The Lillian F. & Milford J. Harris Library is one of four library partners that make up the CWRU library system. In direct collaboration with the Kelvin Smith Library, the Cleveland Health Sciences Library, and the Judge Ben C. Green Law Library, the Harris Library’s primary mission is to serve the Mandel School of Applied Social Science’s students, faculty, staff, and alumni, and to function as a rich and vital resource for the greater Cleveland area social work community.

Holdings & Location of Collection:

The Harris Library at MSASS is one of only a small number of professional social work libraries administered by a school of social work. Founded in 1916, the collection of the Harris Library comprises one of the oldest social work libraries in the country. Located on the 2nd and 3rd floors of the MSASS building, it is easily accessible to MSASS students and faculty, and widely used by many. The collection of the Harris Library supports the School’s curriculum and research interests with just over 40,000 volumes, 250 print journals in the social work field, access to thousands of electronic journal articles and reports, and over 900 media items. The Harris Library is also fortunate to house a number of valuable papers and collections, including The Eleanor Gerson collection and a collection of Herman D. Stein’s papers from his decades at MSASS and Case Western Reserve University (currently in process). A schedule of valuable papers is attached (I).

Staffing:

The Harris Library is staffed by four professional librarians, who all posses graduate degrees in library and information science. There is a library director, a technical services librarian, an instruction librarian, and a reference librarian who is also the technology liaison. All librarians perform reference, information literacy instruction and collection development functions, in addition to other listed job responsibilities. Two highly qualified support staff members provide administrative assistance in the library, and various undergraduate students provide circulation desk, technical services and other clerical assistance.

Budget:

A summary of the budget for the Harris Library collections is attached (II).

Usage Data:

For a summary of usage data, the completed 2006-07 Association of Research Libraries worksheet for the Harris Library is attached (III).

Equipment & Technology:

The computer lab in the Harris Library is available for use by MSASS students, faculty, staff and affiliates. The computer lab currently provides 16 computers plus a technician’s machine. The lab computers are Dell Pentium IV’s, 8-Optiplex 745’s, and 8-Dimension 4500’s, CD-RW’s (CD burning capabilities, Front Mounted USB Ports, Digital Video Cards, 17” Monitors, Windows XP Professional). All machines are connected through the campus network to a printer. A special feature of the lab is the video projection
equipment. Software on the lab machines includes the complete suite of Microsoft Office, SPSS, and, on certain machines, SINGWINN and Genogram Maker are available.

There are 6 computers in the reference area of the Harris library – 3 computers across from the reference desk, and three on the 3rd floor atrium, available for student use. Another library computer exists on the first floor student lounge, for use by students when the library is not open.

All library computers print to a networked Xerox printer, which also functions as a photocopier for the students. A second Xerox printer/copier is attached to the computer in the student lounge. At the present time, printing and photocopying cost ten cents per page.

Circulation Information:

The Circulation Policies are attached (IV).

Online Catalog, Databases, Interlibrary Loan:

The Case Libraries use the Millennium system (Innovative Interfaces) to provide seamless access to the library catalog, and the library catalog main web page (http://catalog.case.edu) is the primary gateway to all library information services. The catalog includes the holdings of all CWRU libraries, the Siegal College of Judaic Studies, and the Cleveland Institute of Music. It also provides access to OhioLINK, an incredibly vast and valuable resource.

OhioLINK is a project funded by the Ohio Board of Regents to connect the libraries of Ohio universities, colleges and community colleges, as well as the State Library and other large research institutions throughout the state. It includes a shared online catalog and document delivery service linking over 80 Ohio institutions, providing access to over seven million articles and full text and bibliographical access to a very large number of books, journals, dissertations, theses, and multimedia items, many of which are highly appropriate and relevant for social work study and research.

Case Libraries encourage all students to make use of the Research Databases, a suite of hundreds of online indices and abstracts, many of which provide full-text of articles. Databases may be accessed from any campus computer, or remotely from anywhere in the world with the use of a network ID and Case’s VPN system on a 24x7 basis. A list of databases relevant to the social sciences is attached (V).

Interlibrary Loan (ILL) and patron-initiated requests are available to students, faculty and staff. The Harris Library will pay up to $15 to acquire a book and up to $10 to acquire a photocopy / article for any current MSASS student. When these limits are exceeded, the requester is asked to cover the difference. Because of the various reciprocity agreements between the Harris Library and other libraries, ILL journal requests are usually received at no cost to the students. The growing number of full-text journals available also provides students with no-cost access to journal articles without having to use ILL services. Book requests through OhioLINK are patron-initiated and require no intervention on the part of the library staff, except in rare cases. Books can be requested from any OhioLINK library and usually arrive within five working days of the request. The Interlibrary Loan policy is attached (VI).

The Harris Library media collection covers a wide range of social work-related topics, and there are currently over 900 titles in the collection. As with other resources on campus, the items are listed in the online catalog and materials from any library can be borrowed by social work students.
Reference:

Reference service provision remains a primary focus of the Harris Library. Librarians staff the reference desk from 8:00 a.m. – 5:00 p.m. Monday, Thursday and Friday. Reference coverage is extended on MSASS’s heaviest class days, typically Tuesday and Wednesday, until 7:00 p.m. Librarians also work on the Saturdays of Intensive Weekend classes, so that the IW students have professional librarian assistance available to them in person. In addition to our in-person desk hours, the Harris Library has a reference question email account (harrisref@case.edu) which is constantly monitored by all the professional librarians. A report of reference transactions is attached (VII).

Librarians, Information Literacy, Services, & Planning:

The Harris librarians are all subject specialists in the many and varied areas of curricular concentration for MSASS. A list of the librarians and their liaison areas is attached (VIII). All Harris librarians are encouraged to participate in local, regional and national professional development opportunities and to attend relevant meetings as necessary. Financial support to attend said meetings and conferences is provided.

The Harris librarians work closely with the Mandel School faculty to introduce information literacy concepts into the curriculum for Masters and Ph.D. students. Incoming students receive a lab orientation that provides an overview of the library and information technology resources on campus. After the lab session, students are required to complete an online orientation to help familiarize them with basic library research skills and to prepare them for further library instruction in their classes. The online orientation is a 6 module tutorial which provides a detailed overview of the research process. Each module is then followed up by a corresponding quiz, which students take via the Blackboard course management system. Tutorial and quiz completion is mandatory, and student advisors partner with Harris librarians to ensure that every student completes the library tutorials and quizzes.

The Harris Library also provides specific information literacy classes in the Human Development and Social Policy courses for new students in the full-time and Intensive Weekend programs. In addition, we teach detailed information literacy skills in a number of specialized courses and work with faculty to customize the library sessions. Second year students receive instruction in Introduction to Social Research, Practice Evaluation, and Family Systems Theory classes. Other instruction is provided at faculty request, and tailored to each course / section’s needs.

The Harris Library provides support for Blackboard, the online course management system used by Case Western Reserve University. Mandel School instructors are welcome to make an appointment with a librarian to set up their Blackboard course sites and to learn how to use this interactive tool. In addition, the librarians can answer basic Blackboard related questions by telephone and by e-mail. The library works with the campus Blackboard administrators to trouble shoot technical problems, and to host workshops for beginner and intermediate users.

Alumni use of the Harris Library is very much encouraged. The Harris Library offers free access to all Mandel School alumni via a special borrower’s card. Once an application has been filled out, MSASS alums are added into the Millennium system and permitted to check out up to 6 items from the Harris Library, or from the Kelvin Smith Library (which is the main library on the Case campus). Alumni access is communicated in person to students, via the Harris Library newsletter (the Update), and on the Harris Library website. The library director also presents yearly to the MSASS Alumni Board to make sure that the privileges and services extended to alumni are communicated.
The Harris Library website serves as a bountiful resource of information not only for MSASS students, faculty and staff, but for the Greater Cleveland social work community as well. Pathfinders in all areas of the MSASS curriculum are regularly updated to provide the most current information available in many areas of social work. Furthermore, regional resources, free resources and an entire host of other valuable resources are referenced on our website.

The Harris Library works to take a proactive stance on strategic planning, curriculum revision and technology development within the Mandel School. The Harris Library Committee, which is a standing committee set forth in the bylaws of the MSASS faculty, meets four times during each academic year; the committee is comprised of the library director, four MSASS faculty members, one faculty member from the Mandel Center for Nonprofit Organizations, one master student representative, one Ph.D. student representative, and one member of the MSASS alumni. The charge of the committee as set forth in the MSASS faculty bylaws is attached (IX).

Furthermore, curricular changes are discussed frequently in collection development planning with key faculty members, and the library director is also a participant in the MSASS leadership team meetings. As the library is at the forefront of facilitating students’ use of technology, library staff regularly meets with MSASS IT staff. In 2006, an Academic, Research, Administrative Technology Committee was convened, and the library director is a member of that committee. The charge of that committee as defined by the MSASS Dean is attached (X).

As the University has very recently undergone a strategic planning initiative, the Case Libraries have worked as a group, with the assistance of the Faculty Senate Library Committee, and have come up with a Library Priorities Report 2008-2012 to address issues of challenges, priorities and planning. While this report covers all Case Libraries, there are specific priorities and challenges listed for the Harris Library. A copy of this report is attached (XI). Furthermore, strategic planning for the Harris Library is an initiative slated for intense focus during the 2008-09 academic year; working through more of this with the Harris librarians, the Harris Library Committee, other MSASS faculty and departments throughout the year is a priority.

Items Recommended for Purchase/New Acquisitions Lists:

Because the library is located within the Mandel School, faculty members frequently come into the library to discuss items for purchase with the librarians. Requests for purchase may be made in person, via email or via phone recommendation, and, as long as the materials suggested fit in with the Harris Library collection and the MSASS curriculum, recommended items are purchased, money permitting. Furthermore, the latest editions of all required textbooks for MSASS classes are purchased by the Harris Library each semester and placed on reserve. Harris Library staff work closely with faculty members for each course section to establish circulation guidelines for these materials. Normally, books on reserve circulate for 2 hours, but if individual faculty members prefer other circulation guidelines, we accommodate those requests if at all possible.

If faculty members have requested a specific title, they are notified via email when it is cataloged and available for use in the collection. All titles are available in real time in the Case Libraries online catalog as soon as they have been cataloged. Acquisitions lists for the Harris Library are published every semester and placed on the Harris Library web page. They are also published in our quarterly newsletter, The Update.
Traffic Counts:

Patron traffic has declined slightly in recent years; this is directly attributable to the fact that so many of the Harris Library resources are available online to students 24/7. As mentioned before, the Harris Library staff members strive to make our website as comprehensive as possible in order to facilitate this process. Physical presence in the library is not necessary for students to complete their research; however, we strongly encourage all students to make use of our in-person services. Specific traffic count data is attached (XII).

Instructional Sessions:

Data for specific number of instruction statistics is attached (XIII).

Library Hours:

The Hours of the Harris Library are set in advance according to the academic schedule. No requests have been received from students asking for longer library hours. The librarians did change coverage on Intensive Weekends approximately 2 years ago. Prior to that time, librarians were present on the Sundays of Intensive Weekends. However, because of the nature of the Intensive Weekend program, and the fact that so many of the IW students travel long distances to MSASS, the librarians found, through informal discussions with students, that, once class time was finished on Sunday, students were eager to leave campus to begin their trek home. With this in mind, the librarians switched IW coverage from Sundays to Saturdays. On Saturdays, students spend the night in the greater Cleveland area, and thus have time on Saturday evenings after class to complete any research that needs to be done in the library. This change seems to have served the Intensive Weekend students' needs well. A copy of the hours for both the Harris and Kelvin Smith Main Library is attached (XIV).

Assessment/Evaluations:

Assessing the effectiveness of the Harris Library services, facilities and collections is a constant priority. The fall 2008 semester marks the first time incoming students have been asked to assess the effectiveness of the Harris Library’s online and in-person orientation sessions. This assessment is currently ongoing, and has been delivered to students via the Blackboard course management system. At the current time, data is still being collected and analyzed.

The Harris Library encourages feedback from users; there is a locked “suggestion box” on the circulation desk, with forms that allow for anonymous or identifiable feedback. There is also a “How Are We Doing?” link on the Harris Library web page, which instructs users to email the library with their comments and suggestions. The library director has participated student “Feedback Forums” along with other departments at MSASS, and welcomes the opportunity to participate in those if they are scheduled in the future.

This year, the Case libraries campus wide will be participating in LibQUAL, (http://www.libqual.org/) which is a suite of services that libraries use to solicit, track, understand, and act upon users’ opinions of service quality. Once this process is complete, more information will emerge regarding users’ opinions of the Harris Library and the Case Libraries overall.

Strengths, Concerns, Future Directions:

Without question, the greatest strength of the Harris Library lies in our exceptional staff members who provide excellent service to all of our constituent populations. Our superior collection has been built by
our staff, our patron-focused services are provided by our staff, and our relationships with faculty and other MSASS departments are facilitated because the Harris Library employs some remarkably exceptional people. As library director, I could not ask for a better group of people supporting me.

The Harris Library, as it exists in the Mandel School building, has not been remodeled since 1990. Newer carpeting and more comfortable furnishings, along with the creation of some “group study spaces” would greatly enhance our patrons’ experiences while in the library. Another area of concern emerges due to the increase in the number of students who bring laptops to campus. When the current library space was designed, power outlets were not installed in great numbers. One frequent request is for electrical receptacles into which people can plug laptops. The library is scheduled to be remodeled in 2012; until that time, we are incorporating stopgap measures (placing power bars on study tables, for example) to address student concerns.

Our collection continues to grow in conjunction with the Mandel School curriculum. As curricular revisions have been put into place in recent years, the Harris Library will ensure that all materials required to support the current curriculum are purchased and ready for use by MSASS faculty, students, and staff, and by the local social work community as well.
Attachments:

I. Valuable Papers


III. ARL Statistics 2006-07 Worksheet

IV. Circulation Policies

V. List of Social Sciences Databases

VI. Interlibrary Loan Policy

VII. Reference Statistics

VIII. Library Liaison Assignments and Areas of Collection Development

IX. Bylaws of MSASS Faculty – Library Committee

X. Appointment Letter – ARATAC Committee


XII. Harris Library Traffic Counts

XIII. Instructional Sessions Statistics

XIV. Library Hours – calendar year
## Valuable Papers

### Valuable Papers & Records Summary Schedule

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mandel School of Applied Social Sciences</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Case Western Reserve University</td>
<td>PREPARE:</td>
<td>Dorothy H. Maroff (368-2293)</td>
</tr>
<tr>
<td>LOCATION:</td>
<td>MSASS Building</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11235 Bellflower Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cleveland, Ohio 44106-7164</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>CATEGORIES</th>
<th>See Detailed Schedule #</th>
<th>Total Units</th>
<th>Total Value $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Papers &amp; Records Replaceable</td>
<td>A</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Papers &amp; Records Non-Replaceable</td>
<td>B</td>
<td>198 LF</td>
<td>$ 26,730.00</td>
</tr>
<tr>
<td>Electronic Media &amp; Realia</td>
<td>C</td>
<td>1066</td>
<td>$ 243,455.00</td>
</tr>
<tr>
<td>Atlases, Charts &amp; Maps</td>
<td>D</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Microfilm</td>
<td>E</td>
<td>2</td>
<td>$ 935.00</td>
</tr>
<tr>
<td>Periodicals &amp; Reports</td>
<td>F</td>
<td>6717</td>
<td>$ 2,132,647.50</td>
</tr>
<tr>
<td>Standard Books</td>
<td>G</td>
<td>29159</td>
<td>$ 1,960,517.50</td>
</tr>
<tr>
<td>Collectibles</td>
<td>H</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTALS** | 37142 | $ 4,364,285.00
### Harris Library 3 Year Budget Comparison

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>$95,000</td>
</tr>
<tr>
<td>2008-2009</td>
<td>$97,334</td>
</tr>
<tr>
<td>2009-2010*</td>
<td>$99,718</td>
</tr>
</tbody>
</table>

*estimated

9/15/2008

dhm
ARL STATISTICS 2006-07 WORKSHEET

This worksheet is designed to help you plan your submission for the 2006-07 ARL Statistics. The figures on this worksheet should be similar to those in the "Summary" page of your web form, except in cases where data are unavailable. If an exact figure is unavailable, use "NA/UA". If the appropriate answer is zero or none, use "0."

