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ABSTRACT

In 1992 the Association of Research Libraries (ARL) surveyed administrators in member libraries regarding resource strategies of the previous three years. This paper summarizes revenue activities, adaptive tactics, and budgetary practices reported by 87 Canadian, U.S. private, and U.S. public university libraries and establishes a baseline for comparing these factors. The period from 1990 to 1992 has been a difficult one for ARL members, with the largest reductions in public support experienced by public university libraries. All respondents sought outside revenues to supplement their campus allocations. Virtually every responding library had experienced some form of internal restructuring, and three of every five had eliminated positions over the three-year survey period. Administrators valued flexibility in fund reallocation very highly, but few had much control over carrying unspent funds to the next year. While 88% of respondents expected the demand for services to grow, only 32% anticipated budget increases. Greater selectivity in activities and greater library sharing are likely to result from the economic realities. Three appendixes contain the survey summary results, the cover letter, and the questionnaire. (Contains 33 references.) (SLD)

Resource Strategies in the 90s: Trends in ARL University Libraries

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Resource Strategies in the 90s: Trends in ARL University Libraries

by Annette Melville

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TABLE OF CONTENTS

LIST OF FIGURES

ACKNOWLEDGEMENTS

This paper summarizes selected findings of my dissertation, now nearing completion at the University of California at Berkeley, and is a snapshot of results that might be of greatest interest to Association of Research Libraries (ARL) library administrators.

There are many people I would like to single out for their support. Heading the list are Sarah Pritchard (formerly of ARL), Brigid Welch (ARL's Office of Management Services[OMS]) and Joanne Euster (UC Irvine), all three willing to risk letting a doctoral student loose on the ARL membership. Michael Buckland and Patrick Wilson of the UC Berkeley School of Library and Information Studies and Michael O'Hare of the Graduate School of Public Policy were unfailingly generous in their help, as was friend and colleague Heidi Green, statistician for the National Center for State Courts. Special thanks are due to Selma Monsky (UC Berkeley Survey Research Center), Ron Dow (Pennsylvania State University), and John Haak (University of Hawaii) for advice in designing the questionnaire, to Kent Halstead (Research Associates of Washington) for background on library prices, to John Vasi (UC Santa Barbara), James Spohrer (UC Berkeley), Gerald Munoff (University of Chicago) and Sam Gowan (University of Florida) for their careful review of drafts, to Dorothy Gregor (UC Berkeley) for extending library privileges (in spite of her well-founded reservations about library surveys), to Annette Verna for managing publication layout and production, and, of course, to all those who participated in the study.

September 1993

ABOUT THE AUTHOR

Annette Melville, formerly of the Library of Congress and the Research Libraries Group, now works as an independent consultant. Her most recent publication, *Film Preservation 1993: A Report on the Current State of American Film Preservation*, was submitted to Congress in June 1993.

EXECUTIVE SUMMARY

In Fall 1992 the Association of Research Libraries surveyed top administrators in member libraries regarding resource strategies chosen over the previous three years. This resulting paper summarizes revenue activities, adaptive tactics, and budgetary practices reported by 87 Canadian, U.S. private, and U.S. public university libraries and establishes a baseline for comparing these distinct, but interrelated, factors.

While the period 1990 to 1992 was a difficult financial period for ARL libraries as a whole, U.S. public university libraries experienced the largest reductions in university support. In addition, three out of five U.S. public university libraries, compared to under one-quarter of Canadian and U.S. private respondents, reported volatile funding—budgeted allocations (or savings targets) that typically changed during the year.

Although universities remain by far the major funder of university library operations, all respondents sought outside revenue to supplement their campus allocation. In 1992 the "average" ARL university library received 8.2% of its revenues from supplementary sources—gift and endowment income, grants, fees, and income from various activities. U.S. private university libraries generally earned more gift and endowment income and more commonly levied access fees on non-campus users than did other respondents.

Virtually every library reported some form of internal restructuring. Four out of five reorganized technical, administrative, or public services. It is impossible to say from the data if this interest in reorganization represents a new trend or a continuation of older practices. Libraries consolidating units, eliminating functions, abolishing managerial jobs, or substituting part-time for full-time professionals were generally those harder hit by university funding cuts. Three out of five responding libraries eliminated positions over the three-year period, bringing the total jobs lost to 716. Fewer institutions reported rethinking service delivery.

In managing scarce resources, administrators above all valued flexibility in fund reallocation, ranking the use of "salary savings to fund other areas" as their most important strategy. Roughly one-quarter of respondents received their allocation in some form of "lump sum" budget and the remaining three-quarters received funds earmarked for particular uses—61% in broad expenditure categories and 13% as more detailed line-items within spending categories. All libraries reported some degree of discretion in moving funds from one designation to another; fewer had as much control in carrying over unspent funds to the next year.

While 88% of respondents expected demand for library services to grow, only 32% anticipated budget increases. Should present funding trends continue, many university libraries are likely to become more selective in choosing cooperative activities and to look carefully at the local benefits promised by multi-library efforts.

PART I: INTRODUCTION

Purpose of This Study

It is no secret that money—where to find more and how to use it better—is a defining problem for many ARL libraries. In April 1991, an ARL Quick-SPEC survey reported budget reductions in 53% of the responding libraries and cuts expected by 61% in the subsequent year (Welch 1991). The more recent ARL publication, *University Libraries and Scholarly Communication*, a study commissioned by The Andrew W. Mellon Foundation, demonstrated that university library expenditures grew since the 1960s but that libraries comma. ıded an increasingly smaller proportion of university educational expenditures and could not keep up with worldwide publishing production (Cummings and others 1992). "Research libraries cannot afford to do business the way they have in the past," concluded Richard Ekman, one of the study's authors (St. Lifer and Rogers 1993).

What financial and administrative approaches are university libraries taking as the funding environment changes? This paper reports the findings of a survey undertaken in Fall 1992 to explore resource strategies chosen by ARL libraries over the previous three years. It captures data from 87 members on revenues, adaptive tactics, and budgetary practices and establishes a common baseline for comparing these distinct, but interrelated, factors. Specifically, this report asks:

- What has been the change, in inflation-adjusted dollars, in library support from ARL parent institutions since 1990?
- What supplemental revenue sources are now used by ARL university libraries?
- What types of management strategies have ARL university libraries chosen over the last three years?
- How much flexibility do ARL university libraries have in administering their funds?

A wide angle for a slim report, admittedly. However, by integrating these factors into a single framework, patterns emerge across the ARL membership as well as significant differences among Canadian and U.S. public and private university libraries. Before plunging into the findings, it is worth taking a brief overview of the background for this research.

The Research Context

Almost two decades ago, organization theorist and university president Richard Cyert predicted that American universities would have to learn to manage with less. To survive as resources declined, they would need to put aside expectations of continued growth and plan for programs of "constant or decreasing size" (Cyert 1978). The university funding slowdown of the late 1970s and 1980s bore out the truth of Cyert's predictions. Current economic conditions have brought urgency to the funding discussion.

In the recent American Council on Education (ACE) survey of senior college and university administrators, 46% of those from doctoral universities cited budget cuts and reduced revenue as key financial issues for their institutions. Fifty-seven percent had experienced a mid-year budget reduction in the 1991-92 year, and 63% expected cuts in the next (El-Khawas 1992, 20, 48).

The ACE study also registered telling differences between public and private university administrators. Taken overall, respondents from state-funded four-year campuses viewed their institution's fiscal situation more bleakly than their private school counterparts. Less than a quarter of those from public four-year institutions considered their financial condition as "excellent" or "very good" as opposed to 47% of those from private colleges and universities (El-Khawas 1992, 20). Indeed, as states cut support to higher education, public universities are scrambling to expand fund-raising and secure other revenues to offset government reductions (Newman 1993).

While university libraries presumably share the fiscal plight of their parent institutions, few studies have systematically compared the impact of budgetary changes across North American university libraries. The major obstacle is just finding out what has happened.[1] The Haak-Welch survey (Welch 1991) took an important step in this direction for ARL by collecting data on budget reductions from 80 members. This current study extends that earlier effort by looking as well at libraries managing "steady state" and growing budgets. While only a portion of members have reduced budgets, virtually all are striving to use resources more carefully. As Peter Drucker observes in his recent *Managing for the Future: The 1990s and Beyond*, cost cutting has become "permanent policy." "For costs never drift down. Cost prevention requires steady work...." In what Drucker considers "turbulent times," "each operation and activity should also be questioned...as to the purpose it serves and the contribution it makes" (Drucker 1992, 201).

