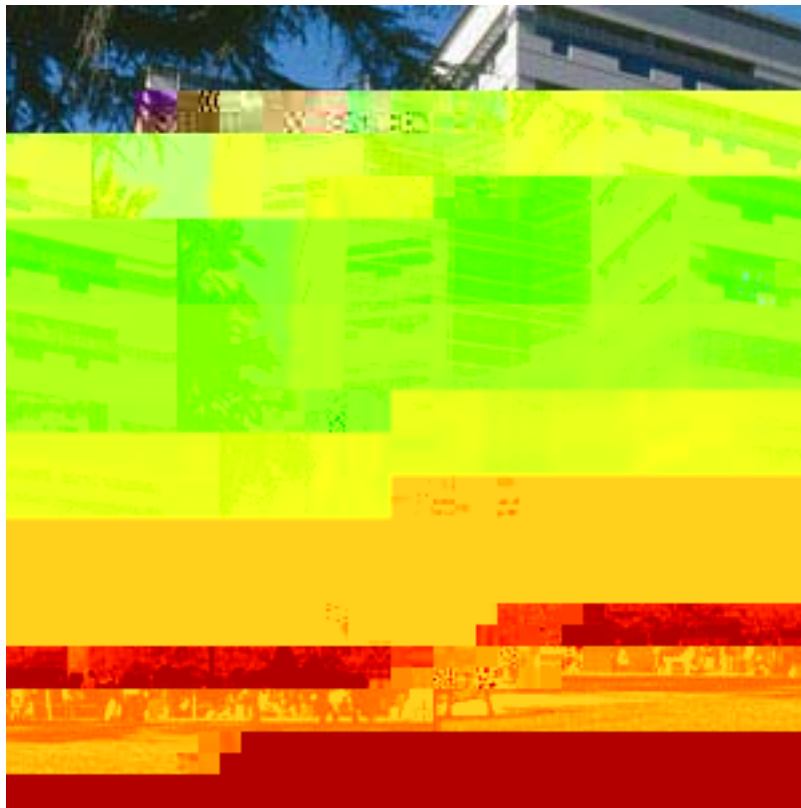


SJSU Liba Board Stud Report and Recommendations

Prepared by
University Library Board

April 2005



N e e eade

The original **A 2003 L b a B d e S d Re a d Rec e da** is available at:

<http://www2.sjsu.edu/senate/SS-S03-3a.pdf>

The National Center for Educational Statistics (NCES) data that were used in this report are updated every two years. The Library Budget Study report will be updated biennially following the release of new NCES data. Subsequent Library Budget studies will be available at:

<http://www.sjlibrary.org/gateways/academic/ulb.htm>

The updated report is an analysis of how the SJSU Library compares with traditional university libraries. We do not, however, any longer have a traditional university library. We have a highly visible, innovative and successful cooperative academic and public library that serves the entire San José community.

The King Library has become the intellectual commons for students on the campus. Students are checking out, through fall 2004, 100 percent more materials than they did in the last year in Clark Library. Cultural events and university and community programming have brought the University and the City closer together to address economic development needs of the area. The King Library has become the portal to the university for prospective students from the community.

The King Library has great potential for enhanced community collaboration. Investment is essential now to realize the potential. The first step in recognizing the potential is to get the SJSU Library's funding in alignment with peer academic institutions.

Table of Contents

SJSU Library Budget Study Executive Summary.....4

I. Funding Comparisons.....7

 A. Total Library Operating Expenditure Comparison.....7

 B. Library Materials Expenditure Comparison.....8

 C. Library Faculty and Staff Comparisons.....9

II. Factors requiring Increases in Library Support.....9

 A. Expansion of Research and Graduate Education.....10

 B. Limited State Support.....11

 C. Outcomes of Early 1990s Budget Cuts.....14

 D. Decline in Purchasing Power.....15

III. Summary, Conclusion and Recommendations.....15

IV. Appendices.....18

 A. Comparison Groups for SJSU Library.

 B. Sense of Senate Resolution (SS-S03-3) SJSU Library Budget

List of Figures

Figure 1: Library Total Operation Expenditures per FTES (2001/2002).....7

Figure 2: Library Materials Expenditures per FTES (2001/2002).....8

Figure 3: Library Staffing per 10,000 FTES (2001/2002).....9

Figure 4: SJSU Foundation Grant and Research Dollars.....10

Figure 5: Trend of SJSU Foundation Grants and Library Indirect Grant Receipts.....11