Lillian F. & Milford J. Harris Library
Hannel School of Applied Social Sciences

Report Prepared by (name) Dorothy H. Maroff

Date Returned to ARL 1-22-2006

Title Assistant to the Director & Webmaster

Email address dorothy.maroff@case.edu Phone number (216) 368-2293

Contact person (if different)

Title

Email address Phone number

PAGE ONE – VOLUMES

1. Volumes held June 30, 2007 (1.a + 1.b) (1) 40,214

   1a. Volumes held June 30, 2006 (1.a) 39,513

   1b. Volumes added during the year (1.b.i - 1.b.ii) (1.b) 701

       (i) Volumes added - Gross (1.b.i) 708

       (ii) Volumes withdrawn during year (1.b.ii) (7)

2. Number of monographic volumes purchased (2) 308

3. Basis of volume count is:

   (3) ___ Physical

   X ___ Bibliographic
**PAGE TWO – OTHER COLLECTIONS**

**SERIALS**

4. Total number of serial titles currently received, including periodicals \((4.a + 4.b)\) 250

4a. Number of serial titles currently purchased

4a.i Electronic \((4a.i)\) 194 (includes 72 OhioLINK + 126 Other)

4a.ii Print (and other format) serials purchased 194 print & electronic; 14 print only

4b. Number of serial titles currently received but not purchased 52

4b.i Electronic \((4b.i)\) 29 (electronic & print)

4b.ii Print (and other format) serial received but not purchased \((4b.ii)\) 23 (print only)

(Exchanges, gifts, deposits, etc. See instructions.)

5. Government documents are included in count of Current Serials? \((5)\) Yes

**OTHER LIBRARY MATERIALS**

6. Microform units \((6)\) 544

7. Government documents not counted elsewhere \((7)\) 0

8. Computer files \((8)\) 16

9. Manuscripts and archives (linear ft.) \((9)\) 198

**AUDIOVISUAL MATERIALS**

10. Cartographic \((10)\) 0

11. Graphic \((11)\) 21

12. Audio \((12)\) 152

13. Film and Video \((13)\) 829
14. Are the below figures reported in Canadian dollars? (14) Yes  
   No

15. Total Library Materials Expenditures \( (15.a + 15.b + 15.c + 15.d) \) (15) 89,488.
   
   15a. Monographs (15a) 13,453.
   15b. Serial titles, including periodicals (15b) 73,973.
   15c. Other Library Materials (15c) 1,657.
   15d. Miscellaneous (15d) 405.


17. Total Salaries and Wages \( (17.a + 17.b + 17.c) \) (17) 310,797.
   
   17a. Professional staff (17a) 195,432.
   17b. Support staff (17b) 67,530.
   17c. Student assistants (17c) 47,835.

18. Fringe benefits are included in expenditures for salaries and wages? (18) Yes  
   No

19. Other operating expenditures (19) 25,661.

20. Total library expenditures \( (15 + 16 + 17 + 19) \) (20) 428,878.

**Electronic Materials Expenditures**

21. One-time electronic resource purchases (21) 188.

22. Ongoing electronic resource purchases (e.g., subscriptions, annual license fees) (22) 21,163.

23. Bibliographic Utilities, Networks, and Consortia
   
   23a. From internal library sources (23a) 0
   23b. From external sources (23b) NA/UA

24. Computer hardware and software (24) 8,516.

PERSONNEL (Round figures to nearest whole number.)

   (26) \(9.5\)  
   26a. Professional staff, FTE  
   (26a) \(4\)  
   26b. Support staff, FTE  
   (26b) \(2\)  
   26c. Student assistants, FTE  
   (26c) \(3.5\)

STAFFED SERVICE POINTS AND HOURS

27. Number of staffed library service points  
   (27) \(7\)

28. Number of weekly public service hours  
   (28) \(66\)

INSTRUCTION

29. Number of library presentations to groups  
   (29) \(36\)
   29a. Is the library presentations figure based on sampling?  
   (29a) Yes \(\bigtimes\) No

30. Number of total participants in group presentations reported in line 29  
   (30) \(553\)
   30a. Is the total participants in group presentations figure based on sampling?  
   (30a) Yes \(\bigtimes\) No

REFERENCE

31. Number of reference transactions  
   (31) \(1251\)
   31a. Is the reference transactions figure based on sampling?  
   (31a) Yes \(\bigtimes\) No
PAGE FIVE – PUBLIC SERVICES AND LOCAL CHARACTERISTICS

CIRCULATION

32. Number of initial circulations (excluding reserves) (32) 6693
33. Total circulations (initial and renewals, excluding reserves) (33) 7569

INTERLIBRARY LOANS

34. Total number of filled requests provided to other libraries (34) 159
35. Total number of filled requests received from other libraries or providers (35) 59

Ph.D. DEGREES AND FACULTY

36. Number of Ph.D.s awarded in FY2006-07 (36)
37. Number of fields in which Ph.D.s can be awarded
38. Number of full-time instructional faculty in FY2006-07

ENROLLMENT – FALL 2006
(Line numbers refer to IPEDS survey form.)

39. Full-time students, undergraduate and graduate (Add line 8, columns 15 & 16, and line 14, columns 15 & 16.) (39)
40. Part-time students, undergraduate and graduate (Add line 22, columns 15 & 16, and line 28, columns 15 & 16.) (40)
41. Full-time graduate students (Line 14, columns 15 & 16.) (41)
42. Part-time graduate students (Line 28, columns 15 & 16.) (42)

FOOTNOTES

On the web form, you will be able to add footnotes to individual questions, as well as footnotes that apply to your entire institution. Please provide any information which would clarify the figures submitted, e.g., the inclusion of branch campus libraries or any special projects which might cause radical increases or decreases. Please use the footnotes in the ARL Statistics 2005-06 for comparison if necessary. Please consult the data entry Web interface (www.arlstatistics.org) for a copy of last year’s footnotes. These can be found under “Historical Data” by clicking a survey’s arrow icon under the “View Summary” column and then selecting the “Footnotes” tab. Please make an effort to word your footnotes in a manner consistent with notes appearing in the published report, so that the ARL Office can interpret your footnotes correctly.

Submit the completed questionnaire by January 30, 2008.

For assistance, please e-mail Martha Kyrrilidou (martha@arl.org) or Mark Young (stats-ra@arl.org) Tel. (202) 296-2296.
IV. Harris Library Circulation Policies

Case Western Reserve University students, faculty and staff may borrow from the Harris Library. You must present your University Photo ID, which is your library card, in order to borrow materials. Please make sure you have it with you at all times.

MSASS alumni and other special borrowers also have borrowing privileges at the Harris Library. In order to borrow materials you must present your University or MSASS Special Borrowers card and some form of photo ID. The Special Borrowers card is your library card. Please make sure you have it with you at all times.

**Borrowing From Other Campus Libraries**
Possession of a Case ID card allows you to borrow materials from all Case Western Reserve University libraries. Policies may vary between University libraries, so please familiarize yourself with them. Requests cannot be made to have materials from other libraries on campus delivered to the MSASS Harris Library for pickup.

**Materials Available For Borrowing**
Non-reference books, pamphlets, and media items may be borrowed from the Harris Library. In certain instances, at the Librarians' discretion, reference material and dissertations may be borrowed by MSASS faculty and students. Periodicals & Historical Collection materials are not checked out of the Harris Library. Special Borrowers may only have six items [books, pamphlets or videos] out at a time; these six items include OhioLINK materials. Special Borrowers may not borrow reference material.

**Loan Periods**
MSASS students, faculty and staff, as well as other University personnel may borrow books and pamphlets for 21 days. Videotapes may be borrowed for 7 days; laptop computers for 3 days. Materials borrowed through OhioLINK have a 21 day loan period. Reserve material that is charged out overnight is due back in the Library at opening on the next day. Special borrowers have a 21 day loan period for books and pamphlets.

**Renewals**
Materials from Case libraries and those borrowed through OhioLINK may be renewed up to 4 times, if there are no holds on the material. Reserve materials may not be renewed. Audiovisual material and laptops may not be renewed. Renewals can be made by phone or in person (you do not need to have the books in your possession to renew them). Patrons may also renew their own books through the “View Your Library Record” option in the Library Catalog.

**Fines**
Books that have been borrowed for 21 days by MSASS students have a 10-day grace period. Material returned within the 10 days of the grace period will not be charged a fine. Material returned after the grace period will be charged for the entire period the material is overdue (including the grace period). There is no grace period for reserve material.

- The fine for Case overdue books and pamphlets is 25 cents per day.
- The fine for OhioLINK overdue materials is 50 cents per day.
- The fine for audiovisual materials is $5.00 per day.
- The fine for computers is $25.00 per day.
- A fine of $2.00 per hour or portion thereof is charged for one-hour and two-hour reserve material.
- The fine for one-week reserve material that is overdue is $2.00 per day.
IV. Harris Library Circulation Policies

Loss of Library Privileges
After a person accumulates $15.00 in Library charges (fines, lost materials, etc.) s/he loses all library privileges until the charges are paid. Fines from other libraries on campus can be paid at the Harris Library and fines from the Harris Library can be paid at other Case libraries.

Lost Or Damaged Material
Patrons are responsible for material that they have lost or damaged (including OhioLINK items). A $30.00 processing fee and a $6.00 billing charge is assessed for each lost item (books or videos). In addition, you will be charged the cost of the item and any overdue fines that may have accumulated before the item was reported lost or damaged. If we cannot determine the original purchase price of an item, you will be charged the default replacement cost: $95.00 for books and $535.00 for videos.

Placing Holds
If a book in which you are interested is checked out to another patron, you may ask a library staff member to place a hold on the item. When the book is returned you will be notified that the item is being held for you at the circulation desk. If you no longer need the item, please notify the library staff as soon as possible so that the hold can be cancelled. This allows the book to immediately be made available to other patrons. The maximum number of holds allowed at any one time for students, staff or faculty is ten. Requesting a book through OhioLINK is an alternative to placing a hold.

Recall of Materials
Materials may be recalled by the Harris Library any time after the initial due date if they need to be placed on reserve for a course. A five day grace period is given for the return of the recalled material. After the grace period, a $2.00 per day fine is charged.

Course Reserve
Faculty may place books and other material on reserve in the Harris Library to support the courses they are teaching. Under certain circumstances the Harris Library circulation staff may also place material other than books on reserve.

Alumni
MSASS and MCNPO alumni may request a Harris Library "Special Borrowers" card upon graduation. The cards are free and valid for one academic year and may be renewed upon request.
V. List of Social Sciences Databases

- Academic Search Complete
- AccuNet/AP Multimedia Archive/AP Images
- Ageline (SilverPlatter)
- America: History and Life
- American Periodical Series Online
- Annual Reviews
- Anthropology Plus
- Archives USA
- Article First (OCLC)
- Berkeley Electronic Press Journals: Global Jurist
- Can DO Databases
- Chicano Database
- Child Development and Adolescent Studies
- Child Welfare Information Gateway
- Clase and Periodica
- Clinical Register (NASW)
- Collection of Ethnography (eHRAF)
- Communication and Mass Media Complete
- Contemporary Women's Issues
- Cumulative Index to a Selected List of Periodicals (Nineteenth Century Masterfile)
- Digital Media Center (OhioLINK)
- Digital Video Collection
- Directory of Open Access Journals (DOAJ)
- Dissertation Abstracts (Proquest Dissertations and Theses)
- EBSCOhost Web
- ERIC
- Early American Imprints, Series I: Evans, 1639-1800
- Early American Imprints, Series II: Shaw-Shoemaker, 1801-1819
- EconLit
- Education Full Text
- Eighteenth Century Collections Online
- Electronic Reference Books
- Electronic Theses and Dissertations Center (OhioLINK)
- Empire Online
- Ethnic Newswatch
- FRANCIS (International Humanities and Social Studies)
- Family and Society Studies Worldwide
- Foreign Language Videos
- Fuente Academica
- Gender Studies Database
- GenderWatch
- Gradline (Peterson Guide)
- HAPI Online: The Database of Latin American Journal Articles
- HRAF Collection of Ethnography
- Hand Press Book Database
- HarpWeek
- Health and Psychosocial Instruments (HAPI)
- Historical Abstracts
- Historical New York Times
- History Cooperative
- IBZ - International Bibliography of Periodical Literature
- ISI Web of Knowledge
- ITER - Gateway to the Middle Ages and Renaissance
- Index to Periodicals (Nineteenth Century Masterfile)
- Inter - University Consortium for Political and Social Research
- JSTOR (Electronic Journals)
- LexisNexis Academic
- LexisNexis Statistical
- MasterFILE Premier (popular magazines)
- Mental Measurement Yearbook
List of Social Sciences Databases (cont.)

- NASW Clinical Register
- National Clearinghouse on Child Abuse and Neglect Information
- National Journal Group's Policy Central
- NetLibrary
- Nineteenth Century Masterfile
- Nineteenth-Century Short Title Catalogue
- OECD Health Data 2007
- OhioLINK Electronic Journal Center
- Oxford Reference, Politics and Social Sciences
- PAIS International
- PapersFirst
- Polling the Nations (Public Opinion Polls)
- Poole's Index to Periodical Literature (Nineteenth Century Masterfile)
- Poole's Plus
- ProceedingsFirst
- Professional Development Collection (Educators)
- Project Muse
- PsycArticles
- PsycINFO (1967-)
- PsycINFO Historical (1887 - 1966)
- Psychological Index (Nineteenth Century Masterfile)
- Psychology and Behavioral Science Collection
- Russian Academy of Sciences Bibliographies
- SIRS Researcher
- Sanborn Maps
- SocIndex
- Social Sciences Citation Index
- Social Sciences Images
- Social Sciences Index
- Social Work Abstracts
- Sociological Abstracts
- Sociological Collection
- TOPICsearch
- Television News Archive
- UMI ProQuest Digital Dissertations
- Wall Street Journal
- Wall Street Journal - Historical
- WorldCat
- Worldwide Political Science Abstracts
VI. Interlibrary Loan Policy

**Harris Library – Interlibrary Loan Policies for Borrowing**

Interlibrary Loan through ILLiad is a service that the Harris Library provides to the current faculty, staff, and students of the Mandel School. When you cannot find an item that you need at a Case library or through OhioLINK, you can put in an ILLiad request and we will send that request out to libraries that own that item. When a library agrees to lend the item, you will be notified by email when it arrives at the Harris Library and can pick up the item at the circulation desk.

The following materials will not be available through ILLiad:
- Items owned by the Harris Library (including Reserve & Reference)
- Items owned by any Case library
- Items available through OhioLINK
- Most Textbooks
- Microfilm & Microfiche
- Other items that are unusual in nature

Requests take on average one to three weeks to be filled; it make take more or less time than this depending on the item requested, how fast a lending library is found, and shipping times. All interlibrary loan items must be picked up and returned at the Harris Library circulation desk.

**Charges:** While we make every effort to borrow materials from libraries that do not charge for materials; sometimes this is not possible. The Harris Library will pay up to $15 for a book and $10 for a photocopy or article. Anything over this amount (including any royalties) is the patron’s responsibility. We will email you regarding any costs that you will incur and wait for a reply before proceeding with the request. If we do not get permission from you for the additional costs, we will cancel the request.

**Limits:** In order to make sure that interlibrary loan services can be used by everyone, the following request limits have been set up:

- Masters students are permitted to request up to 5 items per week with a maximum of 25 per semester.
- PhD students are permitted to request up to 10 items per week with a maximum of 50 per semester.

We are willing to consider rare exceptions to these limits on a case-by-case basis.

**Late Fees:** $1 per day will be added to a patron’s library account for every day late and their ILLiad account will be temporarily suspended. There is no grace period before fines begin to accrue. The due date refers to the date that the material needs to be back at the owning library so we ask that you return interlibrary loan items before the due date to allow for adequate shipping time. Repeated late returns could result in suspension or restriction of your ILLiad account.
**Loan periods & Renewals:** You will often find that different items borrowed through interlibrary loan have different loan periods and renewal restrictions. This is decided by the library that owns the item. Please be sure to note the due date on the item when you pick it up.