The public management literature offers many studies of interest in "cutback management." As state and local government revenues declined in the late 1970s, scholars of budgeting, organization theory, and public policy directed attention to public management under conditions of "fiscal stress."[2] Works by Levine (1978, 1979, 1985), Levine, Rubin and Wolohojian (1981), Rubin (1980), and Whetten (1981) analyzed how police departments, universities, and whole city governments adjusted services to match declining budgets. Walker and Chaiken (1982) examined the introduction of innovation in public organizations as funding levels fluctuated. Schick (1980) discussed the impact on the budget process.[3]

[1] A similar lack of current information, according to Caiden (1990) in her review of the public budgeting literature, impedes study of budgetary changes in U.S. state and local governments.
At least two studies in the 1980s looked at the generalized impact of university library budget reductions in Canada and Great Britain. A wide-ranging examination of Canadian academic library retrenchment from 1972-83, cut short after a principal investigator's death, focused on staff perceptions--how librarians learned of declining resources, viewed the changing workplace, and adapted their professional outlook (Denis and Auster 1985). Tony Burrows' *British Academic Libraries* (1989) chronicled the consequences of declining government support from 1979 onwards, drawing heavily from surveys sponsored by the Standing Committee on National and University Libraries (SCONUL). Baker (1992) gives more recent information on British developments.

[2] For useful anthologies on fiscal stress in the public sector, see *Managing Fiscal Stress* (1980), edited by Levine, and *Fiscal Stress and Public Policy* (1980), edited by Levine and Rubin.

[3] The "cutback management" literature of the early 1980s carried seeds of several themes now emerging in works on public sector reform. Those books geared to the practitioner typically rally managers to rethink how they do their job by "deregulating bureaucracy" (Wilson 1989) or "reinventing government" (Osborne and Gaebler 1991). Quality, service, incentives, accountability, flexibility--Barzelay and Armajani (1992) see these concepts as threads of an evolving *post-bureaucratic* paradigm.

It was to document these changing revenue and management strategies across a large number of cities that a special survey was developed by the Fiscal Austerity and Urban Innovation (FAUI) Project. The FAUI Project was begun in 1982 to map the preferences of different political groups to specific urban policies. It has surveyed all U.S. municipalities over 25,000 in population and spawned affiliated efforts in Australia, Asia, Europe, and North and South America (Clark 1989). While cities, of course, are very different organizations than university libraries, the FAUI survey, by its structure and content, suggested a mechanism for studying the resource issues now confronting the ARL membership.

How the Resource Strategies Survey was designed. I first approached ARL about doing a "Resource Strategies Survey" in May 1992. Receiving tentative approval, I began adapting the FAUI questionnaire for chief administrative officers[4] to the university library context. A rough survey form was sent for review in late summer 1992 to administrators in several ARL libraries. After five rounds of comments, the questionnaire reached the point where it could be critiqued by the Survey Research Center at UC Berkeley. The resulting draft was pretested in two private and three public ARL university libraries in early October 1992 and modified to incorporate respondents' suggestions.

On October 16, ARL's Office of Management Services (OMS) mailed the final version directly to ARL university librarians with a cover letter from the ARL Management of Research Library Resources Committee Chair Joanne Euster and OMS Director Susan Jurow (see Appendices B and C). OMS sent a reminder to non-respondents in early December, and by mid-February the last survey forms were returned. As responses were received, I made follow-up contacts by phone, fax, and email to clarify answers and to fill in missing data.

Profiling the respondents. All told, 87 (81%) ARL university libraries—10 Canadian, 25 U.S. private, and 52 U.S. public—contributed data.[5] The participation rate was highest among private universities (83%), followed by public (80%), and then Canadian (77%) institutions.

In most instances, the university librarian (39%) answered the survey; other responses came from the associate/assistant university librarian (35%), the budget/administrative officer (17%), or other staff (9%). While not all respondents completed the entire questionnaire, the overwhelming majority filled in most questions;[6] over 60 libraries were willing to provide detailed revenue data.

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[4] For each city, the FAUI Project uses different questionnaires for the mayor, chief administrative officer and city council finance committee chairperson. In contrast to the survey forms for elected officials, the administrative officer questionnaire is aimed at the career professional. It assumes broad technical understanding of city finances and services, and deemphasizes personal political affiliations. For copies of the questionnaires, see the appendix of Clarke's *Urban Innovation and Autonomy* (1989), 252-82. My dissertation, *Managing with Less: Resource Strategies of University Libraries*, compares the content of FAUI and Resource Strategies surveys at more detail.

[5] This study classifies libraries according to the designations in the *ARL Statistics*. Questionnaires were also received from three government libraries, excluded from this analysis because of their substantially different funding patterns.

[6] Survey question Q1, asking for a subjective assessment of the library's budgetary condition over the last three years, was a dismal failure, as pretesters warned. Most respondents skipped this question, and the fragmentary results are not reported here.

How do these respondents compare with the full ARL university membership? In terms of two standard *ARL Statistics* measures—total expenditures and total staff—they are close to representative. Figure 1 shows the medians (the midpoint in the full range of values) for each group.[7]

Group	Median Total Operating Expenditures FY 1992[8]	Median Total Staff FY 1992
All ARL University Libraries (n=108)	$12,189,669	267
Respondents (n=87)	$12,108,218	263

Figure 1: Total Expenditures and Staff:
How Do Respondents Compare with All ARL University Library Members?

Methodological note. Before returning to the broad questions posed at the beginning, it is useful to discuss how the calculations were made. For inflation adjustment, all calculations use the Library Price Index (LPI), developed by educational statistics expert Kent Halstead specifically for U.S. academic libraries (Halstead 1992).[9] All "constant" or "inflation-adjusted" dollars are expressed in terms of their value in 1990, the base year for the study. Thus a decrease or increase from the 1990 level shows a change in real buying power. While the LPI somewhat overstates the differences between Canadian and U.S. members, this error is preferred to underestimating the impact of inflationary changes in library prices.[10]

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[7] The median is used instead of the mean (the total score divided by the number of scores) as more representative of the group. The considerable difference in size between small and large ARL university libraries somewhat skews this latter type of average (which is listed here for comparison). For the mean 1992 total operating expenditures, all university members: $14,123,283; respondents: $13,930,746. For the mean 1992 total staff, all university members: 317; respondents: 314.

[8] For brevity, the academic/fiscal years are cited by the ending year; thus 1989-90, for example, appears throughout this report as 1990. All survey data are reported by fiscal year.

[9] The Library Price Index, introduced in 1990, reports the relative annual price level of goods and services purchased by academic libraries. Specifically tailored to academic library budget categories, its major fixed components are staff salaries and fringe benefits (60%), library materials (28%), and contracted services, supplies, and equipment (12%). The LPI registers the annual inflation affecting this fixed "market basket" and thus can be used to determine the additional dollars needed to buy the same goods and services from one year to the next. The LPI is based on the fiscal year July 1-June 30.

Kent Halstead, who previously developed for the Department of Education the documentation for the Higher Education Price Index, publishes the LPI in his annual *Inflation Measures for Schools and Colleges.*

[10] Although the Canadian libraries pay somewhat different prices than those in the U.S., I am using the U.S.-based index for both. There is no published Canadian equivalent to the LPI. As inflation measures for libraries, the Consumer Price Index and the GNP Implicit Price Deflator are probably farther from the mark as they profile a different set of goods and services than those used by libraries (Kent Halstead, telephone interview, March 23, 1993). For the past three years, the overall change in library prices, as measured by the LPI, has been greater than the consumer price increases in either country (change in the LPI from 1990 to 1991: 6.2%; from 1991 to 1992: 4.2%). On the inadequacies of current indices for estimating inflation in higher education prices, see the recent *New York Times* Op-Ed piece by Charles A. Kiesler (1993).

Canadian dollars were converted to U.S. dollars using the exchange rates published annually in *ARL Statistics.*

In general the survey questions sought to determine whether a strategy was tried between 1990 and 1992, not whether it marked a departure from established practices. Thus while the data establishes a baseline for this period, it cannot in most cases be used to determine which strategies represent structural or service changes for respondents.

To protect the confidentiality of the respondents, I use aggregated figures as much as possible and do not identify institutions or individuals contributing written comments. A question-by-question summary of the results is included as Appendix A.

PART II: SURVEY FINDINGS

What has been the change, in inflation-adjusted dollars, in library support from ARL parent institutions since 1990?

- Across all ARL survey respondents, the allocation from the state, campus, and/or university[11] increased slightly over the three-year period, after adjustment for inflation (see Figure 2).

- Looking at the three university subgroups tells a different story. Canadian and U.S. private university libraries enjoyed increased university funding, after adjustment for inflation, while U.S. publics trailed behind, averaging a 2% decline from their 1990 level.[12]

University funding. While most examinations of the fiscal health of university libraries begin by looking at total annual operating expenditures,[13] this report starts instead with university funding to the library. Measuring revenues instead of expenditures moves the discussion from the funds the library spends to those it receives and opens up the question of revenue diversification.[14] The university remains by far the major source of operating funds for ARL university members, although, as will be shown later, its degree of support varies to some extent from institution to institution.