Figure 6: Sources of Funding for Library Materials.....12

Figure 7: Library Collection Expenditures and State General Fund Allocation.....13

Figure 8: Decline of Purchasing Power of SJSU Library Materials.....15

Figure 9: Percentage of State Appropriation Library Expenditures.....16

SJSU L b a B d e S d E e e S a

Bac d

This document updates the 2003 library budget study conducted by The University Library Board, in consultation with the Library Administration. The original report led to *Sense of Senate Resolution (SS-S03-3) SJSU Library Budget*, which accepted the report and endorsed resolutions encouraging the President and others from the University Administration to make funding for library resources a high priority. It was prepared in April 2003 and used 1999/2000 comparison data, the latest available at that time. This revised report builds on the findings and recommendations from that previous study using comparison data from 2001/2002, the latest years for which complete national library statistics and analysis are now available. When possible, statistics for 2003/2004 are also incorporated.

SJSU T a f a a d V

As SJSU plans for its future, one of its key assets is its beautiful new library building and the human and information resources it contains. In SJSU's efforts to reach its 2010 vision to become "a crucial resource for Silicon Valley,"—the information heartbeat of the campus and community—attention must be given to implementing a multi-year resource plan to build a solid financial base for the library, one that is able to support SJSU's curriculum, research, and service goals.

After more than a decade of no increases in acquisitions and operational dollars, recent years of budget cuts, high annual inflationary rates on acquisitions, and reduced funding from Foundation grants, plus the increased service and technology needs inherent in the success of the King Library has placed the mission of the library to support campus goals in great jeopardy. For example, no recourse was left but to undertake a major journal cut in 2004/2005. While the securing of IRA funds and the recent work to lay the foundation for ongoing fund raising will help targeted needs, these efforts can only supplement a funding base but cannot create it. Indeed, without an adequate funding base, there will be little or no incentive for community members to raise funds for the library.

If SJSU is to be the university of choice for faculty and students and have strong community alliances through its outreach programs, it must capitalize on its involvement in creating the King Library. The library can and should be one of its "crown jewels."

F d :

- Comparisons with California Post Secondary Commission (CPEC) Group of Public Institutions and Research Intensive Universities reveal that CSU campus libraries are underfunded relative to comparable institutions.
- Even without consideration of increased service demands in King Library, SJSU Library is underfunded compared to other large CSU campus libraries.

Fac Re I c ea e L b a S :

- Outcomes of early 1990s budget cuts (SJSU vs. Library)
- Decline in Purchasing Power
- Expansion of Research and Graduate Education
- Success of King Library with increasing service demands

C & :

- Inadequate staffing to meet basic academic needs, much less address the potential of King Library as an effective interface with the community.
- Cannot fulfill Urban Research Library mission with continuing decrease in annual acquisitions of library materials

Rec e da :

- Develop strategy to bring library funding and staffing from state appropriations to a level commensurate with library funding at comparable institutions
- Secure alternative funding sources

Fa Fac R d C a :

2001/2002 Library Operation Expenditures per FTES

S IS	\$325
C C	\$
S	\$4 0
S CS	\$32

2001/2002 Library Materials Expenditures per FTES

S IS	\$84
C C	\$2 1
S	\$234
S CS	\$

2001/2002 Library Staffing per 10,000 FTES

S IS	46
C C	1
S	
S CS	

Community Visibility	
2003/2004 King Library Visitors Compared to Bay Area Sports Attendance	
	2,538,784
S	3,2 4,
S	2,21 ,
S IS	4 ,2 1
S 4	40, 44
S	440,0 3