Renewals should be requested at least a week before the due date. **Requesting a renewal does not automatically mean you will receive one, or for how long it will be renewed. If a renewal is denied you will be responsible for returning the item by the original due date.**

**Cancelled or Unfilled Requests:** Unfilled requests are those that we have sent out to many libraries and none of them have agreed to either loan or photocopy the item you have requested. This usually happens when only a few libraries in the U.S. own the item or if it is typically an item that is not circulated (i.e. reference book, thesis, etc.) If requests continually go unfilled we will typically cancel them.

We cancel requests for many reasons including: items at other Case libraries, items available in OhioLINK, requests that do not meet copyright restrictions, and other reasons. The most common reason is because of an incorrect citation or not enough information. You will receive an email with a reason when a request is cancelled. You can view and resubmit your cancelled requests through the ILLiad main menu once you have logged in.

**Copyright:** When we request material (books or photocopies) on your behalf from another library, we are doing so through specific principles in U.S. Copyright law (17 USC 107; 17 USC 108) and the CONTU guidelines which help interpret that law. This restricts the amount of material the Harris Library can request from each journal or book without paying royalties to the publisher and/or author. While the law and guidelines can be vague on some points, the general guideline is libraries are not to use interlibrary loan in place of purchasing an item or subscribing to a journal. As such, we may cancel or ask that you alter any request(s) that we believe may violate the spirit of copyright law.

Examples that might have copyright problems or require royalty payment:

- Requesting more than 5 articles from the same journal (especially from the last 5 years)
- Requesting copies that would make up a significant portion of a book or journal issue

**NOTICE WARNING CONCERNING COPYRIGHT RESTRICTIONS**

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials.

Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

This institution reserves the right to refuse to accept a copying order if, in its judgment, fulfillment of the order would involve violation of copyright law.

This notice is posted in compliance with [Title 37 C. F. R., Chapter II, Part 201.14](#)

- Fall 2005: 777
- Spring 2006: 528
- Summer 2006: 107
- Fall 2006: 704
- Spring 2007: 456
- Summer 2007: 100
- Fall 2007: 609
- Spring 2008: 432
- Summer 2008: 81
VIII. Library Liaison Assignments & Areas of Collection Development

**Samantha Skutnik**  
*Director*  
- Mental Health  
- Poverty  
- Social & Behavioral Sciences

**June Hund**  
*Technical Services & Reference Librarian*  
- Alcohol & Substance Abuse  
- Health  
- Research  
- Replacement Materials  
- Continuations

**Kristen Kirchgesler**  
*Reference & Instruction Librarian*  
- Community Development  
- Family & Children  
- Management  
- Nonprofit

**Rebecca Bailey**  
*Reference Librarian*  
- Aging  
- International  
- Social Policy  
- Direct Practice
IX. Bylaws of MSASS Faculty – Library Committee

BYLAWS OF THE FACULTY OF
THE MANDEL SCHOOL OF APPLIED SOCIAL SCIENCES
Case Western Reserve University
Revised by MSASS Faculty – 03/27/2006
Ratified by Faculty Senate – 04/26/2006

4:7:1 The Library Committee

The Library Committee shall review and make recommendations to the faculty concerning issues related to the library. The functions shall include, but not be limited to:

a. making recommendations to the faculty on the mission and overall direction of the library;

b. advising and consulting with the library director on the library's budget and long range planning; and

c. reviewing current library policies and making recommendations reflecting changing user needs.

The Library Committee shall meet at least twice during each of the fall and spring semesters and on call of the chair.

4:7:2 Library Committee – Membership

The Library Committee shall consist of four faculty members, the library director, one student representative from each of the master and doctoral programs and one alumnus. The faculty members should represent, as far as possible, the various program and research constituencies in the school. The faculty membership is to be appointed by the dean, the student representative by their own constituencies and the alumnus by the Alumnae Association. Terms of membership shall be overlapping two-year terms and members may be reappointed. The chair shall be selected by the dean with the library director not being eligible to chair the group.
Via E-mail

Date:    September 15, 2008

To:   Richard Cole            Karen Powers
      Carmelo Franchina     Samantha Skutnik
      Jerry Floersch       Elizabeth Tracy
      Wallace Gingerich

From:   Cleve Gilmore, Dean

RE:   Academic, Research and Administrative Technology Advisory Committee

CC:    Tom Franchina

I would sincerely appreciate your accepting an appointment to the new MSASS Academic, Research and Administrative Technology Advisory Committee. The functions of the Committee are to:

1. Advise the MSASS Chief Information Officer (CIO) on the use of information technology and the services needed to support the School's mission of teaching, research and service;
2. Assist and advise the CIO in finalizing and implementing the five-year strategic plan, including resource assessment and allocation;
3. Assist and advise in the development of an IT policy manual for students, staff and faculty.

Committee meetings will be held bi-monthly, beginning with the Fall, 2006 semester. Jerry Floersch has agreed to Chair this Committee.

Committee membership is as follows:

   MSASS Dean and/or the MSASS Associate Dean for Academic Affairs
   MSASS Chair, Ph.D. Program
   MSASS Faculty Member (1)
   MSASS Staff-Finance (1)
   MSASS Staff-Research (1)
   Harris Library Director
   MSASS Chief Information Officer
   MSASS Master's Student (1)
   MSASS Ph.D. Student (1)
   MSASS Alumni Representative (1)

You will be receiving information on meeting dates and time shortly.

I want to thank all of you for your support as MSASS strives for continued excellence.

GCG/jel
REPORT OF THE
CASE WESTERN RESERVE UNIVERSITY LIBRARIES

Library
Priorities
2008–2012

Submitted to Provost & University Vice President, John Anderson
February 15, 2007

Joanne Eustis, University Librarian, Kelvin Smith Library
Virginia Saha, Director, Cleveland Health Sciences Library
Kathleen Carrick, Director, Law Library
Samantha Skutnik, Director, Lillian F. & Milford J. Harris Library
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This report is presented at the request of John Anderson, Provost and University Vice President, to document the priorities of the libraries of Case Western Reserve University for the next five years (FY 2008-2012) as well as the cost implications for the university with regard to overall budget planning. At the request of the Provost, the libraries sponsored two faculty “retreats” at which faculty and several students were invited to comment on a draft of this report, as well as to provide feedback about the libraries’ priorities. Among the significant findings that came from the retreats is interdisciplinary research, learning and scholarship make it next to impossible to assign library costs to specific management centers in any meaningful way. This point is discussed further later in the report.

The libraries’ priorities in this document are defined by one-time and ongoing expenses, which address the ever-evolving needs of our constituents. The libraries are organizations in transition from traditional book warehouses/archives to dynamic purveyors of a variety of services, technological and scholarly capabilities, including spaces for collaboration and teaching, with staffing by the best-prepared professionals – whether Master of Library Science or some other mark of accomplishment.

Despite the transition to a more technology-based future, the libraries continue as spaces for service, study and traditional library functions that cannot be abandoned for the foreseeable future (e.g., printed books and journals shelved in stacks). This document will demonstrate the following:

1) The libraries have continually – over a period of more than a decade – reallocated resources (staff, operational, facilities and collections) and renovated space to take on new services and to purchase materials that move the libraries into the future [e.g., the creation of the Freedman Center].

2) Reallocation alone is now not sufficient to support the level of library services and materials that are needed to sustain Case Western Reserve University as a premier research institution [e.g., during the past three years, $870,000 of serials titles have been cancelled].

3) Case Western Reserve University must contribute its fair portion with regard to cost sharing purchases and locally purchased books in order for the university to continue participating in the OhioLINK collaborative acquisitions program, which transforms and leverages the buying power of Ohio libraries [see Appendix 1].
Included in this document is information from all of the Case libraries: Kelvin Smith Library (KSL) and University Archives, Judge Ben C. Green Law Library, Cleveland Health Sciences Library (CHSL), and Harris Library of the Mandel School of Applied Social Sciences. It is important to note that the Law Library, Harris Library and Cleveland Health Sciences Library all report to their respective professional school deans, not to the University Librarian, so their input is guided by the organizational needs of the individual schools. It is also important to note that the KSL, CHSL and Harris Library are subject to central budgeting formulae whereas the Law Library is wholly funded by the School of Law. Therefore, the University Librarian functions in the roles of communication and a limited amount of coordination with the other libraries – not direct supervision. If the information in this report seems skewed to the needs of the Kelvin Smith Library, it is because the KSL has the broadest-based constituency, serving the College of Arts and Sciences (CAS), the Case School of Engineering (CSE) and the Weatherhead School of Management (WSOM). Alongside these areas, KSL provides services to the other Case libraries, such as managing the integrated online library system, acquiring electronic research materials, for example, the New York Times and Wall Street Journal that are used by the entire campus, and 24/7 study space for the entire campus.

While other Case libraries also acquire site licenses for electronic resources made available to the entire campus (for example, CHSL subscribes to Nature Publishing Group journals), there is a growing challenge to funding interdisciplinary research and programs under the current management center budget process. Some multi-disciplinary tools are funded by collaborative support; for example, the College of Arts and Sciences, the Chemistry department and the Case School of Engineering fund the Chemical Abstracts SciFinder, a tool heavily used by the Chemistry department, the CSE and the Medical School [see Appendix 11]. Faculty discussions at the retreats indicate that the new Responsibility Center Management (RCM) model, if rigidly applied, would likely cause a serious detriment to library support for interdisciplinary initiatives. For example, the Chemistry library budget (in CAS) funds many journals that are essential for Chemical Engineering (in CSE) and Medicine. The essence of faculty comments from the retreats was that the interdisciplinary and public good aspects of libraries require that library funding be a centralized decision and responsibility.

The Executive Committee of the College of Arts and Sciences has unanimously approved the following resolution concerning the University Libraries.

WHEREAS, as stated in the 2001 PCUEL Report, “The library has traditionally served as the intellectual center of a university campus,” and is particularly central to the intellectual and professional activities of the Faculty of the College of Arts and Sciences; and

WHEREAS, in the current university planning process, the University Libraries are considered part of utilities and technology infrastructure; and

WHEREAS, the Executive Committee of the College of Arts and Sciences has been designated as the primary agent of strategic planning in the college; and

THEREFORE, BE IT RESOLVED that for purposes of academic planning, issues of concern to the University Libraries be recognized as critical to the academic mission of the college (rather than as utilities and technology infrastructure issues) in the strategic academic planning process.

BE IT FURTHER RESOLVED that the Executive Committee of the College of Arts and Sciences recommends that the University Libraries be represented on the University Planning Committee.

—Approved 1/18/06
Six priorities are identified as essential to the success of the libraries. These priorities are interrelated and must be viewed as a totality.

**Priority 1:**
**Collections Enriched and Sustained by Materials Budgets that Reflect Economic Realities**

Academic research libraries are making a transition of their collections from print to digital formats that can be delivered to the scholar’s desktop. At the same time, libraries are facing the critical issue of unsustainable economic demands in a constantly changing environment. Two major changes are:

- Price inflation for books, serials, and electronic formats is increasing at exponential rates. Serial unit prices have increased 302% over the past twenty years, as compared to a 78% increase in the consumer price index.
- The volume of publication has radically increased, especially by for-profit science, medical and technology publishers such as Elsevier.

This expansion in quantity, coupled with price increases, has resulted in an overall decline in the capacity of research libraries to purchase in proportion to the volume published. **Digital materials, unlike printed volumes, are for the most part licensed, not purchased; therefore, as soon as the library ceases to pay for the service, or the publisher withdraws the material, the library often no longer has access to the content.**

One of the challenges of the Internet/Google age is the vast quantity of information (much of it of questionable quality) that is freely available to any who wish to spend time searching. The Case libraries create added value by providing collections of vetted scholarly resources to the Case Western Reserve University community. In FY06 the libraries spent $6.4 million on materials for the Case community.

<table>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>KSL</td>
<td>$530,586</td>
<td>$2,812,273</td>
<td>$153,051</td>
<td>$62,604</td>
<td>$3,558,514</td>
</tr>
<tr>
<td>Law</td>
<td>$51,155</td>
<td>$1,119,003</td>
<td>$218,240</td>
<td>$23,086</td>
<td>$1,411,484</td>
</tr>
<tr>
<td>CHSL</td>
<td>$23,049</td>
<td>$1,256,507</td>
<td>$49,644</td>
<td>$24,364</td>
<td>$1,353,564</td>
</tr>
<tr>
<td>Harris</td>
<td>$17,425</td>
<td>$71,091</td>
<td>$2,117</td>
<td>$3,681</td>
<td>$94,314</td>
</tr>
<tr>
<td>Total</td>
<td>$622,215</td>
<td>$5,258,874</td>
<td>$423,052</td>
<td>$113,735</td>
<td>$6,417,876</td>
</tr>
</tbody>
</table>
There is nonetheless a perception in the community that many resources, especially those that are electronic, are free, because there is no charge to the end user. In fact electronic resources are very costly. Some, such as the IEEE Xplore Electronic Library Online database cost annually more than $110,000 for licensed access. These growing costs are currently covered by the libraries’ materials budget and, in some cases, by endowment funds; however, the rate of increase of costs for the electronic as well as print resources cannot be sustained into the indefinite future since the inflation rates for these materials greatly exceed annual budget increase rates.

Case Western Reserve University has a tremendous advantage by being a founding member of OhioLINK, leveraging Case’s materials funds with those of other OhioLINK institutions to provide a vast number of resources that Case could not otherwise afford [see Appendix 3, page 28].

The OhioLINK advantage is, however, a double-edged sword, and the Case libraries now find that funds for discretionary purchases of library materials are being squeezed by non-negotiable commitments to OhioLINK. The tension between the library’s control of its own budget and its dependence on OhioLINK is increasing each year. OhioLINK costs are projected to increase 5% per year over the next five years.

Even with cooperative arrangements, OhioLINK member research libraries are still expected to maintain robust programs of local acquisitions commensurate with their status as research institutions. Faculty input from the retreat indicates that students at Case Western Reserve University are relying almost entirely on borrowed materials from other OhioLINK libraries. This is especially true for science, technology and medical books. One faculty member in humanities pointed out that besides shortages of financial aid and faculty resources, it was felt that the Case Western Reserve University library collection does not have the depth needed to support doctoral students. While OhioLINK and other inter-library services are helpful in providing supplementary materials, they do not and cannot substitute for on-site research materials.

**Did you know...**

If CSE receives a flat budget in FY08, $120,000-$160,000 will need to be cut from the college’s expenditures. Cuts will include IEEE, Knovel and more journals.

OhioLINK expenditures [at 5% increase per year], will consume a flat engineering budget by the year 2014.

<table>
<thead>
<tr>
<th>Library</th>
<th>FY06</th>
<th>FY07</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSL</td>
<td>39%</td>
<td>43%</td>
</tr>
<tr>
<td>CHSL</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>Harris</td>
<td>20%</td>
<td>22%</td>
</tr>
<tr>
<td>Law</td>
<td>.5%</td>
<td>.5%</td>
</tr>
</tbody>
</table>

**Did you know...**

If CSE receives a flat budget in FY08, $120,000-$160,000 will need to be cut from the college’s expenditures. Cuts will include IEEE, Knovel and more journals.

**OhioLINKs cost as a percentage of each library’s materials budget:**

- **KSL**
  - FY06: 39%
  - FY07: 43%

- **CHSL**
  - FY06: 55%
  - FY07: 57%

- **Harris**
  - FY06: 20%
  - FY07: 22%

- **Law**
  - FY06: .5%
  - FY07: .5%

**Decrease in book purchases:**

<table>
<thead>
<tr>
<th>Year</th>
<th>WSOM</th>
<th>CSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY02</td>
<td>1702</td>
<td>338</td>
</tr>
<tr>
<td>FY03</td>
<td>1808</td>
<td>252</td>
</tr>
<tr>
<td>FY04</td>
<td>1067</td>
<td>19</td>
</tr>
<tr>
<td>FY05</td>
<td>932</td>
<td>159</td>
</tr>
<tr>
<td>FY06</td>
<td>149</td>
<td>91</td>
</tr>
</tbody>
</table>

KSL supplemented the CSE budget in FY05 and 06 for book purchases.