[11] This figure adds together the data reported in survey questions Q2.1 (the "university/campus allocation") and Q2.2 ("state allocation, if separate from the university/campus allocation") but excludes special state or federal grants. Some state university libraries receive funding from a multi-campus system. For the rest of the report, the term "university allocation" is used to refer to the total library funding, excluding special grants, reported from these three sources.

[12] Using fiscal year 1990 as the base, the percent change in the university allocation from 1990 to 1991 and from 1990 to 1992 was calculated for each respondent, and then the mean computed for all and for Canadian, U.S. private, and U.S. public university libraries. The differences among group means is statistically significant for each period; the "p" value indicates the probability that the results could have occurred by chance (mean change from 1990 to 1991: F-test=3.25, p=.045; mean change from 1990 to 1992: F-test=5.47, p=.006).

This paper uses a 95% confidence level as the threshold for "statistically significant" results. That is, if the identical statistical test were made for 100 groups of the same size and make-up as the original test group, the identical results could have occurred by chance fewer than five times. For those interested in the methodological underpinnings of the survey, information on the statistical tests is included in the footnotes.

[13] The ARL total operating expenditures statistic adds together expenditures from all campus libraries, including those supported by professional schools. Several respondents indicated that data contributed to the Resource Strategies Survey omitted the campus medical or law libraries.

[14] In survey question Q2, respondents supplied figures on revenues from ten sources for fiscal years 1990, 1991, and 1992. Seventy-seven libraries gave enough data to track changes in their allocation from the state, university, and/or campus from 1990 to 1992, and 66 provided enough to compare revenues from supplemental sources in 1992. For 62 institutions there was sufficient detail to assess changes in supplemental revenues over the full three-year period. Libraries with incomplete data were excluded from these calculations.

Group	Change in the University Funding Since FY 1990 (FY 1990 = 100)	
	FY 1991	FY 1992
All University Library Respondents (n = 77)	0.4%	0.5%
Canadian (n = 9)	4.1%	5.3%
U.S. Private (n = 22)	1.6%	3.8%
U.S. Public (n = 46)	-0.9%	-2.1%

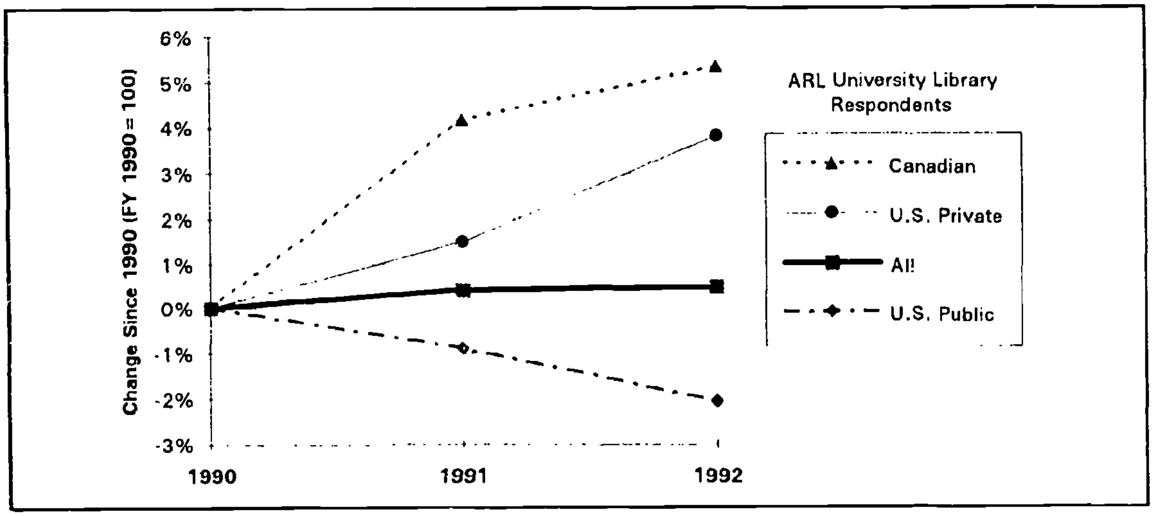

Figure 2: Change in University Funding to the Library, 1990-92:
Comparing ARL University Library Respondents
(Based on inflation-adjusted responses to Q2)

From 1990 to 1992, the university funding to the library showed a modest gain for ARL survey respondents as a whole but significant differences among the Canadian, U.S. private, and U.S. public subgroups. In terms of the university funds coming into the library, U.S. public respondents, on average, managed with less than they did in 1990. This finding bears out the ACE survey noted earlier (El-Khawas 1992), which reported that administrators from state colleges and universities held grimmer financial assessments of their institutions than their private school counterparts.

Budget stability. During this three-year period the U.S. public university library funding was also more volatile than that of other respondents (see Figure 3). Three out of five publics reported that their allocation of budgeted university funds (and/or savings target) typically changed at least once over the course of the year. Funding levels changed mid-year for only 20% of the Canadians and 24% of the U.S. privates.[15]

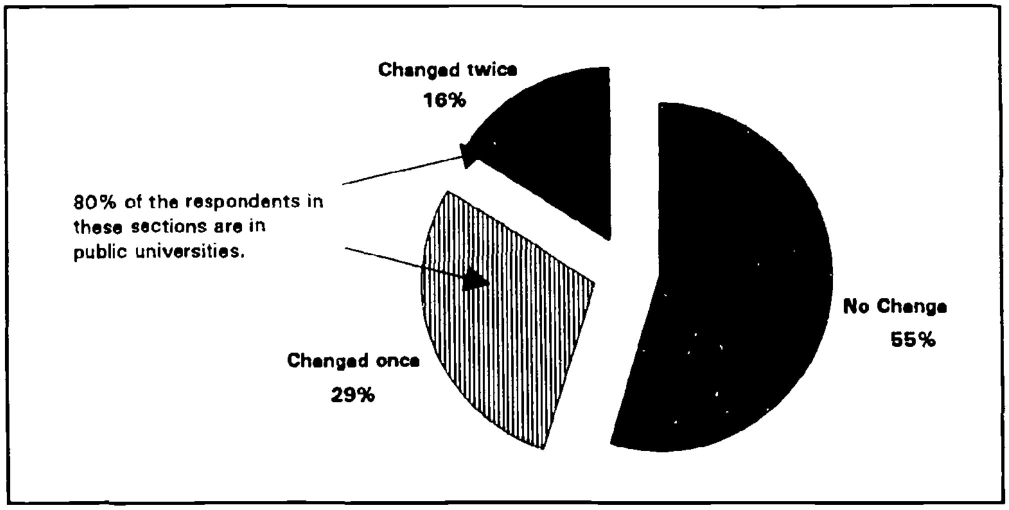

Figure 3: Stability of Budgeted Funds, 1990-92: Did the University Allocation Typically Change During the Year? (Based on responses to Q7.D [n=87])

The instability of the public university library budget comes as no surprise. It mirrors the mid-year funding cuts to state-supported higher educational institutions reported by administrators in the ACE survey (El-Khawas 1992, 20).[16] These fluctuations mean that at least since 1990 most ARL public university libraries dealt with some degree of financial uncertainty as they planned library services and that they have had to re-adapt operations one or more times during the yearly fiscal cycle to accommodate a different-than-predicted level of support. Among those 46 U.S. publics providing data on university allocations, 41% had both a volatile budget and less university funding, after adjustment for inflation.

[15] Based on responses to Q7.D (n=87). The difference among the three groups is statistically significant (Chi-square=13.3, p=.0098).

[16] The 1992 ACE survey reported that 61% of the four-year state schools "had a mid-year budget cut," compared to 35% of the private institutions.

What supplemental revenue sources are now used by ARL university libraries?

- The most commonly used supplemental revenue sources among respondents are gift and endowment income, closely followed by overdue fines, fees for database searching and information services, interlibrary loan fees, and photocopy income (see Figure 4).[17]

- Half of the respondents sell one or more services outside the library; 26% provide automation support and 44% furnish library services to outside clients on a fee or contract basis.

- Generally the differences in revenue activities among Canadian, U.S. private, and U.S. public university libraries are slight, except in one area: non-campus user fees. Far fewer U.S. public universities charge non-campus users for library access. While 92% of the U.S. privates and 80% of the Canadians levy fees on outside users, only 63% of the publics charge for this service.[18]

- Collecting revenues and keeping revenues do not amount to the same thing. The percentage of funds actually retained by the library varies with the institution and the operation.[19] For nine of the ten activities listed in the survey, over 70% of respondents retained all income. The tenth—the exception—was the collecting of overdue fines. Overdue fines reverted entirely to the university, campus, or state in 39% of the cases and were shared in 16%. Thus, almost two out of five university libraries received no direct compensation for work identifying and tracking overdue materials.