I. F d - C a

2001-2002

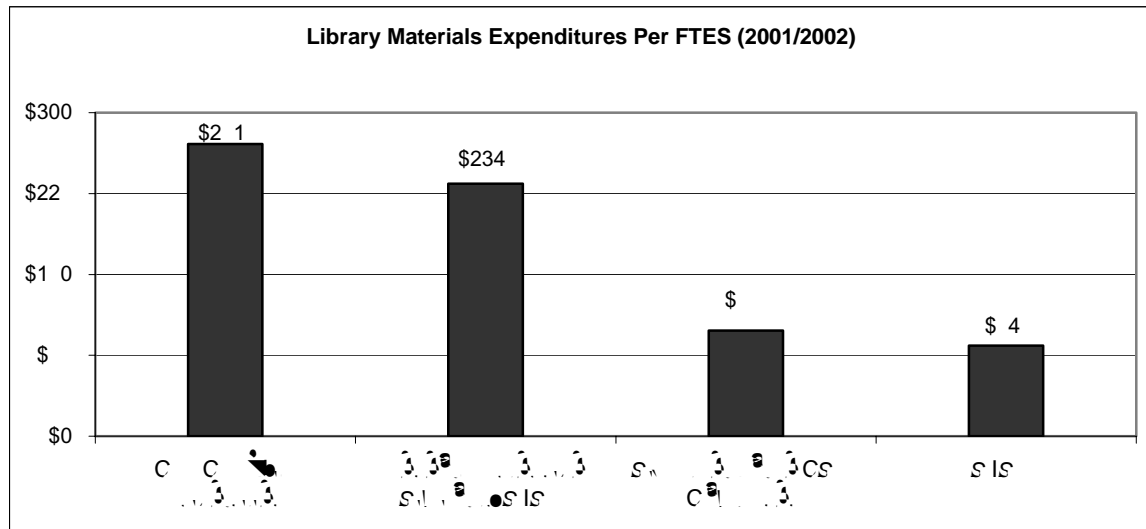
B. LIBRARY MATERIALS EXPENDITURE COMPARISONS

2001/2002

SJSU library materials expenditures was \$1.98 million or \$84 per FTE student (see Figure 2):

- CPEC Public comparison universities averaged \$5.06 million or \$271 per FTE student. With \$84 per FTE student, SJSU materials expenditures per FTE student were 69% lower.
- Research Intensive benchmark universities averaged \$4.19 million or \$234 per FTE student. SJSU materials expenditures per FTE student were 64% lower.
- CSU large enrollment campuses averaged \$2.53 million or \$98 per FTE student. SJSU materials expenditures per FTE student were 14% lower.

Figure 2



2003/2004

- SJSU materials expenditures per FTE students were \$87.
- Meanwhile, CSU campuses materials expenditures per FTE student have decreased from \$98 to \$93, which is still higher than SJSU.

C. LIBRARY FACULTY AND STAFF COMPARISONS

2001-2002

SJSU library staffing levels are much lower than comparable universities (*see Figure 3*).

- CPEC Public comparison universities averaged 91 FTE staff per 10,000 FTE students. With 46 staff per FTE student, SJSU was 50 percent lower.
- Research Intensive benchmark universities averaged 69 FTE staff per 10,000 FTE students. With 46 staff per FTE student, SJSU was 33% lower.
- CSU campuses averaged 55 FTE staff per 10,000 FTE students. SJSU staffing was 15 percent lower.