Based on Case’s 5-year Financial Plan’s Allocation Increases, the Estimated Cost of OhioLINK Expenditures will be 53% of the Case libraries’ materials budget allocation by FY12.

— not including Law Library
Unlike other capital expenditures, most library materials costs are not one-time, they are ongoing. Evidence exists that faculty and students have come to prefer electronic library materials over print resources. A study of faculty reading patterns was conducted in fall 2005 as part of a federally funded grant (Institute of Museum and Library Services - IMLS). Faculty members at Case Western Reserve University were asked to comment on how their use of scholarly resources has changed over time. The majority of the comments reflect increased productivity and success as a result of using electronic resources. Faculty also noted that many scholarly journals are now available exclusively online.

Electronic resources have not replaced traditional books and journals in many disciplines, especially in the humanities. The transition to electronic publication for these disciplines is happening at a much slower rate than in the science, medical and technology areas and in some social sciences fields.

The libraries priority is to acquire materials for electronic delivery whenever possible; balancing the needs of disciplines in which scholarship continues to be based on paper publication.

Priority 1 – REQUIRED FINANCIAL SUPPORT

- An increase to the base budget for materials (intended to total $1.2 million over the next five years) allocated to the Case libraries and distributed proportionately. These funds will be used to return the book approval plan to the level of acquisition prior to 2005 cuts and will also reinstate selected cancelled subscriptions.
- A new library materials RCM budget allocation formula based on the Consumer Price Index plus 6% - beginning FY08, or an equivalent solution.

EXAMPLES of titles to be acquired:

- IEEE $111,000 ongoing cost; increases 5% annually
- Nature archive 1987-1996 $18,500 one-time cost
- Nature archive 1950-1986 $47,000 one-time cost
- Nature Research Journal archives $11,500 one-time cost
- Early English Books Online (EEBO) $104,500 one-time cost; $11,630 annually for 5yrs
- SciFinder Scholar (Chemical Abstracts) increase to 5 seats $93,000 ongoing cost
- Knovel $24,832 ongoing cost; increases 8% annually
- ASTM Standards $8,567 ongoing cost
- Faculty of 1000 Medicine $6,000 ongoing cost
- Gerritsen collection $50,000 one-time cost; $2,000 annually ongoing cost
- Guidestar $7,000 ongoing cost
- Health & Psychosocial Instruments additional logons (3) $2,000 ongoing cost
- Historic Annual Reports database $17,000 one-time cost; $1,700 annual ongoing cost
- MDConsult (increase users from 4 to 10) $50,000 ongoing cost
- Social Services Abstracts $8,000 ongoing cost
- StatRef Electronic textbooks used in School of Medicine WR $50,000 ongoing cost
- Up To Date remote access $75,000 ongoing cost

Did you know...

In FY2006, Case researchers borrowed and renewed nearly 218,000 items from the Case libraries.

58.6% of Case faculty responses to a study sponsored by an IMLS grant, stated that they rely on library-provided resources for their reading materials – particularly for research-related readings.

Percent of Faculty that rely on library-provided resources by discipline:

Social Sciences 57.8%
Humanities 42.3%
Medical/Health 53.5%
Engineering/Tech 68%
Sciences 71.6%
Others 66.7%

From a Case faculty member:

“It is orders of magnitude easier now that we have access to electronic journals. This access has revolutionized the way we can do chemistry, increased our productivity, and made reporting our results much smoother and easier.”
Priority 2: Fundraising and Development

The Case libraries recognize that the university’s financial resources are finite, and that every dollar allocated to libraries is a dollar that does not go for faculty salaries, laboratories, scholarships and a myriad of other worthy projects. The key to advancing the financial health of the libraries is the ability to develop long-term relationships with donors and to raise funds specifically for library purposes. Every new endowment for collections frees up library funds that may be reallocated within the libraries for other materials and operation costs. There is evidence from many other research universities that libraries inspire generous philanthropy. Northwestern University recently completed a fundraising campaign for its libraries that yielded $30.5 million, doubling the original $15 million goal. $26 million of the proceeds from Northwestern’s campaign went directly to endowments to support library materials. Johns Hopkins has announced implementation of a new policy that establishes a $250,000 library collection endowment for each new endowed professorship. Case Western Reserve University has not yet tapped the potential for library fundraising. The commitment to fundraising for the libraries must come at the university presidential and dean level, and it needs to be stated clearly as a development priority for the university. The libraries stress the need for long-term development planning and implementation in conjunction and cooperation with the university’s development officers.

---

Priority 2 – REQUIRED FINANCIAL SUPPORT

• Full-time library development officer $77,700 ongoing cost
  To be filled in FY08 - includes Fringe.

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Priority 3: Robust, Library-oriented Technology Solutions in Support of Research and Scholarship

Libraries have been in the vanguard of automating operations since the late 1960s with the implementation of OCLC, which allowed libraries to pool staff resources for book and journal cataloging. In the mid-1980s the Case libraries implemented a first-generation integrated library system to manage such operations as cataloging, acquisitions, circulation and materials budget control. The implementation of OhioLINK in the early 1990s brought a second-generation integrated library system that offered even more features. Technology now pervades every aspect of library service.

“Ninety libraries (73% of ARL members) responded to the Library Development survey. Eighty-three [92%] reported they have a formal library development program. Of those institutions, all have a fundraising professional assigned to the program...[57%] raise more than $500,000 a year in private support.”

In 2001 Kelvin Smith Library began building a Technology Team to create an integrated set of library services that are delivered over the Web. The use of web technology is now central to the libraries’ services. In FY2006 the KSL web site had almost 2.9 million hits and over 1.5 million articles were downloaded in electronic form. Using subject expertise in the library and leveraging wherever possible the services and facilities of Information Technology Services, the KSL Technology Team has now developed the capability to archive, preserve and disseminate the scholarly output of the university faculty through the Digital Case initiative. Other initiatives include explorations into data mining for purposes of more accurately assessing library services and decision-making in the future; services that provide personalized approaches to the libraries’ growing array of resources and the ability for patrons to customize their own virtual library workspace. For example, the Cleveland Health Sciences Library staff is working directly with course managers at the School of Medicine embedding links to electronic resources in the new Western Reserve 2 (WR) curriculum; and within the last two years, the Harris library has migrated the library orientation for incoming MSASS students to a totally online format, involving web modules with corresponding quizzes in Blackboard that students can access from anywhere.

Priority 3 – REQUIRED FINANCIAL SUPPORT

- 2 software developer positions to develop software to support and deliver personalized digital workspaces for library functionality. 
  First position to be filled FY08 - includes Fringe. $73,815 ongoing cost
  Second position to be filled FY10 - includes Fringe. $80,600 ongoing cost
- Archival life-cycle management consultant $40,000 one-time cost
  [University Archives]
- Software development for managing electronic publishing $150,000 one-time cost
- INNOPAC replacement server $50,000 one-time cost
- DigitalCase ongoing support $100,000 annually
  To support disk storage requirements and back-up and to begin archiving and preserving video of university official functions as well as to preserve and archive academic courses captured in video by Medivision.
- CHSL replacement of 1/3 of staff/public computers $35,000 annually
- Harris Library replacement cycle of 1/3 of staff/public workstations, including circulating laptops

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“Please accept my sincerest thanks once again for purchasing lightning-strike data for my lab. As a result of your support, my lab was able to make a valuable discovery. Further, our efforts have finally led to a publication that is currently appearing in the Journal of Torrey Botanical Society.”

— Paul Drewa, Assistant Professor, Biology
Priority 4: Recruiting and Retaining a Highly-qualified Staff adept at Technology, Service and Change Management

Hiring librarians used to be easy: the MLS was the preferred academic credential, and it still is in many cases. But libraries now require professionals with specialized skills, and the Case libraries endeavor to find the best possible candidates for specialties in the libraries. Within the last few years the libraries have hired a Geographical Information Systems (GIS) specialist with a master’s degree in GIS studies; a technology manager with a background in consulting and enterprise computing; an engineering librarian with an MLS and a BS in Chemical Engineering; and most recently a social sciences librarian with a Ph.D. in history.

All library positions, both professional and support staff, now demand technical and interpersonal skills, requiring hiring at higher salary levels, as well as ongoing technology and management skills training. New roles for librarians in working with faculty and students involve a greater intensity of service and expertise than in the past. For example, librarians have always supported faculty and students’ classroom and research efforts, but the dramatic increase in the number and complexity of electronic resources has expanded the instructional role of today’s librarian.

The Seminar Approach to General Education & Scholarship [SAGES] program emphasizes developing students’ analytical and research skills and has led to an increased need for library instruction. These instructional sessions acquaint students with the large and varied number of resources as well as teach them how to use them effectively. Over the last three years the number of SAGES students receiving library research instruction has more than doubled. There is also a greater need for classroom instruction and research consultation with faculty and students. Graduate programs and special academic programs (such as the Executive Doctorate in Management) are research intensive, necessitating not only classroom instructional sessions but increasingly one-on-one consultations between student and a research librarian.

| Total Staff (FTE) comparison with Peer Institutions – ARL rankings |
|------------------|------------------|------------------|
|                  | 2004/05 | 2003/04 | 2002/03 |
|                  | Value    | Rank | Value    | Rank | Value    | Rank |
| Northwestern    | 340      | 35   | 338      | 33   | 343      | 35   |
| Johns Hopkins   | 337      | 36   | 341      | 31   | 330      | 38   |
| Emory           | 299      | 42   | 299      | 45   | 300      | 42   |
| Washington U    | 298      | 44   | 294      | 46   | 289      | 49   |
| Vanderbilt      | 252      | 62   | 251      | 63   | 265      | 60   |
| MIT             | 206      | 83   | 210      | 78   | 210      | 83   |
| Dartmouth       | 202      | 85   | 203      | 85   | 242      | 68   |
| Rochester       | 200      | 88   | 200      | 87   | 207      | 87   |
| Case            | 150      | 107  | 144      | 109  | 149      | 109  |

FY06: Over 24,000 reference questions and consultations were carried out by reference librarians.

FY06 Case library staff reached nearly 8,000 students, faculty and staff through classroom instruction.
The libraries’ reality now and into the future is a constant assessment of organizational goals and development of staff with the appropriate expertise and skill sets. The challenge of this goal is that some specialties (for example, librarians with advanced degrees in engineering and sciences, and technology staff) command salaries in the marketplace that are higher than those being paid by the university. The libraries’ broadband compensation system does offer library management some flexibility in determining salaries; however, competitive pressure from the private sector will continue to be a challenge, and will be dealt with by upgrading positions wherever possible to enrich the skill set of technology and information professional staff. It will be a matter of longer-term strategic importance for the university to continue to monitor the technology and information professional marketplace and adjust salary schedules accordingly.

**Priority 4 – REQUIRED FINANCIAL SUPPORT**

- Maintain competitive salaries - Cost to be determined in consultation with HR.
- CHSL needs the following positions replaced beginning FY08 - salaries include Fringe:
  - Electronic Resources Licensing Librarian [FY08] $77,700 ongoing cost
  - Associate Director for Library Operations [FY09] $91,000 ongoing cost
  - Curriculum Support Librarian [FY10] $65,000 ongoing cost
  - Training and staff development $30,000 ongoing cost

**Priority 5:**

**Update of Facilities to Reflect New Patterns of Study, Teaching and Learning**

The Kelvin Smith Library, which is currently the only 24/7 library study space available for the campus, was designed to have the flexibility to be altered as the needs of students and faculty changed over the lifespan of the building. Despite the fact that the building is only ten years old, there are significant changes in how the building is used, reflecting changes in how faculty teach, relying much more on collaborative projects, presentations, group study, use of advanced technology, etc. A first step in the recognition of these new use patterns was in the design and creation of the Freedman Center in KSL, which opened in September 2005. In its first year of operation, the Freedman Center logged over 16,000 users for the creation of new digital materials, language learning and other digital library skills.
In 2006, KSL completed a Master Space Plan in conjunction with Shepley Bulfinch Richardson and Abbott Architects, which studied the new needs for space in KSL. Central to the plan is the creation of a “Learning Commons” on the main floor. The Commons is designed to foster continued learning outside the classroom. It is a collaboration friendly space that lends itself to instruction, consultation, and group work. It brings together library resources and research assistance with the latest technology in order to view, edit, and produce finished products. The Master Space Plan positions the KSL to respond to current and emerging trends in research, scholarship, and the use of information. The Plan also allows for future linkage to a new, proposed University Center (adjacent to KSL) providing academic support and student services functions. The plan is segmented into several phases, some of which will require considerable modification to the interior of the building; others are more easily undertaken. It is a priority for KSL to undertake the first phases of the Master Space Plan in order to maximize the efficiency of the space in KSL. The faculty who participated in the recent retreats expressed ongoing concern that Kelvin Smith Library does not have enough space to house true research collections. The only area in KSL that can accommodate collection growth is the lower level, including space currently occupied by ITS functions. By implementing the Master Space Plan scope for the first floor of KSL, some collection growth space would be achieved, even without ITS moving from the building, as the Master Space Plan calls for moving the electronic classroom (now on the lower level) to the first floor, thus freeing space for collections. Ideally, all ITS functions would move from the KSL lower level, so that the full Master Space Plan could eventually be implemented for collection growth.

The Law Library and Health Center Library have recently undergone renovation, and do not need updating at this time. However, when space currently occupied by non-library departments becomes available, CHSL will need $100,000 to renovate first floor space into a multi-purpose room suitable for teleconferencing, medium-sized meetings, receptions, etc. A much larger space on the second floor of HCL would be converted into small group rooms required by the new curricula of the School of Medicine and School of Dental Medicine - this renovation is estimated at $300,000. The Harris library is currently in the process of evaluating its facility based on the current and future needs of its users.
Priority 5 – REQUIRED FINANCIAL SUPPORT

- Renovation of KSL’s main floor to create the Learning Commons - completed in 3 Scopes over five years:
  Scope 1 - interior redesign of front arc with study space, group rooms, furniture, etc. $563,000 one-time cost
  Scope 2 - major re-configuration of the center main floor space to create a Learning Commons $1,177,000 one-time cost
  Scope 3 - renovation of space to include a GIS center, classroom, group and presentation rooms $1,129,000 one-time cost

- New 3M security system for Harris Library $18,000 one-time cost
- Shelving for Stein Historic Collection [Harris Library] $10,000 one-time cost

Priority 6:
Partnerships in Scholarly Communication/Publication/Dissemination

The Case libraries are increasingly participating in externally funded research processes. For example, several librarians are currently serving as Co-PIs on federally funded grants. CHSL staff support health sciences faculty with electronic grant submissions by formatting bibliographies. They then work with researchers needing to comply with NIH regulations to submit electronic versions of articles reporting on NIH-funded research to PubMed Central.

With implementation of Digital Case in Fall 2006, Case Western Reserve University libraries now have the expertise and the beginnings of a technical infrastructure to ingest, preserve and disseminate the intellectual output of the university’s research. It is a priority for the libraries to strengthen partnerships with faculty helping to prepare grant proposals and to preserve research papers and data. Within five years of this report the libraries will acquire or develop software that will facilitate the management of peer-reviewed electronic journals, so that the libraries will become active participants in scholarly dissemination.

In keeping with a resolution passed by the Faculty Senate in 2005 regarding open access publication, and as a first step toward the university taking ownership of its own research products, a document has been created by the university’s Office of General Counsel in cooperation with KSL and the Faculty Senate Committee on University Libraries. Faculty may use the document as an amendment to standard publication contracts and retain their author’s rights, rather than signing them away to the publisher. The transition toward open access and retention of authors’ rights will be slow and gradual. The library
commits to working with individual faculty and appropriate committees to advocate for the retention of these rights.

The digital publishing environment brings a new, still emerging set of rules to the process of scholarly communication. In collaboration with the Office of General Counsel, a Scholarly Communication Center will be established to work with Digital Case and to support faculty authors’ rights management. The center will investigate and provide consultation on author’s rights, copyright, fair use and expedite the Case scholarly publication program.

Priority 6 – REQUIRED FINANCIAL SUPPORT

• Full-time expert/scholar for digital publication policy $78,300 ongoing cost
  To be filled in FY12 - includes Fringe.

