – more useful information will be available – it's also like the three-dimensional CAT scans of the brain blood vessels that can be rotated in three dimensions to add greater information."

Several comments spoke about the staff and the continued need in the future for their assistance in retrieving and organizing data in an ever growing and complex environment, and that librarians need advanced skills in this area as well as expertise in accessing e-resources. An example of such a comment which touches upon this and other areas mentioned above is: "I envision additional services and librarian expertise becoming more important as more content becomes available in more formats and places, and as people need assistance in navigating a more competitive information space. I also see academic libraries as places that preserve and make available more than print resources, taking on data and other products of local scholars, and preserving them and even providing a space for sharing and publishing research products."

Question 6

The final question asked respondents to report their primary UW-Madison affiliation. The breakdown is represented in the following chart.



The "Other" category includes community members, Friends of the Library, retired faculty and staff, special students, alumni, honorary fellows and a visiting lecturer.