Figure 3

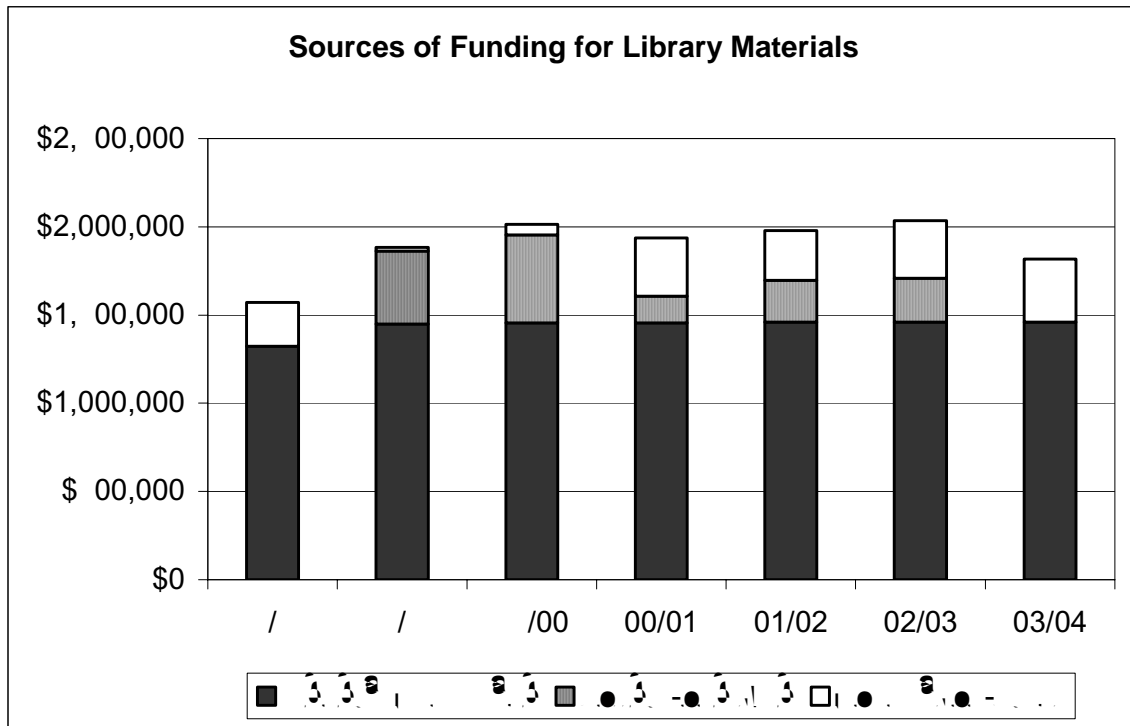


A. EXPANSION OF RESEARCH AND GRADUATE EDUCATION

From an undergraduate state college with minimal research emphasis, SJSU, in the last twenty years, has transformed itself into a university that strongly emphasizes faculty scholarship and graduate programs as important adjuncts to quality undergraduate teaching. Through University policy (approved by the Academic Senate and University President), library research-based learning has now become a central feature of the educational experience of all students.

The administrative emphasis on scholarship and research to enhance our teaching mission has spurred a rapid growth in graduate programs at SJSU as well. In 1980/1981, SJSU granted 3,882 bachelor's degrees and 875 master's degrees. In 2002/2003, SJSU granted

Figure 6



- Starting in 2003/2004, one-time lottery funds were no longer awarded for library acquisitions.
- In 2003/2004 and in 2004/2005 the Library has been dependent on the previous years' savings in the Foundation account and has substituted these funds for the lost lottery dollars.
- By the end of June 2005, the Foundation account will hit a zero balance. If no further funding is provided or there is no allocation increase from the Foundation grants, the Library collection budget in the year of 2005/2006 will be reduced once again.
- In 2004/2005, library materials budget decreased by 19% or \$310,000 from previous year. In 2004, to stay within budget, printed journal subscriptions were cut from 2000 titles to about 800 titles.
- Without new base funding in 2005/2006 no new books will be purchased and some electronic resources will be cut.

This situation is somewhat offset by an increase in the Instructional Related Activities (IRA) student fee which will allow the Library to purchase \$190,000 annually in additional electronic resources and videos, starting in January 2005. The IRA fee must be

used to fund new electronic resources and videos focused on student needs. It cannot be used to sustain existing subscriptions and purchases of monographs. New base funding, in addition to the IRA fees, is still essential.

Figure 7

L b a C e c E e d e a d S a e G e e a F d A c a

Yea	S a e G e e a F d A c a e d f C e c (1)	L b a C e c E e d e a d (2)	E e d e a d A c a D f f e e c e (2) - (1) (P a d b L e & F d a f d)
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C. OUTCOMES OF EARLY 1990s BUDGET CUTS (SJSU vs Library)

Another contributing factor is the long-lasting impact of budget cuts made in response to California's fiscal crisis in the early 1990s. At that time the CSU abandoned its former practice of using elaborate formulae—contained in the Orange Book or Gold Book—to allocate resources, allocation within the University was no longer necessarily tied to student enrollments. From 1990/1991 to 1992/1993, the SJSU budget suffered a 5% decline. In 1993/1994, it began to recover and move steadily upward.