Be it resolved that the Faculty Senate urges the University and its members to:

- Support Open Access publishing in their educational, research, editorial and administrative roles, by encouraging their professional societies to move toward Open Access publishing, aiding in forming and providing editorial assistance to peer reviewed Open Access journals, and favoring such journals when submitting their own research,

- Encourage the University’s libraries to reallocate resources away from high-priced publishers,

- Support the consideration of peer-reviewed Open Access material during the promotion and tenure process,

- Post their work prior to publication in an open digital archive and seek to retain particular copyright rights enabling them to post their published work in a timely fashion, and provide institutional support to those seeking to do so, and

- Establish infrastructure to sustain digital Open Access publication.

—Resolution passed by the Faculty Senate, 2005
Resource Reallocation

Beginning fiscal year 1999/00, the KSL began a systematic program of redirecting resources to focus on emerging needs of the organization. Since 1999 over $1 million has been reallocated in terms of moving positions to sustain new organizational priorities within the KSL in the areas of technology, specialized services [college librarian, GIS, collection subject specialists, Freedman Center staffing], and as of this current year KSL has assumed financial and administrative responsibility of the University Archives [three archivist positions] with no additional ongoing funding from the university.

Timeline Summary – Reallocated Personnel Resources

<table>
<thead>
<tr>
<th>FY00</th>
<th>$44,739</th>
<th>Created first position of new Technology Team - Webmaster. Position reallocated from Circulation department.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY01</td>
<td>$144,200</td>
<td>Created 2 new Technology Team positions and 1 new Digital Library Initiatives position. Positions reallocated from Interlibrary Loan, DMS and Preservation. Reallocated existing staff positions to .5 Bindery position.</td>
</tr>
<tr>
<td>FY02</td>
<td>$137,640</td>
<td>Created Head of Technology Team and Manager of Geographic Information Systems positions. Positions reallocated from DMS and Collection Management.</td>
</tr>
<tr>
<td>FY03</td>
<td>$111,313</td>
<td>Created 3 new positions with funds added to library’s base budget [1 Data Architect - Technology Team and 2 Cataloging Assistants]. Another position was reallocated from the Circulation department to create an Analyst Programmer position for the Technology Team.</td>
</tr>
<tr>
<td>FY04</td>
<td>$209,738</td>
<td>Created the Freedman Center Managing Librarian position and the Head of Digital Library Initiatives position. Positions reallocated from Reference and Cataloging. Reallocated collection management responsibilities to the Acquisitions librarian.</td>
</tr>
<tr>
<td>FY05</td>
<td>$182,679</td>
<td>Created an Analyst Programmer-Technology Team position, the first College Librarian position in the Case School of Engineering, ofsite Research Center manager, and the Freedman Center Manager position. Positions reallocated from Collection Management, Circulation and Cataloging.</td>
</tr>
<tr>
<td>FY07</td>
<td>$223,708</td>
<td>Kelvin Smith Library acquired the University Archives, which includes 3 Archivist positions. Created a new Social Sciences Collection Manager position with a position reallocated from Reference.</td>
</tr>
</tbody>
</table>

Another trend, which has taken place in KSL since 1999 is the reallocation of responsibilities among various staff members. Many professional librarians have seen their responsibilities expand to include collection development work, electronic resources and CaseLearns/information literacy.

The following chart [on page 16] reflects reallocation of dollars to support personnel resources and the KSL’s Library Opportunity Grants, a grant
program developed by Kelvin Smith Library and the College of Arts & Sciences Library Advisory Committee. The program awards funding to faculty to acquire interdisciplinary or specialized resources that will enhance the library's current collecting, as well as foster collaboration between faculty and librarians. Since its inception in FY03 the library has reallocated nearly $400,000 to support this fund that addresses recommendations from the Case Faculty Senate Library Committee report *Faculty Priorities for University Libraries* regarding building and strengthening library collections.

In the Cleveland Health Sciences Library there has been a number of ways in which resources have been reallocated: responsibilities from open staff positions have shifted to student assistants ["$40,000/year"] – students are now trained to handle a number of tasks that include OhioLINK PCirc activities and bindery preparation; salary savings have been reallocated to supplement the library materials budget ["$150,000/year"]; CHSL has cancelled hundreds of print journal subscriptions in favor of electronic access to those titles, and has directed the savings from check-in and bindery costs to additional electronic resources ["$300,000/over 3 years"]; and a staff position has been replaced with the automated interlibrary loan system – ILLiad ["$30,000/year"].

In previous years, the Law Library used their entire endowment income to purchase books. Most recently in FY06, the library has had to reallocate the endowment income to cover the cost of serials – in the last fiscal year only 17% of their endowment income was used to purchase books.
Financial Plan

The Case libraries’ budgets are calculated using a complex cost allocation formula that applies to all the management centers. In very simple terms, all the management centers support all of the Case libraries to varying degrees. The exception is the Law Library, which is supported solely by the Law School. In recent years the schools and colleges have been assessed a materials fee that directly supported the materials budget of the library with primary responsibility for that school. In addition, there is a library component of the University Services fee – a fee related to the college’s percentage of total university expenses. These non-materials library dollars are then allocated by the Budget Office to the Kelvin Smith Library, the Cleveland Health Sciences Library, and the Harris Library. The library cost allocation formula is being revised in early 2007, but it is expected that the principle of schools and colleges sharing library costs will stand.

Case Schools’ Support of all Case Libraries 2005/06
$14,178,180

<table>
<thead>
<tr>
<th>Source of Support</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of LAW</td>
<td>$4,649,180</td>
<td>33%</td>
</tr>
<tr>
<td>School of MEDICINE</td>
<td>$4,035,000</td>
<td>28%</td>
</tr>
<tr>
<td>College of ARTS &amp; SCIENCES</td>
<td>$2,259,000</td>
<td>16%</td>
</tr>
<tr>
<td>Case School of ENGINEERING</td>
<td>$1,391,000</td>
<td>10%</td>
</tr>
<tr>
<td>Weatherhead School of MANAGEMENT</td>
<td>$764,000</td>
<td>5%</td>
</tr>
<tr>
<td>School of DENTAL MEDICINE</td>
<td>$417,000</td>
<td>3%</td>
</tr>
<tr>
<td>School of NURSING</td>
<td>$392,000</td>
<td>3%</td>
</tr>
<tr>
<td>Mandel School of APPLIED SOCIAL SCIENCES</td>
<td>$271,000</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: The School of Law’s support percentage is so high because it fully funds the Law Library plus paying university indirect costs for all campus libraries.
The previous section of this report detailed the efforts that the library has made with significant success to reallocate resources to create new services and to compensate for funding deficiencies over the past several years. The reallocation has occurred not just in personnel, but also funds from salary savings have been diverted to materials acquisitions on a number of occasions and also to supplement the operational budget.

Reallocation combined with continual cancellation of journals and reduced book-buying is now not sufficient to support the level of library services and materials needed to sustain Case Western Reserve University as a premier research institution. The Case libraries have also received a clear message from OhioLINK (see Appendix 1 – Tom Sanville letter of January 10, 2007) that Case Western Reserve University must contribute its fair portion with regard to cost sharing purchases and locally purchased books in order for the university to continue participating in the OhioLINK collaborative acquisitions program, which transforms and leverages the buying power of Ohio libraries.

Without a significant, sustained increase in the libraries’ budgets, the consequences will be dire in terms of graduate student and faculty recruitment and retention; productivity; successful grant-writing; and the provision of library services, particularly those that are technology-based. In the past the library has subsidized some of the management centers—especially the Case School of Engineering—using endowment income. The library is no longer able to do that, since as of July 2006, the responsibility of the University Archives was transferred from Information Technology Services to the Kelvin Smith Library with no increase in funding. As a result, the library lost much of its future flexibility to supplement the funding of materials for each management center that was operating at a deficit. It is not an advisable practice in any event, since the CAS and WSOM could equally make a claim for subsidy. (This is especially true of CAS, since many materials purchased by the CAS departments are heavily used by other schools in the university, especially engineering and medicine.) Also, endowment income provides the only flexibility to implement new initiatives and services or to deal with contingencies.

The CSE materials budget is in the most serious situation; therefore, it is used as an example of what will be required in the next year or so if there is not a substantial increase to its materials budget:

- Assuming a flat budget in 2008 CSE will need to cut $120,000-160,000 worth of materials. This is due to the fact that the average cost and the annual rate of inflation on engineering books, journals, and databases are much higher than other disciplines. Average cost in 2006 for Case’s engineering journal subscriptions was $1,756. Each year the costs have increased 8-15% per title. The most likely candidates for cancellation in 2008 will be IEEE, Knovel, and more journals.
- The CSE will be almost totally dependent on OhioLINK and other Case departments (such as Chemistry) to provide information resources. CSE will have fewer than 132 journal titles for 7 engineering departments that consist of 9 unique subject specialties.
- With a continued flat budget and projected 5% annual increases in OhioLINK expenses, OhioLINK costs will totally consume the engineering materials allocation no later than 2014.
- In 2006/07, engineering had less than $8,000 for books, which will result in approximately 60
items purchased. We should be purchasing over 1,000 books a year with a book budget exceeding $100,000, according to standard lists of newly published engineering books that are recommended for purchase by engineering research libraries.

- New research projects and new departmental specialties such as nanotechnology require different or more current materials, which cannot be supported under the current funding allocations.

This scenario using the CSE materials budget of crisis-in-the-making will be replicated in the next few years by CAS and WSOM. The rate of inflation for materials in the humanities and social sciences mirrors that in other areas and is the chief challenge in providing what is needed to support these programs. Book price increases, while not as spectacular as Science serial price increases, nonetheless rise at a rate of 10% a year.

The interdisciplinary research focus of many faculty and academic programs like SAGES has driven new roles for librarians, particularly in teaching research skills. Staffing levels (the number of professional and support staff at the library) are the lowest among the university’s peers.

Despite the rapid adoption of electronic materials, the rate of printed book publishing has not declined, and the demand for books by faculty and students in the humanities is increasing, not decreasing. Scholarly monographs are best acquired when they are published. Because of low demand for scholarly monographs, publishers calculate print-run numbers very conservatively and titles are often unavailable thereafter except at premium prices through out-of-print vendors.

Attached as Appendix 2 is a recent article from EDUCAUSEreview by Lynn Scott Cochrane which lays out in humorous terms the reasons for a strong, centrally supported library. The article carries the idea of “responsibility” for libraries to an extreme; however, the conclusions it draws are not at all far-fetched in our current situation.

**The Case libraries financial plan is based on six assumptions:**

1. The Case libraries and University Archives will work together collaboratively taking advantage of economies of scale and budgetary efficiencies whenever possible.

2. The Case libraries will engage in fundraising, working with University Relations and Development, particularly to enhance the libraries’ ability to take advantage of emerging opportunities and to raise collection endowments.

<table>
<thead>
<tr>
<th>FY2006 Case Libraries</th>
<th>% Breakdown of Total Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Overview</td>
<td>Total Expenditures</td>
</tr>
<tr>
<td></td>
<td>Personnel</td>
</tr>
<tr>
<td>KSL</td>
<td>$7,362,062</td>
</tr>
<tr>
<td>CHSL</td>
<td>$2,575,717</td>
</tr>
<tr>
<td>Harris</td>
<td>$380,937</td>
</tr>
<tr>
<td>Law</td>
<td>$3,818,448</td>
</tr>
</tbody>
</table>
3. The Case libraries will continue to assess library trends and user needs, and when appropriate, will reallocate resources to support new initiatives.

4. As new faculty members are hired, and investments are made in new programs, resources will be targeted by university administrators as part of program/new faculty start-up costs to be allocated to the libraries, in order to support the research needs of the new faculty.

5. The University Librarian and the other Case library directors will demonstrate to the deans that investment in libraries is critical for the success of their faculty and by extension their colleges/schools.

6. The proportion of KSL’s books and serials budget will be allocated so that serials expenditures does not exceed 75% of the budget – allowing 25% to be spent on books.

<table>
<thead>
<tr>
<th>Value</th>
<th>Rank</th>
<th>#Reg Faculty</th>
<th>Library$per Faculty</th>
<th>Library$per Faculty w/clinical</th>
<th>Library$per Faculty w/Grads</th>
<th>Library$per Grad</th>
<th>#UGs</th>
<th>Library$per UG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington U</td>
<td>13</td>
<td>757</td>
<td>$48,196</td>
<td>757</td>
<td>$48,196</td>
<td>4.613</td>
<td>$7,909</td>
<td>$6,051</td>
</tr>
<tr>
<td>Emory</td>
<td>24</td>
<td>742</td>
<td>$40,366</td>
<td>742</td>
<td>$40,366</td>
<td>4.866</td>
<td>$6,155</td>
<td>$4,665</td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td>27</td>
<td>1,355</td>
<td>$21,082</td>
<td>1,355</td>
<td>$21,082</td>
<td>4.888</td>
<td>$5,844</td>
<td>$5,465</td>
</tr>
<tr>
<td>Northwestern</td>
<td>35</td>
<td>2,491</td>
<td>$10,635</td>
<td>2,491</td>
<td>$10,635</td>
<td>7.675</td>
<td>$3,452</td>
<td>$3,817</td>
</tr>
<tr>
<td>Vanderbilt</td>
<td>53</td>
<td>1,995</td>
<td>$10,725</td>
<td>1,995</td>
<td>$10,725</td>
<td>4.577</td>
<td>$4,675</td>
<td>$3,450</td>
</tr>
<tr>
<td>MIT</td>
<td>55</td>
<td>1,059</td>
<td>$19,512</td>
<td>1,059</td>
<td>$19,512</td>
<td>5.907</td>
<td>$3,498</td>
<td>$5,067</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>74</td>
<td>781</td>
<td>$21,429</td>
<td>781</td>
<td>$21,429</td>
<td>1.023</td>
<td>$16,360</td>
<td>$4,538</td>
</tr>
<tr>
<td>Rochester</td>
<td>77</td>
<td>1,223</td>
<td>$13,495</td>
<td>1,223</td>
<td>$13,495</td>
<td>2.789</td>
<td>$5,918</td>
<td>$3,797</td>
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<tr>
<td>Case</td>
<td>87</td>
<td>592</td>
<td>$24,657</td>
<td>2,521</td>
<td>$5,790</td>
<td>3.791</td>
<td>$3,850</td>
<td>$4,489</td>
</tr>
</tbody>
</table>

Total Library Expenditures per Faculty and Student 2004/2005 – ARL Statistics

<table>
<thead>
<tr>
<th>Kelvin Smith Library</th>
<th>% Breakdown of Total Library Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY04</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td></td>
</tr>
<tr>
<td>% spent on Serials</td>
<td>74.90%</td>
</tr>
<tr>
<td>% spent on Books</td>
<td>23.14%</td>
</tr>
<tr>
<td>% spent on Bindery</td>
<td>1.95%</td>
</tr>
</tbody>
</table>

Weatherhead School of Management

| % spent on Serials    | 83.37%| 90.89%| 103.71%|
| % spent on Books      | 15.92%| 17.52%| 8.03%  |
| % spent on Bindery    | 0.76% | 0.11% | 0.05%  |

Case School of Engineering

| % spent on Serials    | 103.58%| 123.11%| 112.67%|
| % spent on Books      | 0.16%  | 3.82%  | 3.72%  |
| % spent on Bindery    | 0.43%  | 0.39%  | 0.07%  |

KSL covered any overages.
## FINANCIAL SUMMARY

### FY07 Case Libraries - Library Materials ALLOCATION

<table>
<thead>
<tr>
<th>One-time Expenses</th>
<th>Funds added to Base Budget for Ongoing Expenses</th>
<th>SUBTOTAL: Add'l Dollars Needed per Fiscal Year</th>
<th>TOTAL: Budget Dollars Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY08 Priority 1:</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td>$864,160</td>
<td>$6,249,235</td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td>$624,160</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 New baseline budget for Library Materials</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td>$922,831</td>
<td>$7,172,066</td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td>$682,831</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY09 New baseline budget for Library Materials</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td>$987,017</td>
<td>$8,159,033</td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td>$817,017</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY10 New baseline budget for Library Materials</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td>$1,057,237</td>
<td>$9,216,320</td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td>$894,057</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY11 New baseline budget for Library Materials</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td>$1,134,057</td>
<td>$10,350,377</td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td>$947,057</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY12 New baseline budget for Library Materials</strong> Increase to base budget for materials allocated to the libraries and distributed proportionately.</td>
<td>$240,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New library materials RCM budget allocation - increase based on CPI + 6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Case Libraries - Additional Library Material Dollars added over 5 years</strong></td>
<td></td>
<td></td>
<td>$4,965,302</td>
</tr>
</tbody>
</table>