- The "other sources of revenue" added by respondents (and too infrequently reported to be shown in Figure 4) include special donations or assessments from the university student association, grant overhead, and receipts from parking meters, faxes, space rental, microcomputer or printer use, and vending machines. Eleven libraries tapped one or more of these sources.

- Certain operations, 35% of respondents reported, were required to be run on a cost-recovery (no-profit) basis.[20] The most commonly listed cost-recovery operations were photocopying, on-demand database searching, and interlibrary loan.

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[17] This tally is based on the responses to survey question Q3.

[18] The difference among the three groups is statistically significant (Chi=square+7.59, p=.022).

[19] For Q3 respondents indicated if their library collected "revenue (gross income)" from a source and, if so, what portion of the proceeds were kept by the library. Data were collected on five levels of revenue retention (which proved too detailed) then collapsed into three. Because of the similarity of revenue-retention practices among the Canadian, U.S. private, and U.S. public university libraries, the results are not broken out by type of library in Figure 4.

[20] Several respondents commented that such services (especially interlibrary loan) ran at a deficit or on a "no loss" basis. One administrator added that fees for these services were regarded more as an "offset" for expenditures than "income."

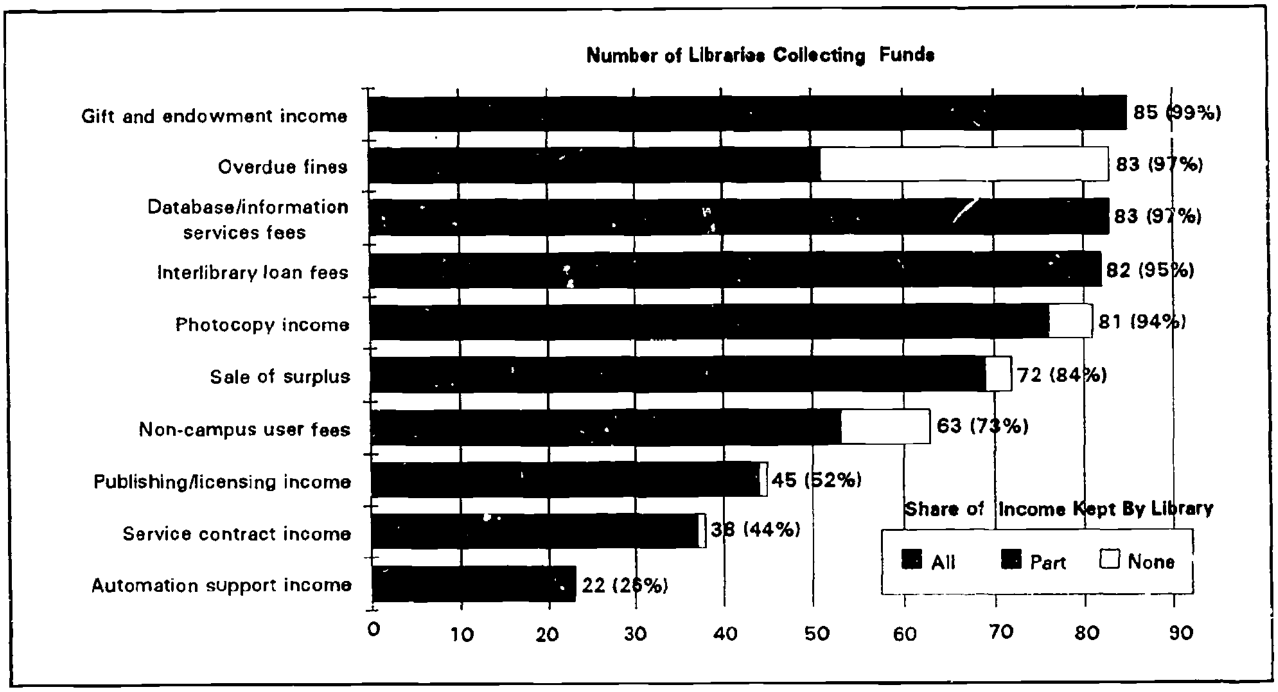

Figure 4: Supplementary Revenues Collected by ARL University Libraries, 1990-92: Which Sources Did Respondents Use and What Share of the Income Did They Keep? (Based on responses to Q3 [n=86])

Given the recent interest in library fund-raising and revenue-generating activities, how large a role does supplementary income—funds which supplement the university allocation—play in the library's total revenues? Over a decade ago, economists Cohen and Leeson (1979), studying the finances of 30 ARL libraries, found large differences between public and private universities. The private university libraries took in more gift and endowment income than the state university libraries, and subsequently secured less of their total funding (83%) from their parent institutions. The publics, on the other hand, received 92-97% of their budgets from their universities. While noting that federal grant money was probably understated, Cohen and Leeson nonetheless tried to include in their estimates as much data as possible on other sources of income—fees, fines, and grants.

In 1992, ARL respondents earned anywhere from 0.4% to 40% of their revenues from supplementary (non-university) sources.[21] Among the different supplemental revenue

[21] Survey question Q2 requested figures on revenues from ten sources, starting with the university, the major funder of library operations. These ten categories were collapsed into five to accommodate the larger fund groupings used by some respondents: (1) the university/campus and state (if separate), (2) cash gifts and library endowment income, (3) grants to the library, (4) interlibrary loan, photocopying, and non-campus user fees and overdue fines, and (5) other sources.

As mentioned earlier, 66 university libraries supplied data in these five revenue categories for 1992. Using the categories, gift and endowment income and grants showed the largest range.[22] While a handful of U.S. public and private institutions reported over 10% of their total funding from either of the two sources, others at the opposite end of the scale reported almost zero. Because of the large range, Figure 5 uses the median percentage (the middle point in the spread) to show the average share of total revenues coming from each source.

U.S. private and public university libraries continue to differ in their level of dependence on university funding. The Canadians were most heavily dependent (95.7%), followed by the U.S. publics (92%) and the U.S. privates (87.9%). For the share of revenues represented by gift and endowment income, the order is reversed.[23] The median contribution of gifts and endowments to total funding was 4.8% in the U.S. privates, over twice that of U.S. publics (1.8%) and nearly five times that of Canadian institutions (1%). For the three other major revenue sources—(1) grants, (2) fines and interlibrary loan, user, and photocopy fees, and (3) income from other activities—use across the three types of libraries was more similar.

sum from these sources as the base for each library, the dollars from each source were then calculated as a percentage of total revenues. The averages were computed for the three groups.

[22] For the share represented by gift and endowment income in total 1992 revenues, the range (the difference between the smallest and largest values) was: All university library respondents 25%; Canadians 2%; U.S. privates 25%; U.S. publics 16%. For the share represented by grants, the range was: All university library respondents 38%; Canadians 1.5%; U.S. privates 8%; U.S. publics 38%.

[23] In fact, comparing group means of the share of gift and endowment income yields a statistically significant difference across the three types of libraries (F-test=8.29, p=.000[illegible]).

Responding libraries in 1992 obtained, on average, about 8% of their revenue from supplementary sources (see Figure 5). This percentage may seem somewhat high to readers of the recent ALA report *Alternative Sources of Revenue in Academic Libraries* (Lynch 1991). Lynch found that less than half of the doctoral university libraries in her sample received 5% or more of support from alternative sources, when supplementary revenue was calculated as a percentage of operating expenditures.[24] Why might the ARL median be higher?