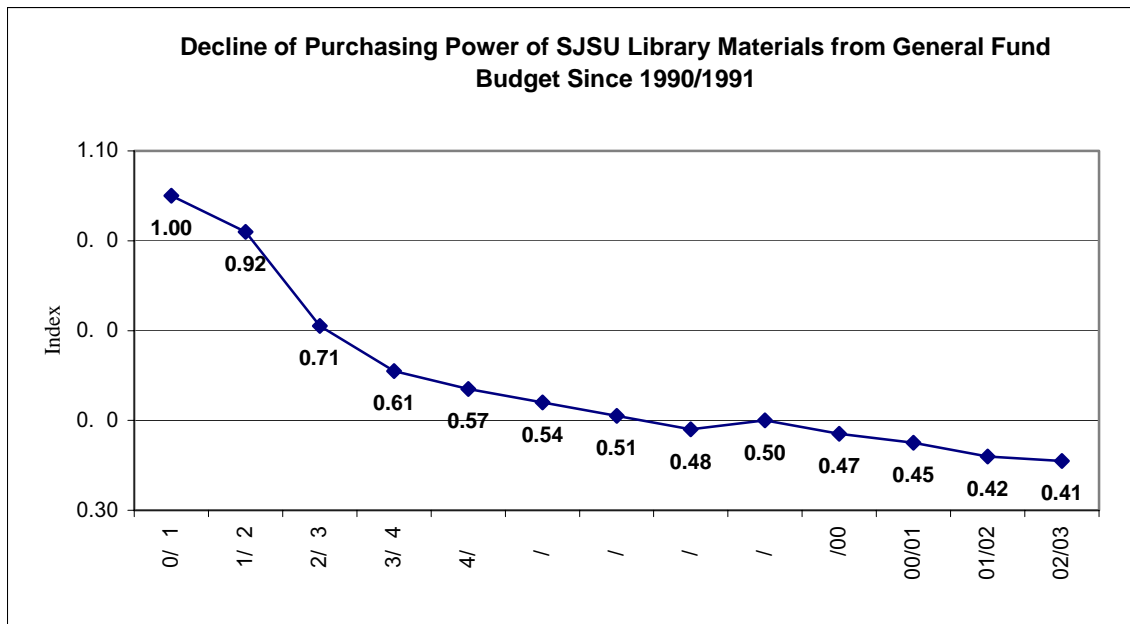
B	2002/2003	e	a	U	e	b	d	e	a	47%	e	a
I	2002/2003	e	L	b	a	b	d	e	a	26%	e	a
												1990/1991.

The decreased funding of all libraries in the CSU and its impact upon the quality of teaching and learning in the CSU has been acknowledged by CSU faculty, particularly over the past few years as the situation has become more severe. The Academic Senate of the California State University noted in

D. DECLINE IN PURCHASING POWER

- Limited state funding and budget cuts from the 1990s is exacerbated by the high inflation rate of scholarly information resources.
- Decreasing purchasing power has caused sharp declines in annual acquisition of journals and other library materials (*see Figure 8*).
- Declines in purchasing power have been so severe that 2002/2003 dollars could only purchase 41 percent of library materials purchased in 1990/1991.
- On the positive side, the Chancellor's Office initiated a central system-wide electronic acquisitions program (a consortia) for CSU Libraries, resulting in substantial assistance/savings to budget expenditures. The value of consortia purchases to SJSU is estimated to be \$165,000 annually.

Figure 8



III. SUMMARY AND CONCLUSION

The need for funding is exacerbated by the phenomenal success of the new King Library as evidenced by student and faculty circulation statistics, number of visitors per day, library cardholders and other notable numbers. All this places an unprecedented demand on staff and services.

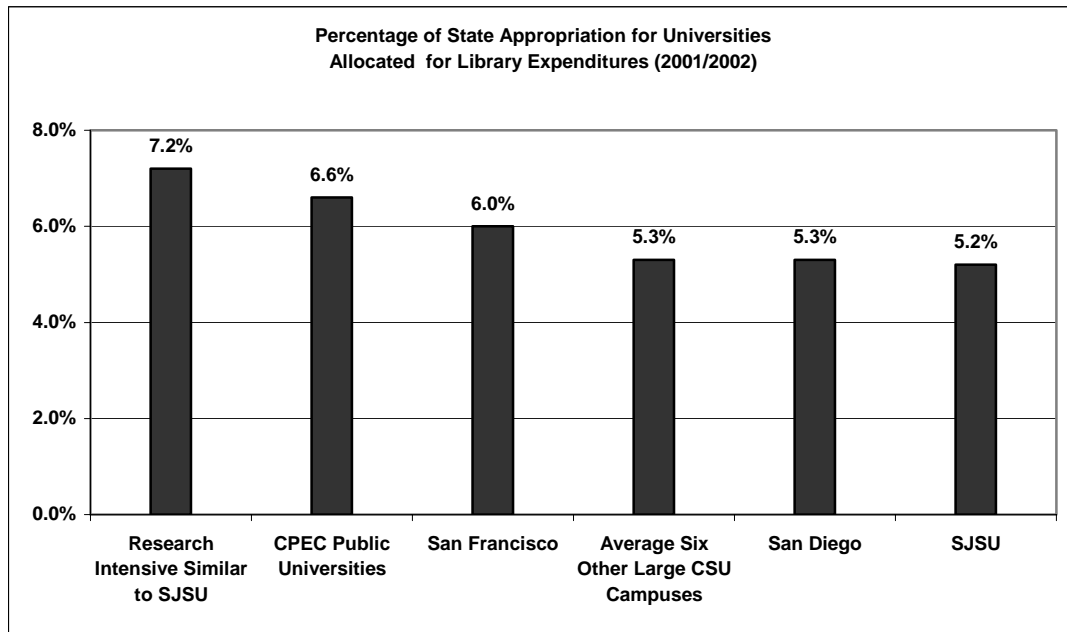
The key question is: How much funding is required to support campus research, teaching and learning? As the statistical comparisons demonstrate, SJSU staffing levels and library