### FY07 Case Libraries - Salaries and Operations ALLOCATION

<table>
<thead>
<tr>
<th>One-time Expenses</th>
<th>Funds added to Base Budget for Ongoing Expenses</th>
<th>SUBTOTAL: Add'l Dollars Needed per Fiscal Year</th>
<th>TOTAL: Budget Dollars Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY08 Priority 2:</strong> Full-time library development officer</td>
<td>$77,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Priority 3:</strong> Software Developer position - APIII Archival life-cycle management consultant INNOPAC replacement server DigitalCase ongoing support</td>
<td>$73,815</td>
<td>$40,000</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Priority 4:</strong> CHSL - Electronic Resources Licensing librarian position Training and staff development</td>
<td></td>
<td></td>
<td>$77,700</td>
</tr>
<tr>
<td><strong>Priority 5:</strong> Harris Library - 3M security system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 Subtotal ongoing expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 New Budget Allocation for Library Operations (2007 allocation plus 2008 ongoing costs)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 Subtotal one-time expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 Total budget needed (includes one-time expenses)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY08 Total additional dollars</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>One-time Expenses</th>
<th>Funds added to Base Budget for Ongoing Expenses</th>
<th>SUBTOTAL: Add'l Dollars Needed per Fiscal Year</th>
<th>TOTAL: Budget Dollars Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY09 Priority 3:</strong> CHSL - replace 1/3 staff and public computers Harris Library - replace 1/3 staff and public computers</td>
<td>$35,000</td>
<td>$20,000</td>
<td></td>
</tr>
<tr>
<td><strong>Priority 4:</strong> CHSL - Associate Director for Library Operations position</td>
<td></td>
<td></td>
<td>$91,000</td>
</tr>
<tr>
<td><strong>Priority 5:</strong> Harris Library - shelving for Stein Historic Collection</td>
<td></td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>FY09 Subtotal ongoing expenses</strong></td>
<td></td>
<td></td>
<td>$91,000</td>
</tr>
<tr>
<td><strong>FY09 New Budget Allocation for Library Operations (2008 allocation plus 2009 ongoing costs)</strong></td>
<td></td>
<td></td>
<td>$9,522,111</td>
</tr>
<tr>
<td><strong>FY09 Subtotal one-time expenses</strong></td>
<td></td>
<td></td>
<td>$65,000</td>
</tr>
<tr>
<td><strong>FY09 Total budget needed (includes one-time expenses)</strong></td>
<td></td>
<td></td>
<td>$9,587,111</td>
</tr>
<tr>
<td><strong>FY09 Total additional dollars</strong></td>
<td></td>
<td></td>
<td>$156,000</td>
</tr>
</tbody>
</table>
# FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th>FY10 Priority 3:</th>
<th>One-time Expenses</th>
<th>Funds added to Base Budget for Ongoing Expenses</th>
<th>SUBTOTAL: Add'l Dollars Needed per Fiscal Year</th>
<th>TOTAL: Budget Dollars Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software Developer position - APIII</td>
<td>$80,600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHSL - Curriculum Support librarian position</td>
<td>$65,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renovation of KSL's main floor to create Learning Commons - Scope 2</td>
<td>$1,177,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY10 Subtotal one-time expenses</td>
<td>$1,177,000</td>
<td></td>
<td></td>
<td>$9,667,711</td>
</tr>
<tr>
<td>FY10 New Budget Allocation for Library Operations (2009 allocation plus 2010 ongoing costs)</td>
<td></td>
<td></td>
<td></td>
<td>$9,667,711</td>
</tr>
<tr>
<td>FY10 Total budget needed (includes one-time expenses)</td>
<td>$1,177,000</td>
<td></td>
<td></td>
<td>$10,844,711</td>
</tr>
<tr>
<td>FY10 Total additional dollars</td>
<td></td>
<td></td>
<td></td>
<td>$1,322,600</td>
</tr>
</tbody>
</table>

| FY11 No additional funds requested | | | | |
| FY11 Subtotal | $0 | $0 | | $9,667,711 |
| FY11 New Budget Allocation for Library Operations (2010 allocation plus 2011 ongoing costs) | | | | $9,667,711 |
| FY11 Total budget needed (includes one-time expenses) | | | | $9,667,711 |
| FY11 Total additional dollars | | | | 0 |

| FY12 Priority 3: | | | | |
| Software development for managing electronic publishing | $150,000 | | | |
| CHSL - replace 1/3 staff and public computers | $35,000 | | | |
| Harris Library - replace 1/3 staff and public computers | $20,000 | | | |
| Renovation of KSL's main floor to create Learning Commons - Scope 3 | $1,129,000 | | | |
| FY12 Subtotal one-time expenses | $1,334,000 | | | $11,080,011 |

| FY12 Priority 6: | | | | |
| Full-time expert/scholar for digital publication policy | $78,300 | | | |
| FY12 Subtotal ongoing expenses | $78,300 | | | $9,746,011 |

| FY12 Total budget needed (includes one-time expenses) | $1,334,000 | | | |
| FY12 Total additional dollars | | $1,412,300 | | |

Total Case Libraries - Additional Library Operation Dollars needed over 5 years $3,358,115
**FINANCIAL SUMMARY**

**Case Libraries - 2012 Budget Allocation**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12 Library Materials - new baseline budget</td>
<td>$10,350,377</td>
</tr>
<tr>
<td>FY12 Library Salaries and Operations - new baseline budget</td>
<td>$9,746,011</td>
</tr>
<tr>
<td>FY12 TOTAL Case Libraries allocation</td>
<td>$20,096,388*</td>
</tr>
</tbody>
</table>

**Case Libraries - Projected Additional Dollars Needed over 5 years**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing Funds added to Base Budget</strong></td>
<td>$5,639,417</td>
</tr>
<tr>
<td>FY08</td>
<td>$1,223,375</td>
</tr>
<tr>
<td>FY09</td>
<td>$1,013,831</td>
</tr>
<tr>
<td>FY10</td>
<td>$1,132,617</td>
</tr>
<tr>
<td>FY11</td>
<td>$1,057,237</td>
</tr>
<tr>
<td>FY12</td>
<td>$1,212,357</td>
</tr>
<tr>
<td><strong>One-time Expenses</strong></td>
<td>$2,684,000</td>
</tr>
<tr>
<td>FY08</td>
<td>$108,000</td>
</tr>
<tr>
<td>FY09</td>
<td>$65,000</td>
</tr>
<tr>
<td>FY10</td>
<td>$1,177,000</td>
</tr>
<tr>
<td>FY11</td>
<td>$0</td>
</tr>
<tr>
<td>FY12</td>
<td>$1,334,000</td>
</tr>
<tr>
<td><strong>Total Additional Dollars Needed over 5 years</strong></td>
<td>$8,323,417</td>
</tr>
</tbody>
</table>

* These projections do not include the annual increase provisions - estimated at 2% for FY08 & FY09; 3% for FY10-FY12 or any increase in fringe benefits.

CHSL allocation dollars do NOT include any funds from CMLA.
Appendices

Appendix 1: Letter from Tom Sanville, Executive Director, regarding Case's contribution to OhioLINK

Appendix 2: “If the Academic Library Ceased to Exist, Would We Have to Invent It?” by Lynn Scott Cochrane for EDUCAUSEreview, January/February 2007

Appendix 3: Case School of Engineering - Kelvin Smith Library: Management Center Summary

Appendix 4: College of Arts & Sciences - Kelvin Smith Library: Management Center Summary

Appendix 5: Weatherhead School of Management - Kelvin Smith Library: Management Center Summary

Appendix 6: Mandel School of Applied Social Sciences - Harris Library: Management Center Summary

Appendix 7: School of Medicine - Cleveland Health Sciences Library: Management Center Summary

Appendix 8: Frances Payne Bolton School of Nursing - Cleveland Health Sciences Library: Management Center Summary

Appendix 9: School of Dental Medicine - Cleveland Health Sciences Library: Management Center Summary

Appendix 10: The Ben C. Greene Library - School of Law: Management Center Summary

Appendix 11: SciFinder Scholar Usage Data

Appendix 12: Faculty Retreats - List of Attendees

Appendix 13: Association of Research Libraries - Peer Comparison
January 10, 2007

Joanne D. Eustis, Ph.D.
University Librarian
Kelvin Smith Library
Case Western Reserve University
10900 Euclid Avenue
Cleveland, OH 44106-7151

Dear Joanne,

I’m writing to communicate the position of the OhioLINK governing board relative to Case’s contribution to the proposed Springer group e-book license. As it now stands, Case has committed $16,000 ($10,000 Main, $5,000 Law, $1,000 Medical) for 2007. Based on the eight years of Springer print book purchases across our community, Case’s 2007 share was calculated at $40,713. We have a $24,713 shortfall, over 5% of the 2007 group license fee of $467,000.

Like our group e-journal licenses, this license is intended as a multi-year, continuing program to transform and leverage the buying power of Ohio academic libraries, expand dramatically the range of relevant materials available to faculty and students, and provide better cost control versus what libraries acting individually can hope to accomplish. To contribute to the success of each academic institution libraries must provide more not less access to the global scholarly output. I won’t restate here the full analysis of this Springer proposal (see my November 28, 2006 email and memo to LAC and CIRM) but the OhioLINK community universally, including Case, has concluded that this proposal meets all our key criteria exceptionally well. As a result, there has been uniform acceptance of the proposed shares excepting Case and several very small libraries (accounting for less than 0.3% of the $467,000 2007 group license fee).

Across the many group licensees we have each must meet our criteria for economic efficiency and access effectiveness. Each must also meet the perception that fair cost sharing is being applied. You know that the OhioLINK community has shown great flexibility and creativity in achieving techniques to do this. We are able to keep expanding the benefits of our group licensing with more e-journals and now e-books as well as e-educational video because all trust each other and all believe we do these as fairly as possible.
This strong cooperative fabric would be irreparably damaged if, in the Springer license, OhioLINK permanently relieved Case of its full share. Historically it is the third largest buyer of Springer books. Case will be a major beneficiary of this license given its strong STM curricula. In particular the other university libraries with major shares will call this exception into question and it will hang over our heads in all future proposals. In the interest of future community unity and effectiveness we cannot proceed with Case’s partial share as a permanent basis for cost sharing.

We could choose to abort the entire license. With Springer as the leading STM book publisher, 3000 titles per year, and given the extraordinary value in this proposal for all members this is not desirable. We could proceed by excluding only Case. Springer may not accept this. It also strategically damages our approach to universal archiving and access to OhioLINK hosted electronic resources. It could impact the willingness of a library to share with Case the physical copy of a Springer book which otherwise is available to everyone else electronically. The likelihood is high that this course would undermine our unity and group activities in several ways.

The preferred approach is to proceed with the license and for Case to evolve back to its full share. We recognize the current budgetary restrictions and propose this schedule. It includes the +3% per year price cap on the group license fee. OhioLINK will pay the shortfall in 2007 and 2008. As proposed in the November 28 email and memo, Case will be eligible for the -75% deep discount print copies through Yankee Book Peddler and can make any reductions in print copy purchases based on the availability of electronic versions.

2007 - $16,000
2008 – $29,596
2009 - $43,192
+2009 – full share continues

Please discuss this with your colleagues at Case. Let me know if there is any other information I might supply. We are trying to wrap this up as quickly as possible since the license is to be effective with 2007 imprints. I look forward to your response.

Thank you for your consideration.

Sincerely,

Tom Sanville
Executive Director
Conventional wisdom among college and university students (and many of their parents) in early 2007 is that “everything needed for research is available free on the Web.” Therefore, academic libraries are often viewed as costly dinosaurs—unnecessary expenses in today’s environment. This idea is uninformed at best and foolish at worst. If college and university libraries and librarians didn’t exist, we would certainly have to invent—better yet, re-invent—them. Here’s why.

Let’s imagine August 2010 at Excellent College (EC), a liberal arts institution of 2,000 undergraduates and 200 faculty. The college has decided to stop funding its library. Instead, it will give students a tuition rebate and give faculty a stipend representing their share of the annual amount that would previously have gone to support the library’s collections, facilities, and staff—about $2.7 million total. Each student and faculty member will get $1,230. For now, the library building and hard-copy collections will remain in place, student assistants will keep the doors open, and custodians will clean the facility; but database subscriptions will be discontinued, and no other services will be provided. Since the college has a robust honor code, circulation of materials will be on the honor system. Students and faculty will now be on their own to secure the information resources they need to fulfill their responsibilities.

Prediction #1: Students and faculty will buy the necessities first. Students will spend at least $600 of their annual “library” rebate on textbooks, and faculty will spend a comparable amount subscribing to the key journals in their disciplines and buying essential new monographs. Each student and faculty member now has $630 for all other scholarly sources to support their coursework and scholarship, including journals, supplemental readings, databases, and media.

Prediction #2: Students and faculty will go to Google. For example, a third-year undergraduate, Sara, does a Google keyword search on her topic, “presidential libraries,” and finds Web sites—the good, the bad, and the inadequate. She decides to try a Google Scholar search (on the Google home page, along with the shopping service Froogle). It returns journal articles and a few monographs in random order based on how many times they’ve been cited. Even with the Advanced Scholar Search option, Sara gets nothing but author, publication, and date range information. There are no controlled vocabularies or subject headings. Sara clicks on an ERIC document, which is no longer available because the U.S. Department of Education has closed its online service, but the back button will not return her to Google. She has to start the search over. There is no list of publishers included in the Google Scholar database. She gives up for the day.

Prediction #3: Students and faculty will go to the local public library. There they find collections of generic reference works: dictionaries, encyclopedias, handbooks (hard copy and a few online), popular fiction, popular magazines, and popular media (CDs, DVDs, videos). They find few, if any, scholarly journals, databases, or monographs.

Prediction #4: Students and faculty will go to the main library at Huge State University (HSU), twenty-five miles west. HSU has decided to stop supporting its libraries for the same reason that EC did.

The book collections are good, but most of the books are already in use by HSU students and faculty under the honor system. There is no way to recall the books from the users, who are unknown. HSU’s database subscriptions have been discontinued as well.

Prediction #5: Each student and faculty member will subscribe to one online database of general full-text resources, such as Academic Search Premier. Oops, that one is available only at the institutional level, so many will choose LexisNexis.
An educated guess is that this database will cost between $500 and $700 per year, for a group of selected databases and less-than-comprehensive coverage of general sources. Then the student or faculty member will subscribe to one database in the major or discipline (such as Current Contents, where one subject subset has an estimated 2010 cost of $2,700). Now, he or she is over the allocated budget, and the research will have to be funded out of pocket. Hmmm.

Prediction #6: Students and faculty will quickly realize they can generate lists of who’s subscribing to what on campus, so they will be able to (illegally) share user IDs and passwords to gain access to more databases. They will create a database of who has which books. But by April 2011, they’ll be too busy to maintain the database.

Prediction #7: The president of EC will have an urgent need for information on a 1974 alumna (and potential donor), as well as access to EC Board of Trustees minutes and to photographs of Beta Alpha Delta (BAD) fraternity. The president will be frustrated, however, because the college archivist disappeared along with all the other librarians.

Get the picture? Here’s a real-life, current illustration. The following is a testimonial written to a library director on February 21, 2006, from a faculty member in the Geosciences Department:

Just a short note to say thanks. I just downloaded an article through the library. I need the article for my research. I had previously inquired about getting a copy of the theme volume from which the article came. It costs a whopping $1,200! So I appreciate being able to access information so easily through the library Web site. Thanks again!

This short note shows that the traditional library role of purchasing scholarly resources has not disappeared, but it has changed. Let’s assume that libraries had and will continue to have two basic roles: (1) to purchase published materials in all formats and make them easily available to users; and (2) to identify, preserve, and manage unique special collections and locally produced information resources and make them easily available to users.