	Share of Total Library Revenues (Median Percentage)[25]			
	All	Canadian	U.S.Private	U.S. Public
	FY 1992 (n=66)			
University/Campus State Allocation	91.8%	95.7%	87.9%	92%
Gift & Endowment Income	2.2%	1%	4.8%	1.8%
Grants	1%	0	0.9%	1.3%
Fines & Photocopying, ILL, Database & User Fees	2.2%	1.9%	1.6%	2.5%
Other	1.2%	1.1%	1.3%	1.2%

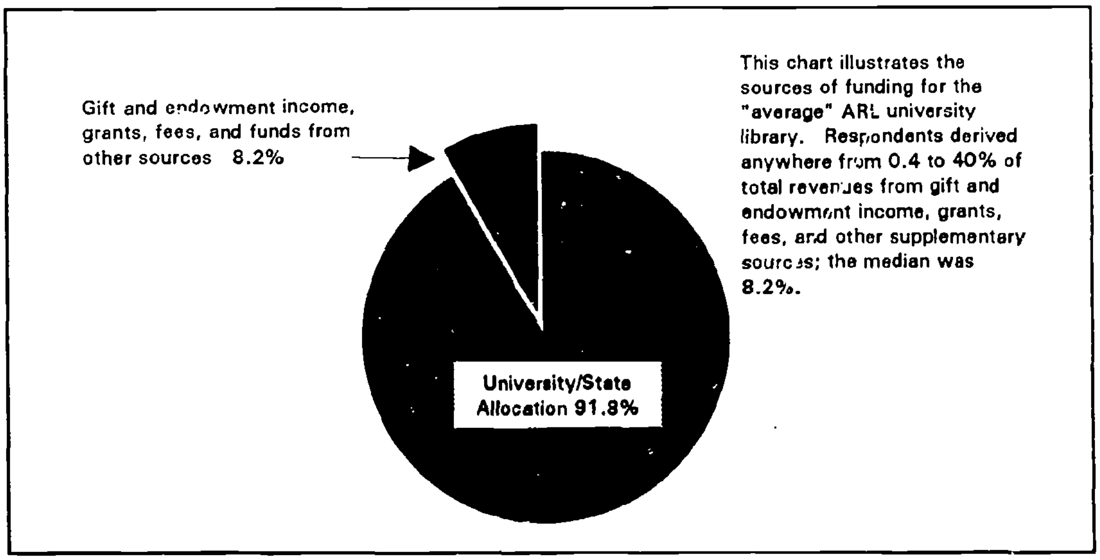

Figure 5: Sources of ARL University Library Revenues, 1992 (Based on figures reported for Q2)

[24] "Total operating expenditures" is here used as a surrogate for total revenues, a long-standing convention in the library literature.

[25] The percentages do not add up to 100; they report the median within each fund category.

A factor that may help to explain this discrepancy is library size. The doctoral university libraries in the ALA study are generally smaller than ARL university libraries. Only 23% of the ALA doctoral sample had operating expenditures of $10 million or more (Lynch 1991, 48); 50% of the respondents to the ARL Resource Strategies Survey had operating expenditures that exceeded $10 million at the time of the ALA study.[26] What seems to be happening is this: As university libraries get bigger, they tend to get a larger share of their funding from gift and endowment income, grants, fees, and other supplementary sources. They increasingly attract outside funds to supplement the allocation from the university. Conversely, smaller university libraries tend to rely more heavily on the direct support from their parent institution. Among the ARL members providing 1992 revenue figures, there is a statistically significant correlation between the total operating expenditures and supplementary revenues (as a percentage of the total library revenues). The relationship is illustrated in Figure 6.[27]

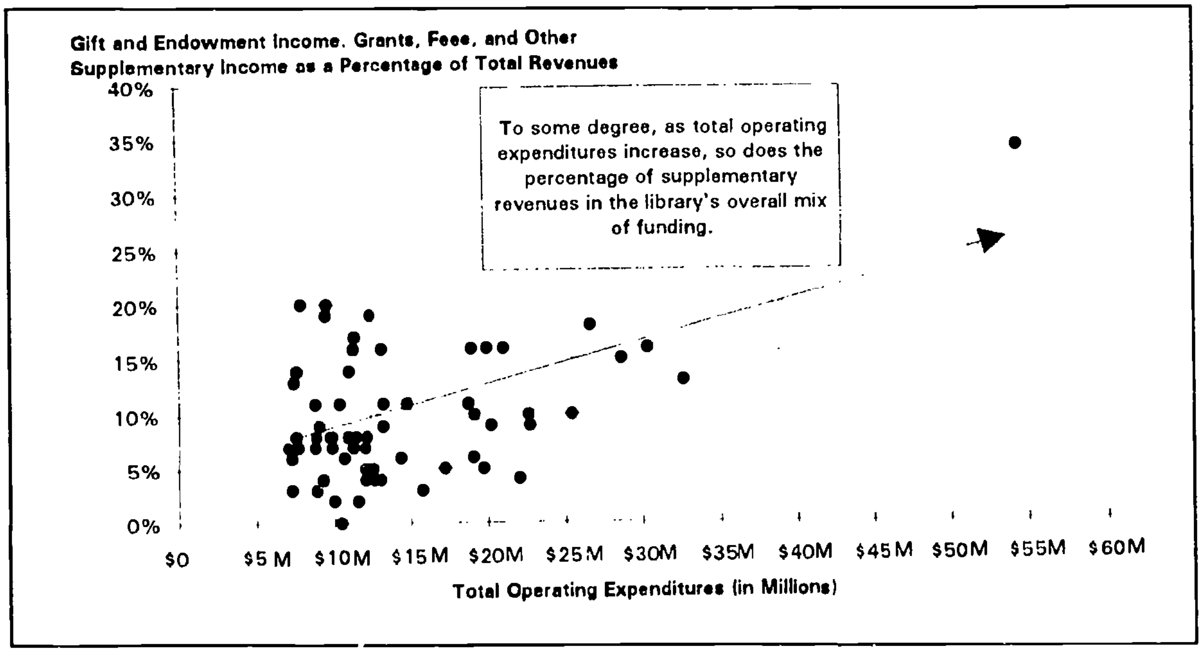

Figure 6: Total Expenditures and Supplementary Income, 1992: Does the Share of Revenue Contributed by Supplementary Sources Vary with Library Size? (Based on data from Q2 and *ARL Statistics* [n=66])

[26] The ALA data, collected in spring 1990, probably reflects 1989 expenditures. According to the *ARL Statistics*, the median operating expenditures for ARL respondents in 1989 was $10,126,606 (n=86).

[27] The relationship can be illustrated by a regression line (r^2=.145, F-test=12.05, p=.0009). The coefficient for the independent variable (total operating expenditures) has a beta value of .4 (T-test=3.5, p=.0009). The data from one institution could not be accommodated within the upper-scale limit of the graph and are not shown.

"Seeking outside funds, gifts, and grants" is a standard university library practice, as 100% of the respondents reported (discussed further in the next section). Has this effort brought an increase in supplementary income over the last three years? For the 62 libraries providing three-year revenue figures, the median increase in supplementary revenues from 1990 to 1992, after adjustment for inflation, was 7.4%. Several institutions showed remarkable success, reporting an average yearly increase in inflation-adjusted gift or grant dollars of over 100%.

But it is easy to read too mu. i into these figures. In some cases, the initial amount from a supplementary source was "almost negligible," to use the words of one respondent, so that any growth in dollars registers as huge percentage increase. Gift and grant money is notoriously volatile; changes from year-to-year reflect windfalls from bequests, lump sum donations, and fixed-term project support, and can be difficult to sustain in the long run.

To sum up, for most ARL respondents, gift and endowment income, grants, fees, and other supplementary revenues have indeed grown in inflation-adjusted dollars when compared to their 1990 levels. Nevertheless these sources still account for a relatively small piece of the library's total funding. Viewed across all respondents, it is too soon to tell if the growth in supplementary income is significantly altering the revenue make-up of the ARL university library.

What types of management strategies have ARL university libraries chosen over the last three years?

- All respondents sought outside revenues to supplement their university allocation. For many U.S. public universities, traditionally more dependent on state support, the quest has involved cultivating special funding mechanisms; half have developed foundations affiliated with the library or university.

- Virtually every respondent explored some form of internal restructuring over the last three years. Four out of five reorganized technical, administrative, or public services. Libraries consolidating units, eliminating functions, abolishing managerial jobs, or substituting part-time for full-time professionals were generally those harder hit by university funding cuts.

- The most common cost-saving measure was cutting acquisitions by subject and/or by an across-the-board percentage, practiced by 83% of respondents. Compared to U.S. private and Canadian university libraries, U.S. public respondents more frequently curbed costs by across-the-board expenditure cuts or reductions in service hours.

- Three out of five responding university libraries eliminated positions over the three-year period, bringing the total jobs lost to 716.

- In managing scarce resources, library administrators above all valued flexibility in fund reallocation, ranking the use of "salary savings to fund other areas" as their most important strategy.

During the three-year period 1990-92, ARL libraries reported trying, with varying success, every management strategy on the survey list (see Figure 7).[28] In most cases it is impossible to tell whether these actions reflect new initiatives or the continuation of older practices.

Increasing revenues, shifting costs, improving efficiency. All respondents reported seeking outside funds, gifts, and grants, a common thread that binds ARL university libraries of varying sizes and revenues. Over the last three years, U.S. public university libraries in particular have taken an active stance. As mentioned earlier, half of the U.S. publics are developing a foundation affiliated with the library or university for fund-raising purposes, in contrast to 12% of the U.S. privates and 20% of the Canadians.[29] These public university libraries, perhaps following the example of their parent institutions, are forming tools for funneling donations into their operations.[30] To judge from their higher percentage of gift and endowment income in overall revenues, many privates already have well-established fund-raising programs.