acquisitions are insufficient to meet the requirements of a research oriented metropolitan university. In response, the University Library Board made the following recommendations in April 2003 for consideration by the Academic Senate, the SJSU Administration and all faculty concerned with student learning, research, and the future of the campus. Progress on these recommendations is provided below (in italics).

RECOMMENDATIONS:

1. *Because of the documented inadequacy of CSU funding for its libraries and the size and quality of SJSU research and graduate programs (see Figure 9), ULB feels that simply reaching the average funding level of the six other large CSU campuses is not sufficient. The University should establish a plan of annually increasing the Library's proportional share of the total University budget from State general funds until the agreed upon level is achieved.*

Figure 9



Note: State appropriations represent the approp

2. See a e a e f d ce . S a e e f de e a e a e ce
f add a - e b a d e de:

- Lobbying the Chancellor's Office for direct library support as a legislative priority
- Supporting increased funding (2.6 million in 2003/2004 expenditures) for the central CSU electronic acquisitions program

Progress to March 2005:

An Instructional Related Activities Fee (IRA fee) earmarked for the Library went into effect with Spring Semester 2005. The \$14 fee per student per semester is allowing the Library to offer services targeted at specific student needs, such as the following:

- *Extended hours of operation*
- *Electronic and video materials purchases*
- *Technology support*
- *Staff help on the research floors*

3. I a e a de e e ca a c ea e e d e f e L b a .

There really is no way to make up for lack of funding in past years, but SJSU can build endowments for the library.

Progress to March 2005:

- *An impressive group of individuals agreed to serve on the SJSU Library Leadership Advisory Council. Goals set collaboratively with Council members, the Advancement Office, and the Library include the following:*
 1. *Help the King Library become a model of the new urban research library that complements the SJSU vision of a metropolitan research oriented university*
 2. *Reach a goal of \$7.5 million dollars to meet technology and collection needs by 2015*
 3. *Launch an annual fund initiative in September 2005*

IV. A e d ce :

COMPARISON GROUPS FOR SJSU LIBRARY

Re ea c I e e e ↘ f a a be c a e e	R b c U e e U ed f a a e a d ↘ de fee e Ca f a P Sec da Ed ca C (CPEC)	O e Ca f a S a e U e La e E e
1. University of Central Florida	1. Arizona State University, Tempe	1. CSU, Fullerton
2. Indiana University-Purdue at Indianapolis	2. Cleveland State University, Cleveland	2. CSU, Long Beach
3. University of New Orleans	3. George Mason University (Virginia)	3. CSU, Northridge
4. University of North Carolina at Greensboro	4. Georgia State University	4. CSU, Sacramento
5. University of Nevada, Las Vegas	5. Illinois State University, Normal	5. CSU, San Diego
6. Cleveland State University	6. North Carolina State University	6. CSU, San Francisco
7. Portland State University	7. Rutgers, the State University of New Jersey, Newark	
8. Middle Tennessee State University	8. State University of New York, Albany	
9. George Mason University	9. University of Colorado, Denver	
	10. University of Connecticut, Storrs	
	11. University of Nevada, Reno	
	12. University of Texas, Arlington	
	13. University of Wisconsin, Milwaukee	
	14. Wayne State University, Detroit	

offered through a beginning graduate level, similar preparation and career aspirations of students. This is a reasonable comparison group for assessing need to support faculty library research needs as well. SJSU asks for considerable scholarship from its faculty, significantly increasing amounts over the past several decades and thus should have library expenditures comparable to places that do offer some doctorates. SJSU is now embarking on the joint Ed. D. and is planning to offer joint doctorates in other fields as well.



San José State
UNIVERSITY