Let’s further assume, based on the recommendation of several experts in library administration, that libraries should move to a fifty-fifty split of expenditure and time between these two roles. In other words, academic libraries should be spending approximately half their time and money on capturing, preserving, and distributing locally produced materials, such as scholarly monographs, essays and articles, research and project reports, artworks, photographs, analyses of fieldwork, documentation of campus events, alumni-produced intellectual property, correspondence, campus records, and minutes of the campus board of trustees. These materials are not and never will be available in the marketplace from vendors; they are the products of local efforts. EC currently spends little or no money on locally produced materials, other than on the college archivist’s salary and a bit of binding. In the 2010 scenario, those costs would be well under $100,000, compared with the almost $1.2 million spent annually on acquiring readily available published materials. It may take a while to get to the fifty-fifty split that some of us think is appropriate.

Over the next decade (probably less), library leaders need to help those of us in academic libraries to reduce our focus on the publisher-driven model (role 1) and increase our attention and resources to the user-driven model (role 2). Then we can do what we’ve always done best: bring order out of the information chaos swirling around us. We will acquire, preserve, and direct users to quality published resources appropriate for academic purposes; but more important, we will acquire, preserve, and direct users to unique local materials not available elsewhere.

The next time a member of the EC Board of Trustees or of the community asks me why we spend so much money on a library these days when everything is on the Web for free, I’ll hand him or her this little essay.

Lynn Scott Cochrane is Director of Libraries at Denison University.
Professional Staff: (1) Brian Gray, College-based Engineering Librarian

2005-2006 Engineering Materials Expenditures:
Serials: $791,172  Monographs: $26,126  Bindery: $479

The Kelvin Smith Library covered a deficit of $115,592 in 2005-2006 to guarantee the minimum coverage of all engineering instruction and research needs.

In July of 2006, the responsibility of the University Archives was transferred from Information Technology Services to the Kelvin Smith Library with no increase in funding. As a result, the library lost much of its future flexibility to supplement the funding of materials for each management center that was operating at a deficit.

Collection Priorities
The main collection priorities of the Kelvin Smith Library are to maintain a core and current collection in the area of engineering and to develop it based on the curriculum of the Case School of Engineering. The main concentrations of this effort are centered on the seven engineering departments and the various research centers and institutes.

Service Priorities
The first service priority of the Kelvin Smith Library for the Case School of Engineering includes partnering with our faculty members to ensure their research needs are being supported, while ensuring that engineering students become effective users of information to meet their academic, professional and life-long learning goals. The second priority includes offering instructional classes and online tutorials which incorporate technology to facilitate the delivery of information to our students regardless of their location. The third priority, which is critical to the college-based librarianship approach, includes being available physically or virtually at the point of information need, while maintaining a free flowing communication channel to guarantee quick library adaptation to research and instruction needs. Our final service priority includes working with other academic units and libraries across campus to support the interdisciplinary nature of scholarship across the university.

Challenges
The Kelvin Smith Library has identified several challenges in providing the best services possible for the Case School of Engineering in the future:

- The average cost and the annual price of inflation on engineering books, journals and databases are much higher than other disciplines. Average cost in 2006 for Case’s engineering journal subscriptions was $1,756. Each year the costs have increased 8-15% per title. A flat budget in 2008 will result in cutting one or both of our major research databases, IEEE or Knovel, as we only have 132 journal titles remaining.
- In supporting seven departments (with nine subject specialties) and various interdisciplinary research centers, the financial resources are stretched fairly thin for each specific subject focus. New research projects or specialties require different or more current materials, which cannot be supported under the current funding allocations for engineering library materials.
- The Sears Library was closed ten years ago, when the Kelvin Smith Library was opened. Currently, faculty resentment still lingers that has reduced opportunities for collaboration and open communication. Brian Gray for the past two years has maintained regular office hours in Nord Hall to improve communication and awareness of engineering activities and needs.
- Continuing to provide our students with the often changing skills to effectively and efficiently identify and evaluate authoritative information from which to base their future decisions.
- Raising our visibility and accessibility to our alumni, current students, staff, and faculty as online electronic communication and resources flourish.
- Continuing to support faculty research and publishing needs as publishing models change and research grants become more competitive in a tighter funding market.
What benefits does OhioLINK provide to CSE?

**Research Databases**
Advantage: OhioLINK purchases content & creates a user-friendly interface with linking to online access.
- Biological Abstracts – Case conducted over 2,000 searches in 2006
- Compendex/Compendex Historical (back to the year 1884) – Case conducted almost 1,600 searches in 2006
- Computer Source/Computers and Applied Sciences Complete
- Dissertation Abstracts
- GeoRef' database
- History of Science, Technology, and Medicine
- INSPEC/INSPEC Archive (back to the year 1898)
- ISI Web of Science (Science Citation Index)
- MEDLINE Full Text
- MathSciNet
- ProceedingsFirst
- WorldCat

**OhioLINK Electronic Journal Center**
Advantage: OhioLINK purchases content, so back issues are not lost if subscriptions are cancelled. In addition, the annual costs increases are negotiated at a great savings for institutions, compared to the industry average.
- Analytical Chemistry – 62 titles
- Biochemistry – 221 titles
- Chemical Engineering – 187 titles
- Computer Science – 170 titles
- Computer Software – 131 titles
- Crystallography – 19 titles
- Electrical Engineering – 143 titles
- Environmental Science & Engineering – 131 titles
- Food Science – 10 titles
- General & Civil Engineering – 561 titles
- General & Inorganic Chemistry – 132 titles
- Organic Chemistry – 124 titles
- Materials Science – 114 titles
- Mechanical Engineering – 81 titles
- Physical and Theoretical Chemistry – 142 titles
- Does not include additional titles in medicine, mathematics, physics, or statistics

In 2006:
- Out of the over 4 million OhioLINK Electronic Journal Center (EJC) downloads, Case was 3rd out of 79 organizations with approximately 350,000 downloads.
- All of Case accounted for 8% of the OhioLINK downloads (Cincinnati - 9% & Ohio State - 21%).
- Case used 5,782 unique journal titles from OhioLINK.
- The first 38 titles with the most downloads were all science, technology, and medicine related. Plus, these 38 titles accounted for 15% of the total Case usage of OhioLINK electronic titles.

**E-Resources**
- ACM Digital Library (Association of Computing Machinery)
- ACS Journals (American Chemical Society)
- Digital Video Collection (OhioLINK)
- Electronic Reference Books (OhioLINK) – various encyclopedias
- Encyclopedia of Physics Demonstrations
- McGraw-Hill Encyclopedia of Science and Technology
- NetLibrary eBook Collection
- Oxford Reference Series that includes various electronic reference books
- Safari Tech Books Online – mostly computer science and information technology
In 2006/07, engineering has less than $8,000 for books, which will result in approximately 60 items purchased. The list below represents a sampling over a 6-month period of the items any research engineering collection should contain, but Case will not be able to purchase. We should be purchasing over 1,000 books a year with a book budget exceeding $100,000.

Sample of some missed items:

- Handbook of fuel cell modelling
- Handbook of advanced ceramics
- Wiley encyclopedia of biomedical engineering
- Encyclopedia of medical devices and instrumentation, v.1-6
- Electronic materials science
- Mechanical engineer's handbook, v.1-4
- Handbook of software engineering & knowledge engineering
- Introduction to engineering thermodynamics
- Newest edition of the Kirk-Othmer encyclopedia of chemical technology
- BioMEMS and biomedical nanotechnology, v.1-4
- Micromanufacturing and nanotechnology
- Springer handbook of electronic and photonic materials
- Biomedical signal and image processing
- Hydrogen and fuel cells: a comprehensive guide
- The biomedical engineering handbook
- Nanomaterials handbook
- Nanomaterials: from research to applications
- Manufacturing technology for aerospace structural materials
- Semiconducting polymers: chemistry, physics and engineering, v.1-2
- Alternative fuels: the future of hydrogen
- Annual Book of ASTM Standards

Contains the books requested by faculty or recommended by a librarian but not purchased in the final 6-months of 2006.
College of Arts and Sciences — Kelvin Smith Library

Professional Staff:  William Claspy, Chemistry, Astronomy and Instruction Librarian
Mark Eddy, History and Political Sciences Librarian
Elsie Finley, Anthropology, Psychology, Sociology Librarian
Sharon Gravius, Religion Librarian
Sue Hanson, Women's Studies, American Studies
Arlene Sievers-Hill, Art, Art History, English, Modern Languages & Literatures
Stephen Toombs, Music Librarian

2005-2006 Arts and Sciences Materials Expenditures:
Serials $1,272,420  Monographs $318,747  Bindery $9,285

The Kelvin Smith Library covered a small deficit represented by the sum of these expenditures minus the amount appropriated for materials for the College in 2005-2006. The library covered much larger deficits for materials purchased in support of the Weatherhead School of Management and the School of Engineering.

In July of 2006, the responsibility of the University Archives was transferred from Information Technology Services to the Kelvin Smith Library with no increase in funding. As a result, the library lost much of its future flexibility to supplement the funding of materials for each management center that was operating at a deficit.

Collection Priorities
Disciplines covered by the Arts & Sciences are wide ranging and interdisciplinary in nature. In general priorities for collecting are to build and maintain research level collections in areas that support faculty and graduate student research needs. We must also maintain a strong core collection in basic areas of scholarship to support student learning. Following are examples of the breadth and variety of Arts & Sciences needs.

• Maintain monograph collection. Many of the humanities disciplines are book centered and the nature of the study of the humanities requires maintenance and growth of historic works, texts and criticisms.
• Providing access to new electronic databases, which scholars require to compete with colleagues at peer institutions. Increasingly, historic materials are being made available in electronic format. One example is Early English Books Online [EEBO] an online collection of primary source material that is now available at a cost of $100,000+.
• Audiovisual materials (especially DVDs) are crucial to study and research in the Arts, Theater, and Modern Languages and Literatures.
• There is need for growth in our collections on Indian religions and deities as well as in our collection of Jewish materials for the Rosenthal Judaic Center. Japanese, Arabic and Ethnic Studies which is centered on Africa, require entire new collections.
• Provide access to new multimedia resources for scholarly and instructional use. One example: the political science department would like to collect broadcasts/podcasts of public policy programming from the University Channel at Princeton.

Service Priorities
• The library has made library instruction (information literacy) a priority since 2000. In particular, the library has teamed with the development of the SAGES program to provide consistent and thorough instruction in research skills throughout the SAGES curriculum, from introducing students to scholastic research in the First Seminar through comprehensive research skills for Senior Capstone projects. For scholars in the modern era
of digital technologies and online collections, solid knowledge of the research process is critical for student learning.

- Beyond SAGES we must expand instructional programs to include classes for upper level undergraduate and graduate students, tutorials for students and faculty in the use of specialized instructional media.
- Encourage research consultations/collaboration with individual faculty members.

Challenges
The Kelvin Smith Library has identified several challenges in providing the best collections and services possible for the College of Arts and Sciences in the future:

- Book and serial price inflation in the humanities and social science mirror that in other areas and is the chief challenge in providing what is needed to support these programs. Book price increases, while not as spectacular as Science serial price increases nonetheless rise at a rate of 10% a year.
- The interdisciplinary research focus of many faculty and academic programs like SAGES has driven new roles for librarians, particularly in teaching research skills. Librarian salaries have fallen below national averages, and staffing levels - number of professional and support staff at the library - are the lowest among our peers.
- Despite the arrival of electronic materials, book publishing numbers have not declined and the demand for books by faculty and students in the humanities is increasing, not decreasing. To build good collections, books are best acquired when they are published. Publishers calculate print-run numbers for scholarly subjects conservatively and titles are often unavailable thereafter.
- Space for collections. KSL is near capacity and the Retrospective Research Collection Center (Cedar Avenue storage facility) is at capacity. There is a significant cost, both financially and in terms of productivity of the faculty, to have items stored in Iron Mountain (commercial storage in Pennsylvania).
- Supporting growth and expansion of departments that plan to offer new Masters or Ph.D. programs or new interdisciplinary areas (cognitive science, ethnic studies, etc.).
Mandel School of Applied Social Sciences – Lillian F. & Milford J. Harris Library

Professional Staff: 4  
Staff: 2

2005-2006 Materials Expenditures:
Serials: $69,000  
Monographs: $17,000

The Lillian F. & Milford J. Harris Library provides information services, instruction, research assistance, collection development and scholarship support for the Mandel School of Applied Social Sciences students, faculty, staff, and the greater Case Western Reserve constituency, as well as the entire Northeast Ohio social work community.

Collection Priorities
The two main collection priorities of the Harris Library are to maintain a core and current collection in the area of social work and to develop it based on the curriculum of the Mandel School. The main concentrations of this effort are: social work methods, social policy, health, aging, welfare, substance abuse, mental health, poverty, current trends in therapy treatments, issues involving children and family, evidence based and direct practice, current professional association awareness, community development, crisis intervention, and cultural and international issues.

Service Priorities
Service priorities of the Harris Library include partnering with our faculty members to ensure their research needs are being supported. We further collaborate with faculty to ensure that Mandel School students become effective users of information to meet their academic, professional and life-long learning goals.

Other service priorities include offering instructional classes and online tutorials which incorporate technology to facilitate the delivery of information to our students regardless of their location. While our full-time students have more contact hours with the campus and the Harris Library in general, we work diligently to support our Ph.D. students and Intensive Weekend students, taking into consideration their varying needs and locales.

Future service priorities include maintaining a cutting edge, relevant facility to enable all patrons to be prepared for the technological world. We plan to enhance programs in which we consistently inform Mandel School staff of library resources and opportunities, and we will develop collaborative relationships with other social work libraries around the United States. Our final service priority is to work with other academic units and libraries across campus to support the interdisciplinary nature of scholarship across the university.

Challenges
The Harris Library will face several challenges in the near future. While some are common to libraries in general, there are also those that are unique to the Harris Library in its current situation. Some of the challenges that we have identified are:

- Keeping pace with the rapid change of technological development, in both our facilities and services.
- Developing new and creative methods for providing important services to a growing and diverse population of distance learners.
- Realigning our collection development to match the future curriculum of the Mandel School.
- Continuing to provide our students with the skills to effectively and efficiently identify and evaluate authoritative information from which to base their future decisions, both in practice and in life.
- Raising our visibility and accessibility to our alumni patrons and to the larger social work community.
School of Medicine—Cleveland Health Sciences Library

Professional Staff: 6 librarians [including the Director]

Staff: 9 library assistants

2005-2006 Materials Expenditures for SOM:
Serials $845,129  Databases $29,944  Monographs $25,241

The Cleveland Health Sciences Library serves those who are engaged in education, research, and practice in the health sciences at Case Western Reserve University, and beyond through participation in OhioLINK and the National Network of Libraries of Medicine. CHSL operates in two locations: The Allen Memorial Medical Library, and the Health Center Library located in the School of Medicine.

Collection Priorities
The journal literature has always been the heart of biomedical information. The transition from print to electronic journals has been exceptionally rapid in the health sciences, and users have clearly embraced the new medium. CHSL has cancelled over $250,000 in print subscriptions and has reallocated those dollars to electronic access. Although standard print textbooks remain a vital support for students, electronic books are gaining in popularity as their interfaces improve, and they are now an important component of the SOM’s new WR2 [Western Reserve 2] Curriculum [http://casemed.case.edu/curricularaffairs/newcurriculum/index.htm]. Our priorities are to make available as many titles as possible, including purchasing electronic archives of major titles and collections of electronic textbooks and monographs. Point-of-care services [UpToDate®] and evidence-based clinical resources [Cochrane Systematic Reviews] are growing in importance and are an area for collaboration with our affiliated hospitals.

Service Priorities
The first priority of the staff is to acquire, organize, and make easily available both print and electronic information resources. Given the bewildering variety of platforms of electronic books and journals, the next priority is to teach students, staff, and faculty how to access these resources effectively and efficiently. Customized classes, online tutorials, and “house calls” are all required in this effort to reach users when and where it will do them the most good.