U.S. public and Canadian university libraries are looking closely at service fees. Ninety percent of the Canadians and 79% of the U.S. publics reported either charging for interlibrary loan and/or increasing ILL or user fees over the last three years.[31] The rationale for raising fees is not simply to boost revenue or to cover increasing costs. As several respondents wrote, larger fees help control demand from lower-priority users—out-of-state institutions, non-university patrons, and libraries without a reciprocal lending program—and can have the same effect as prioritizing services. For some libraries, fees indicate a new type of operation, such as a fee-based information service or corporate membership program.

[28] Survey questions Q4 and Q5 asked respondents to check off, from a 38-item list, strategies they had used between 1990 and 1992. The menu was not intended to be prescriptive--indeed, several of the strategies were widely criticized by management writers--but rather to sketch a range of options that university libraries might explore.

[29] The difference among the three groups is statistically significant (Chi-square=11.8, p=.0027).

[30] Newman (1993) discusses fund-raising tactics now used by public universities.

[31] This indicates the percentage of libraries reporting one or both strategies (Q4.20 and Q5.1). Only 56% of the U.S. privates reported one and/or both measures. The difference among the three groups is statistically significant (Chi-square=6.1, p=.047). Throughout part II many data are aggregated in larger categories than those listed in the questionnaire.

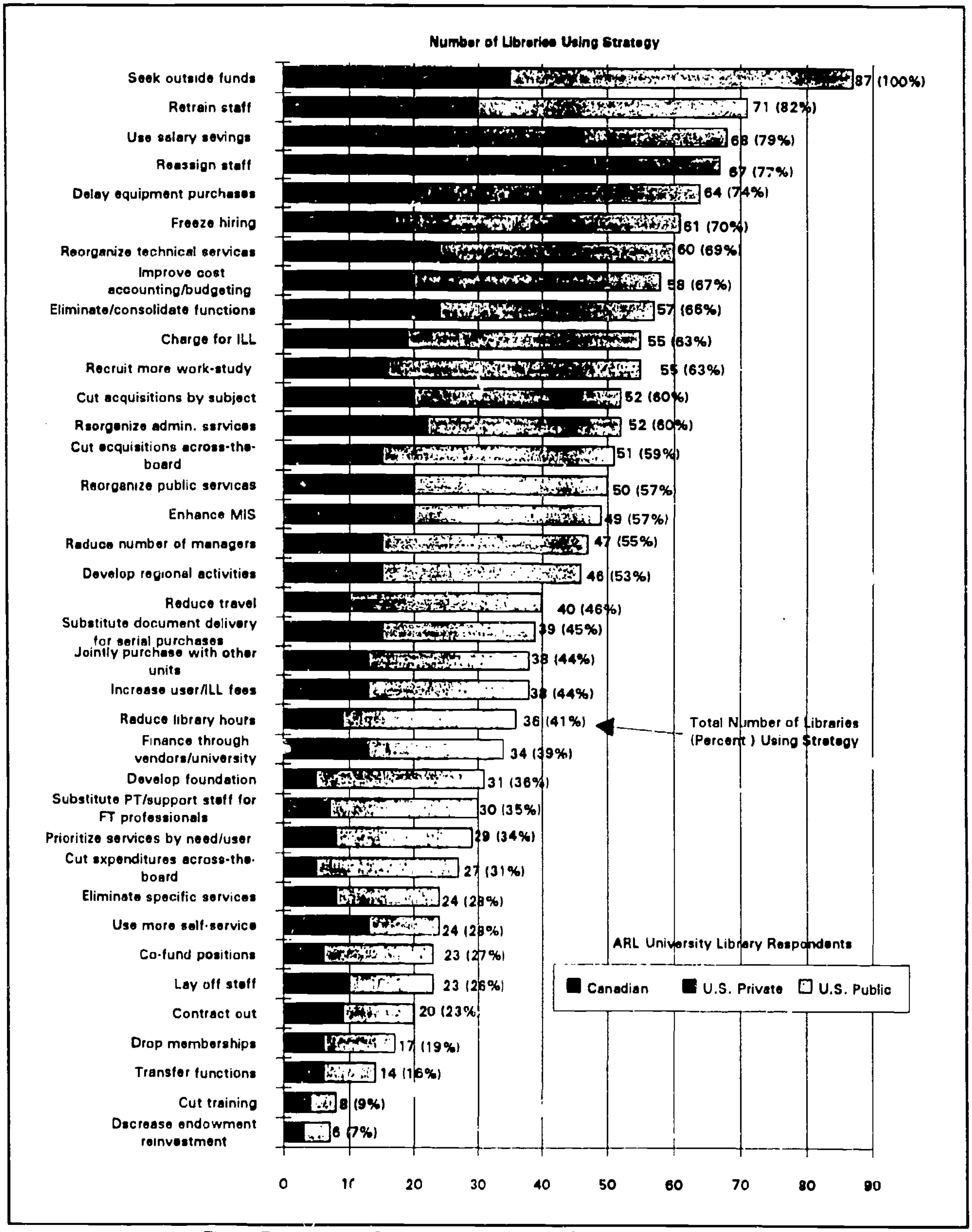

Figure 7: Resource Strategies Used by ARL University Libraries, 1990-92 (Based on responses to Q4 and Q5) (See Appendix A for tables)

Many institutions are sharing the costs of library operations with other units. Twenty-seven percent co-funded positions. While some mentioned bibliographers or support staff co-supported with an academic department, six split the salary of database managers or programmers with campus computing units; one shared the cost of a development officer and another, a part-time space planner. More common cost-sharing arrangements were the joint purchase of library materials with other units or campuses (44%) and the financing of equipment through the university or commercial vendor (39%). Sixty-five percent of respondents used one or more of these tactics.

Most university libraries devoted attention to improving control and management information on revenues, expenditures, and workload over the last three years. All told, 74% of respondents upgraded their budget or accounting systems and/or enhanced the management information capacity of their computer systems.[32]

Shaving operations. The flip side of increasing revenues is reducing costs. Virtually all respondents reported some measures to cut or slow expenditures. The most popular was cutting acquisitions by subject and/or by an across-the-board percentage (83%), followed by delaying equipment purchases or automation upgrades (74%), freezing hiring (70%), and cutting travel or conference support (46%). Among the 77 libraries providing three-year university funding figures, those choosing these tactics were generally more financially strapped than those eschewing such measures.[33]

Some cost-cutting approaches were more common among Canadian or U.S. public university libraries. Roughly half of the Canadians and U.S. publics reduced the number of hours that the library was open; only 16% of the U.S. privates cut services in this fashion. Public sector libraries also displayed a penchant for across-the-board cuts, the practice of "sharing the pain equally" by shaving the same percentage from all operations or budget categories. Cutting expenditures by the same across-the-board percentage was reported by 42% of the U.S. public, but only by 10% of the Canadian and 16% of the U.S. private university libraries.[34] Similarly for acquisitions, 69% of the U.S. publics and 60% of the Canadians made reductions through an across-the-board cut, as opposed to 36% of the U.S. privates.[35]

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[32] Several respondents whose libraries did not use these strategies from 1990 to 1992 noted that their institutions had taken such steps previously.

[33] Among the 77 libraries supplying university allocation figures for 1990-92, there is a statistically significant difference in the mean change in university funding among "do-ers" and "abstainers" of each strategy. The averages are as follows. For those cutting acquisitions, university funding dipped 0.9% over the three-year period, after adjustment for inflation; all others averaged a 7.5% increase (F-test=11.34, p=.001). For libraries delaying equipment purchases, the university allocation dropped 1%, after adjustment for inflation; all others averaged a 4.2% increase (F-test=5.76, p=.019). Those freezing hiring averaged a 1.1% cut; all others, a 3.7% gain (F-test=5.23, p=.024). Libraries cutting travel averaged a 1.8% decline; all others a 2.5% increase (F-test=4.66, p=.034).

[34] This figure does not include libraries that reduced expenditures by some other method.

[35] For these three strategies the differences among groups is statistically significant: reducing library hours (Chi-square=9.3, p=.009); making across-the-board expenditure cuts (Chi-square=7.79, p=.02); and cutting acquisitions across-the board (Chi-square=7.69, p=.021).

It can be argued, of course, given their reduced funding support, that public university libraries have had to save money in whatever way they can,[36] and across-the-board cuts are even-handed and easy-to-explain. Reducing all operations by the same percentage, however, can have the perverse effect of penalizing efficient units and rewarding those with more build-in "fat," as writers on the New York City retrenchment have shown (Caraley and Yatrakis 1987). An alternative cutback option is targeting less-essential areas for larger decreases and minimizing the impact on key services. Sixty percent of respondents took this prioritized approach to reducing acquisitions, targeting their cuts by subject.[37]

Among the least-used cost-cutting measures were dropping memberships in external organizations (19%), reducing training (9%), and decreasing endowment reinvestment (7%).