Challenges
Current and projected budgets do not keep up with the rising cost of the journals and databases we already have, let alone provide funds to expand the collection. For years, salary dollars have been reallocated to journal subscriptions – now primarily electronic – and the staff has decreased to a barely adequate level. It is increasingly difficult to meet the School’s information demands and to keep the faculty and students competitive in the research and curriculum development initiatives on which the Case Western Reserve University School of Medicine has embarked.
Frances Payne Bolton School of Nursing—Cleveland Health Sciences Library

Professional Staff: 6 librarians [including the Director]

Staff: 9 library assistants

2005-2006 Materials Expenditures for SON:
Serials $199,432    Databases $7,151    Monographs $4,740

The Cleveland Health Sciences Library serves those who are engaged in education, research, and practice in the health sciences at Case Western Reserve University, and beyond through participation in OhioLINK and the National Network of Libraries of Medicine. CHSL operates in two locations: The Allen Memorial Medical Library, and the Health Center Library located in the School of Medicine.

Collection Priorities
The journal literature has always been the heart of biomedical information. The transition from print to electronic journals has been exceptionally rapid in the health sciences, and users have clearly embraced the new medium. CHSL has cancelled over $250,000 in print subscriptions and has reallocated those dollars to electronic access. The SON offers many different degree programs, requiring a broad range of materials. The Sarah Cole Hirsh Institute for Best Nursing Practices Based on Evidence actively promotes the use of evidence-based clinical resources [Cochrane]. Our priorities are to make available as many resources as possible, including purchasing electronic archives of major titles and collections of electronic textbooks and monographs.

Service Priorities
The first priority of the staff is to acquire, organize, and make easily available both print and electronic information resources. Given the bewildering variety of platforms of electronic books and journals, the next priority is to teach students, staff and faculty how to access these resources effectively and efficiently. Customized classes, online tutorials, and “house calls” are all required in this effort to reach users when and where it will do them the most good.

Challenges
Current and projected budgets do not keep up with the rising cost of the journals and databases we already have, let alone provide funds to expand the collection. For years, salary dollars have been reallocated to journal subscriptions – now primarily electronic – and the staff has decreased to a barely adequate level. It is increasingly difficult to meet the School’s information demands and to keep the faculty and students competitive in the research and curriculum development initiatives on which the Case Western Reserve University Frances Payne Bolton School of Nursing has embarked.
School of Dental Medicine—Cleveland Health Sciences Library

Professional Staff: 6 librarians [including the Director]

Staff: 9 library assistants

2005–2006 Materials Expenditures for SODM:
Serials $211,897     Databases $7,598     Monographs $4,542

The Cleveland Health Sciences Library serves those who are engaged in education, research, and practice in the health sciences at Case Western Reserve University, and beyond through participation in OhioLINK and the National Network of Libraries of Medicine. CHSL operates in two locations: The Allen Memorial Medical Library, and the Health Center Library located in the School of Medicine.

Collection Priorities
The journal literature has always been the heart of biomedical information. The transition from print to electronic journals has been exceptionally rapid in the health sciences, and users have clearly embraced the new medium. Our priorities are to make available as many titles as possible, including purchasing electronic archives of major titles and collections of electronic textbooks and monographs. While the SODM’s new R.E.A.L. Curriculum [http://dental.case.edu/curr.pdf] relies on individually distributed DVDs with electronic textbooks, with the initiation of the new Dentist-Physician D.M.D.-M.D. dual degree program [http://dental.case.edu/dmdmd/], more dental students will be using evidence-based medicine and point-of-care clinical tools.

Service Priorities
The first priority of the staff is to acquire, organize, and make easily available both print and electronic information resources. Given the bewildering variety of platforms of electronic books and journals, the next priority is to teach students, staff and faculty how to access these resources effectively and efficiently. Customized classes, online tutorials, and “house calls” are all required in this effort to reach users when and where it will do them the most good.

Challenges
Current and projected budgets do not keep up with the rising cost of the journals and databases we already have, let alone provide funds to expand the collection. For years, salary dollars have been reallocated to journal subscriptions – now primarily electronic – and the staff has decreased to a barely adequate level. It is increasingly difficult to meet the School’s information demands and to keep the faculty and students competitive in the research and curriculum development initiatives on which the Case Western Reserve University School of Dental Medicine has embarked.
The Ben C. Greene Library, School of Law

Professional Staff: 12 Librarians (including 4 JD/MLS), 1 Asst. Director for Budget and Finances

Staff: 10 paraprofessionals

2005-2006 Materials Expenditures:
Serials: $1,119,003  Monographs: $51,155  Bindery: $23,086

Traditionally, the Ben C. Greene Library has been fully funded by the Law School. Funding comes from the regular Law School budget and endowments. In the last few years several factors, including inflation, additional curriculum needs, demands for online databases and the University's budget situation have forced many serial cancellations and the loss of one position.

Collection Priorities
The main priority is to support the School's educational programs and faculty research. While the collection is predominately serial in nature, it is essential that it includes monographs and other documents that are essential to support and enrich our curriculum and research.

Over the last 3 years the library has cut approximately $100,000 in serials, while attempting to build collections that are needed to support both the developing and the traditional Centers of Excellence. Our eight Centers concentrate in important, but expensive areas like International Law, Patent and Intellectual Property, Business and Medicine. In planning for the new Centers, the library was forced to spend considerable amounts to bring the existing collections to an appropriate research level. The library received no additional funds for this essential task.

The budget situation continues to impact the library in several other ways. Material inflation has been enormous. The 10th edition of the highly respected Legal Information Buyer's Guide & Reference Manual included a chart documenting the price increases in materials over those 10 years (1995-2005). No means or medians are presented, but every title was raised significantly, with prices jumping by high, three figure percentages. The highest percentage increase was an astounding 2014%, for the Federal Practice Digest, a basic reference tool.

At the same time inflation was raging for the traditional collections, the development of online databases forced additional costs into the library's budget. Some duplication between the online and hardcopy was eliminated with cancellations, but this has the negative impact of removing the collection from any researcher that does not have online access or not covered in the restrictive license agreements.

All of these trends have eroded away the enrichment that was the intent of our endowment moneys. Originally the endowment funds were almost exclusively used to support our monograph selections. We were able to build our holdings through the 80's and even into the early 90's. Today, the endowments are almost exclusively spent on serials. We have had no choice but to divert the income to pay for the serials which form the basic collection.

Service Priorities
The library exists to serve the curriculum and research needs of the Law School's faculty and students. This includes a heavy involvement in classroom teaching in the first year CaseARC program, and extensive one-on-one work with 2nd and 3rd year students as they perform advance research while writing their notes, working on the Law Reviews and other special programs. The librarians teach research skills for both the traditional
hardcopy resources and the extensive new online databases.

As the primary resource in the research activity of the School’s legal community, our services are extensive and numerous. We work with every aspect of the School, and have an extensive liaison program that strives to support any research a faculty or department require. These services include an extensive routing system, continuous consultation on collection development and maintenance, an involvement in special projects like plagiarism reviews, maintaining the student computer labs, and serving on Law School committees.

The library is open to the University community and we strive to provide quality reference service to all. We coordinate our collection development, cataloging and other services as much as possible with the other Case libraries and academic departments. As a GPO depository we are also open to the public and work closely with the local and national legal community.

**Challenges**

The challenges are many. These are only a few:

- Our budgets will continue to fail to meet the extraordinary inflation in legal publishing. As international oligarchies monopolize legal publishing, control of information costs will become even more troublesome. The continuous addition of expensive online databases, which provide no ownership but must be available, will add another layer to the budget burden.

- As the Centers continue to expand their research horizons, we will encounter an increasing need for resources that are necessary for any attempt at Excellence. These resources are both financial and personnel as staff are needed to provide the research expertise to select, train and teach in these specialized areas.

- The library has limited space and prospects for additions are poor. Although we have an attractive renovated physical plant, there will continue to be situations and programs that require renovation. We have transferred approximately 80,000 volumes to Iron Mountain where they are retrievable, but not easily browsed. It is highly probable that much of the stored collection will eventually be withdrawn and discarded as online materials are accepted as valid authority, and as volume count becomes a lesser factor in collection evaluation.

- We will need to work pro-actively to engage the student population who accept only the “google” research method. A younger faculty is also implementing new database resources and programs, often bringing a high level of expectations to their research. Both groups require a staff of strong communicators who are sophisticated in technology, knowledgeable in the subject matter and creative in all aspects of their professional responsibilities.

- By 2012 many of our baby boomer librarians will be nearing retirement. We need to keep them engaged and skilled in the quickly evolving, demanding world of information, while also grooming the next generation of expert librarians.
SciFinder Scholar Usage

A few notes on these data:

First, the user group is identified based on the host name of the user’s computer. If a user is using VPN to connect to the network, the host name looks something like this: v129-22-124-166.vclient.cwru.edu

As you can see, this host name tells nothing about the affiliation of the user. These users, not surprisingly, represent a very large portion of SciFinder users (roughly 37%). VPN users could be faculty, staff, or students from any department, using the network from home, campus, laboratory, office, or even within the library walls. It could also include users in the medical school who must use VPN because they are unable to connect to the wired campus 129.22.*.* network. It is, of course, impossible to know the academic unit of these individual users.

The second largest group of identifiable users – nearly 26% – are students. Their host name always has “student” in it. These users could be either graduate or undergraduate students using the wired network from their own computers. Like VPN, it is impossible to tell in which academic field these students are majoring.

It is telling that the two largest groups of users – “un-assignable” VPN users and students – speak directly to the library being unable to “cost out” our services. These two groups make up 63% of the users of SciFinder Scholar, and we are unable to tell from which academic unit they hail.

Beyond these two groups are those users who are using computers with wired connections in their departments and labs within their departments. The Chemistry department is the largest group of this group, with the other likely departments following behind – EMAC (Macro), EBME (Biomedical Engineering), departments affiliated with the Medical school (including Pharmacy, Nutrition, Radiology, Biochemistry, etc.)

This data is quite representative – November is a busy month on SciFinder. The November data is graphed below:
Faculty Retreats
January 12, 2007 and January 16, 2007
Dampeer Room — Kelvin Smith Library

Attendees:
Molly Berger, History
Erik Jensen, Law
John Orlock, Theater
Bo Carlsson, Economics
Ginger Saha, Cleveland Health Sciences Library
Kathy Carrick, Law Library
Jonathan Entin, Law
Joe Koonce, Biology
Paul Salipante, Labor & Human Resource Policy, WSOM
Joanne Eustis, Kelvin Smith Library
E. Gail Reese, Kelvin Smith Library
Timothy Robson, Kelvin Smith Library
Gina Midlik, Kelvin Smith Library
Patrick McCafferty, Kelvin Smith Library
Samantha Skutnik, Harris Library
Vernon Anderson, Biochemistry
Kelly McMann, Political Science
Kathryn Karipides, Office of the Provost
Julia Grant, Accounting
Frank Merat, Electrical Engineering & Computer Science
Ramanathan Sankaran, Chemical Engineering
Mark Pagel, Biomedical Engineering
Sharon Gravius, Kelvin Smith Library
Mark Eddy, Kelvin Smith Library
Catherine Wells, Kelvin Smith Library
Brian Gray, Kelvin Smith Library
William Claspy, Kelvin Smith Library
Zeti Nethri, Undergraduate Student
Ruyuan Xu, Graduate Student
Earle Luck, Astronomy
Ken Ledford, History
Tim Fogarty, Accounting
Georgia Cowart, Music
Peter Haas, Religion
Kristin Victoroff, Dental Medicine
Regina Nixon, MSASS
Tim Beal, Religion
Fred Collopy, Information Systems, WSOM
Edith Lerner, Nutrition
Wally Gingerich, MSASS
Michael Lederman, Infectious Disease
Jaime McDaniel, Graduate Student
<table>
<thead>
<tr>
<th>Volumes Held</th>
<th>CASE</th>
<th>Dartmouth</th>
<th>Emory</th>
<th>Johns Hopkins</th>
<th>MIT</th>
<th>Northwestern</th>
<th>Rochester</th>
<th>Vanderbilt</th>
<th>Washington U</th>
<th>Total Staff</th>
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<tr>
<td>1997/98</td>
<td>1,996,479</td>
<td>2,261,911</td>
<td>2,442,504</td>
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<td>Volumes Added</td>
<td>CASE</td>
<td>Dartmouth</td>
<td>Emory</td>
<td>Johns Hopkins</td>
<td>MIT</td>
<td>Northwestern</td>
<td>Rochester</td>
<td>Vanderbilt</td>
<td>Washington U</td>
<td>Total Staff</td>
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<td>50,289</td>
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<td>87,371</td>
<td>54,597</td>
<td>44,256</td>
<td>89,205</td>
<td>43,358</td>
<td>72,520</td>
<td>499,728</td>
<td>34,944</td>
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<tr>
<td>Current Serials</td>
<td>CASE</td>
<td>Dartmouth</td>
<td>Emory</td>
<td>Johns Hopkins</td>
<td>MIT</td>
<td>Northwestern</td>
<td>Rochester</td>
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<td>Washington U</td>
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**Appendix 13**

*Association of Research Libraries - Peer Comparison*
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XII. Harris Library Traffic Counts

*estimated due to equipment failure
XIII. Instructional Sessions Statistics
Orientation Data 2005-2008

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XIII. Instructional Sessions Statistics
Students/Faculty Attending Classroom Library Instruction

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<td>Hours</td>
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<td><strong>January 1 - January 13, 2008</strong></td>
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<td>Friday: 8am - 6pm</td>
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<td>Saturday - Sunday: 12pm - 6pm</td>
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<td>Saturday - Sunday: 12pm - 6pm</td>
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<td><strong>August 25 - September 1, 2008</strong></td>
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XIV. Kelvin Smith Library Hours - 2008

**Intersession: January 1 – 13**
*No 24x7 access during Intersession*
Monday – Thursday: 9am – 8:30pm
Friday – Saturday: 9am – 5:30pm
Sunday: Closed

**Exceptions/Holidays:**
*Holidays*
Tuesday, January 1: Closed (New Year’s Day)

**Spring Semester**
*January 14 – May 8*
Monday – Thursday: 8am – 12am
Friday: 8am – 8pm
Saturday: 9am – 5:30pm
Sunday: 12pm – 12am
*Building accessible 24 hours, 7 days a week after Martin Luther King, Jr. Day.*
*Security officer staffed during non-business hours.

**Exceptions/Holidays:**
*Spring Break*
*No 24x7 access during Spring Break*
Friday, March 7: 8am – 5:30pm
Saturday, March 8: 9am – 5:30pm
Sunday, March 9: Closed
Monday – Thursday, March 10-13:
  - 9am – 8:30pm
  - Closed
Friday, March 14: Closed
Saturday, March 15: 9am – 5:30pm

**Holidays**
Monday, January 21: Closed (MLK Day)

**Summer: May 9 – August 24**
*No 24x7 access over Summer*
Monday – Thursday: 9am – 8:30pm
Friday – Saturday: 9am – 5:30pm
Sunday: Closed

**Exceptions/Holidays:**
*Holidays*
Monday, May 26: Closed (Memorial Day)
Friday, July 4: Closed (Independence Day)

**Fall Semester**
*August 25 – December 17*
Monday – Thursday: 8am – 12am
Friday: 8am – 8pm
Saturday: 9am – 5:30pm
Sunday: 12pm – 12am
*Building accessible 24 hours, 7 days a week after Labor Day.*
*Security officer staffed during non-business hours.

**Exceptions/Holidays:**
*Fall Break*
*No 24x7 access during Fall Break*
Friday, October 17: 8am – 5:30pm
Saturday, October 18: 9am – 5:30pm
Sunday, October 19: 12pm – 12am
Monday, October 20: 9am – 8:30pm
Tuesday, October 21: 9am – 8:30pm

**Holidays**
Monday, September 1: Closed (Labor Day)
Wednesday, November 26: 8am – 5:30pm
Thursday, November 27: Closed (Thanksgiving)
Friday, November 28: Closed

**Intersession: December 18 – 31**
*No 24x7 access during Intersession*
Monday – Thursday: 9am – 8:30pm
Friday – Saturday: 9am – 5:30pm
Sunday: Closed

**Exceptions/Holidays:**
*Holidays*
Thursday – Sunday,
  - December 25 – 28: Closed (Christmas)
  - Wednesday, December 31: 9am – 5:30pm