Rethinking the library organization. Most ARL university respondents invested effort over the last three years in re-tooling internal operations. Four out of five respondents reorganized technical, administrative, and/or public services. Over three-quarters reassigned staff to higher priority jobs. Sixty-six percent eliminated or consolidated units or functions—closing branch libraries, merging two or more units (often in technical services), dropping less-needed functions, or continuously restructuring as staff retire. Over half eliminated managerial or supervisory positions, flattening the organizational hierarchy. As one respondent summed up, the changes were "too many to list."

While it is impossible to gauge the real scope and impact of the reported changes, one trend is clear: ARL university libraries of widely different resource levels are rethinking their organization. It is true that certain types of organizational changes, such as consolidating units and reducing managers, tended to be taken by respondents experiencing university funding cuts over the three-year period.[38] Reorganization efforts or staff reassignments, however, were reported by a full 92% of respondents.[39]

Fewer libraries reported rethinking service delivery (perhaps to some degree due to the selection of survey questions). Forty-five percent substituted document delivery for some serial purchases. Twenty-eight percent expanded self-service operations with audio-tours, vendacard copiers, automated tutorials for online searching, or self-service reserves. Although almost an equal percentage eliminated specific services—new book lists or displays, film rentals, journal routing to faculty—most examples supplied by respondents seemed relatively minor.

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[36] Disentangling these two variables--the extent to which practices are rooted in public/non-profit sector differences or in the degree of resource reduction--is explored more fully in my dissertation.

[37] Across-the-board and targeted cuts are not mutually exclusive approaches. Sixty-one percent of the libraries making across-the-board acquisitions reductions also made cuts by subject.

[38] In each case, the difference in the mean change in university allocation from 1990 to 1992 is statistically significant among the 77 libraries providing data for the period. Those cutting or consolidating units/functions averaged a 1.1% decline in university funding, after adjustment for inflation; all others averaged a 3.3% increase (F-test=4.34, p=.041). Those eliminating managers or supervisors averaged a 1.9% cut, after inflation; all others, 3.4% growth (F-test=7.17, p=.009).

[39] The difference between the mean allocation change of those reorganizing/reassigning staff and all other respondents is *not* statistically significant (F-test=.1, p=.75).

Some ARL university library respondents more pressed for funds are rationing services. The one-third that established priorities by need or user group averaged a 3% funding cut from their parent institution from 1990 to 1992.[40] Those prioritizing services usually reported giving preference to the campus community, three singling out undergraduates for preferential treatment.

Reducing staff levels and retraining. Staffing is another area in which respondents, particularly those with reduced funding, have tried to stretch funds.[41] Three out of five institutions reported eliminating positions between 1990 and 1992—70% of the Canadian, 63% of the U.S. public, and 48% of the U.S. private university libraries. While the majority abolished ten or fewer jobs, several larger institutions lost from 20 to 73 positions. Among the 52 responding libraries eliminating jobs, a total of 716 positions were lost.[42] It appears that most libraries did away with positions through attrition rather than layoffs; while 60% eliminated jobs, only 26% reported laying employees off. Figure 8 illustrates the distribution of these lost jobs among the three university library groups.

Enumerating cuts, however, only tells part of the staffing change occurring in ARL university libraries. While the data do not tell whether the following activities are new or continuing practices, nearly two out of three respondents recruited more work-study students, and over one-third substituted part-time or support staff for full-time professionals. About 20% contracted out some library operation—the photocopying or microcomputer service, retrospective conversion, preservation microfilming, authority work, or specialized cataloging. Hiring freezes—sometimes initiated by the library, sometimes by the university—were commonplace, used by 70% of respondents over the last three years. Several respondents wrote about delaying hiring to accrue salary savings. In fact, applying salary savings to fund other areas ranked as the third most popular strategy, used by 79% of respondents.

It makes sense, given the hiring freezes, staffing contractions, and internal re-structuring in many libraries, that respondents reported investing in training. Over 80% of respondents retrained staff for new activities. As mentioned earlier, only 8% reduced this area.

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[40] Those prioritizing services averages a 3% reduction in university funding, after adjustment for inflation; all others had a mean increase of 2.1%. The difference is statistically significant (F-test=6.49, p=.013).

[41] With several notable exceptions, those eliminating jobs had, on average, reductions in funding from their parent institution from 1990 to 1992. Comparing the mean change in university allocation, 1990-92, across the 77 libraries, the average change for those eliminating jobs was -1.5%, after adjustment for inflation; for all others, +3.8%. The difference is statistically significant (F-test=7.06, p=.01).

[42] Based on responses to survey questions Q8 and Q9. This is in keeping with a finding reported in the most recent *ARL Statistics*. Stubbs counted across all ARL members 500 fewer professional and support staff in 1991-92 than in the previous year, although salaries and wages rose by over $18 million (Daval and Brennan 1993).

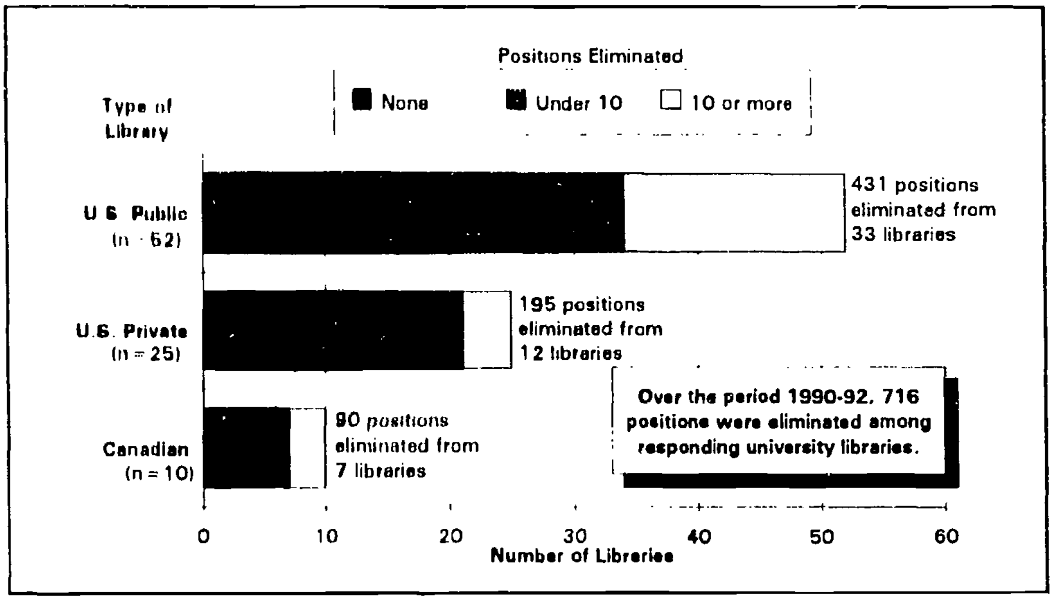

Figure 8: Staff Reductions in ARL University Libraries, 1990-92:
(Based on responses to Q8 and Q9)

What works? Rating the strategies. Respondents rated strategies for their importance in helping manage scarce resources at their institution.[43] For those looking for the silver bullet, the results will be disappointing. Respondents judged the overwhelming majority as "somewhat important," the third point down a four-point scale. A few strategies earned the higher mark of "very important." These are, in alphabetical order:

- consolidating functions,
- cutting acquisitions across-the-board,
- cutting acquisitions by subject,
- cutting expenditures across-the-board,
- reorganizing public services, and
- seeking outside funds.

The number one-rated strategy was using salary savings, the practice of reallocating funds budgeted for positions that are currently vacant. It is worth reviewing the comments.

Salary savings were a "regular part of budget management," in the words of one respondent, and by no means a new practice. Salary savings were applied to equipment purchase, automation, student assistants, contract employees, supplies, travel, postage, construction, telecommunications, acquisitions, and, more generally, to any gaps in operating expenses. As respondents summed up, it was "a key survival tool," or, more bluntly, "We'd be dead without it."

[43] The most common rating (the mode) was calculated. Votes were counted only from respondents who reported using the strategy.

What comes through in these comments is the importance of salary savings as a source of budgetary flexibility. It is a means for university libraries locked into old budgetary frameworks, perhaps put into place years ago, to reassign money to areas of greater immediate need. In some institutions this practice is intended as a safety valve for the allocation system. As one respondent explained, "we are underfunded in many operating budget lines with the understanding that we will make up the shortfall via salary savings; hence they [salary savings] are critical to our planning and operations."

While most respondents spoke of salary savings as an operating margin or a cushion for emergencies, a few pointed to its value as seed money for new projects, equipment, and services. Salary savings, to quote a private university administrator, was a way to "invest in [the] future."

Several respondents, however, sounded a cautionary note. One private university respondent wrote that using salary savings "was a matter of course until recently...[Now] lapsed salaries, campus-wide, have been frozen by the University's administrative office." A public university library administrator observed simply that salary savings currently revert to the state. Another provided more detail:

> In past years we have used salary savings to fund temporary positions, moving projects,...excess operating expenditures, etc. Unfortunately this fiscal year we have been restricted...(all state agencies are affected) from moving our salary money for use in any other way. We still have flexibility to use the salary savings to cover student assistants or temporary hires, but can not convert the savings to any other contract or equipment or book fund use....The state hopes to recapture savings generated from holding positions open either intentionally, or through the normal recruitment process.

How much flexibility have ARL university libraries in administering their funds?

- Asked "to what extent has your university administration indicated preferences about how your library should manage changing resource levels," 53% of respondents replied that decisions were left "to the library's discretion"; 21%, that the university offered "informal guidance"; and 26%, that the university "required certain actions."

- Roughly one quarter of ARL university library respondents received their budget allocation from the university in some form of "lump sum" budget. The remaining three-quarters received allocations earmarked for particular uses—61% in broad expenditure categories (acquisitions, operations, salaries, etc.) and 13% as more detailed line items specified within spending categories.

- All respondents with category or line-item budgets had some degree of discretion in moving funds from one designation to another.

- Fewer institutions had as much control in carrying over unspent funds from year to year: 19% "rolled over" all unspent money; 60%, some; 11%, none; and 9% had other arrangements.

Missing from the discussion in the previous pages has been any acknowledgement of the administrative context—the rules, guidelines, campus and state government directives—within which university libraries operate. In some areas, libraries have broad discretion to select strategies and in others, less.[44] Few patterns were found here, but that in itself is revealing.

The degree of university involvement in library resource decisions seems more an issue of local management style and campus culture than a distinguishing feature among the three types of university libraries. No patterns among Canadian, U.S. private, and U.S. public university libraries could be discerned using the same statistical methods used in the previous sections of the paper.

Among the libraries receiving advice, the most frequently cited topic of university concern was the materials budget (16 responses). Most respondents were told "not to cut books" (11 libraries), several commenting that the administration wanted reductions without compromising acquisitions or that it "stressed the priority of collections over services." However, five universities took the opposite approach, recommending cuts in materials spending. Personnel freezes or reductions were required or suggested by 13 institutions. Other measures recommended were suspending special collections purchases, eliminating travel, restoring library hours, simplifying the library processes and structures, and providing "more access vs. ownership." Five administrators added that they developed financial goals with the university but made their own decisions on how to reach these targets.

Budget administration. There are a myriad of budget administration arrangements in ARL libraries, as Vasi (1983) observes. Looking for flexibility in fund usage, a feature that might allow libraries to accommodate change more easily, the survey specifically examined three areas: the format in which the university allocates budgeted funds to the library, rules for transferring funds from one use to another during the fiscal cycle, and restrictions on carrying over funds from one year to the next.

A surprising finding is the number of libraries reporting some form of lump-sum budgeting, a type of budgeting not mentioned by Vasi (1983).[45] With the lump-sum approach, the library decides how to parcel out funds and is held accountable at the end of the year, as one respondent said, "for the bottom line." There were also hybrid approaches. One private institution reported using a lump sum for university funds and a line-item approach for money from the state. Another received two lump sums—one for materials and one for operations.

Among respondents with category or line-item budgets, 17% had complete flexibility, and the remainder could transfer funds depending on the source, budget category, or circumstances. Some could reallocate within broad categories, but not across them (e.g., from collections to operations). Others could redistribute funds freely except those in an off-limit category such as salaries or acquisitions. One institution moved funds only with the approval of university administration. Reallocations, as one institution that had no administrative impediments to

[44] Survey questions Q6 and Q7 asked about several staffing, budgetary, and political factors that might play a role in strategies chosen by the library.

[45] Lump-sum budgeting would be an interesting topic for follow-up research. What variants of lump-sum budgeting are practiced? What advantages do such systems offer? Does the degree of administrative flexibility in these systems differ significantly from that of budgetary systems allowing unlimited fund transfer among expenditure categories?

fund transfer stated, nevertheless were made "with consideration to campus political realities," or, as another put it, "at our own risk."

Libraries with some degree of multi-year fund control also reported different local practices. Some could carry over a certain percentage of their annual budget—usually 1 or 2%. Others could roll over acquisitions money or funds targeted for a specific use approved by the university administration. A few libraries wrote that although they could not officially carry over funds, they managed to protect year-end money by encumbering it in contracts or prepayments.

PART III: POSTSCRIPT

To picture what is happening across ARL university libraries we have to appreciate their differences as well as their similarities. An important variable in the early 1990s has been funding. From 1990 to 1992, while responding libraries as a whole enjoyed a modest growth in university funding after adjustment for inflation, U.S. public university libraries averaged a 2% decline. Most U.S. public university library respondents lost ground during the three-year period.

Will these financial pressures continue? The Resource Strategies Survey, though intended as a snapshot not a prognostication, did ask ARL administrators for a general forecast of their library's financial situation over the next three years. Nearly 90% of all respondents expected that the demand for library services would grow, but only one-third anticipated increases in their allocation of budgeted funds.[46] In other words, the majority saw no immediate improvement in current conditions.

Should present trends continue, it will be key to recognize changing funding patterns in national planning efforts. Changing funding patterns in the 1990s may fuel different needs in many university libraries. Institutions more pressed for funds are likely to become increasingly selective in the types of collaborative activities they undertake. They will prioritize, like those financially strapped institutions that are already apportioning services, by user group or by eliminating less vital units. Many university libraries will find it easier to support cooperative efforts that bring clearly defined institutional benefits. These might involve *quid pro quo* arrangements requiring little additional investment. In Drucker's "turbulent times," external projects designed to serve the "public good" must first promise to answer local needs.

[46] Based on responses to survey questions Q10 and Q11.

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PART V: APPENDICES

Appendix A: Summary Results in Tables

The following tables summarize university library responses to questions Q3 through Q11 of the Resource Strategies Questionnaire (reproduced in Appendix C). Answers to multi-part questions are ranked by frequency of response, the most common listed first. Generally the data are totaled and then broken out by Canadian, U.S. private, and U.S. public university libraries. Questions receiving fewer than 87 responses are so indicated.

There were numerous comments written in on the survey forms; these are discussed in the body of the paper. Responses were received between November 1992 and February 1993.

Q3 University Library Revenue Sources	Total Libraries Collecting Funds from Source (n=86)	Share of Revenue Kept By Library [Total (As Percentage of Users)]		
		All	Part	None
Gifts	85 (99%)	70 (82%)	15 (18%)	0
Overdue fines	83 (97%)	38 (46%)	13 (16%)	32 (39%)
Fees for on-demand database searching or information services	83 (97%)	76 (91%)	7 (8%)	0
Interlibrary loan fees	82 (95%)	77 (94%)	5 (6%)	0
Photocopy income	81 (94%)	58 (72%)	18 (22%)	5 (6%)
Income from sale of surplus library materials	72 (84%)	57 (79%)	12 (17%)	3 (4%)
Non-campus user fees for library privileges	63 (73%)	49 (78%)	4 (6%)	10 (16%)
Income from library publishing, proprietary databases and licensing	45 (52%)	37 (82%)	7 (15%)	1 (2%)
Income from library service contracts with outside agencies	38 (44%)	28 (74%)	9 (24%)	1 (3%)
Income from automation support to other libraries	22 (26%) (n=85)	21 (95%)	1 (5%)	0

Q3.14 Is your library required to operate any revenue-generating activities on a cost-recovery basis?	All (n=83)	University Libraries Canadian (n=10)	U.S. Private (n=23)	U.S. Public (n=50)
Yes	29 (35%)	1 (10%)	8 (35%)	20 (40%)
No	54 (65%)	9 (90%)	15 (65%)	30 (60%)
Q3.15 Which operations are these?	(receiving 10 or more responses) photocopying, database searching, and interlibrary loan			

Q4-5. Resource Strategies Used Since July 1, 1989	University Libraries Using Strategy [Total (Percent of group)] All (n=87)	Canadian (n=10)	U.S. Private (n=25)	U.S. Public (n=52)
Seek outside funds, gifts, and grants	87 (100%)	10 (100%)	25 (100%)	52 (100%)
Retrain staff for new activities	71 (82%)	10 (100%)	20 (80%)	41 (79%)
Use salary savings to fund other areas	68 (79%)*	8 (80%)	18 (75%)*	42 (81%)
Reassign staff to higher-priority duties	67 (77%)	10 (100%)	18 (72%)	39 (75%)
Delay equipment purchases/automation upgrades	64 (74%)	6 (60%)	16 (64%)	42 (81%)
Freeze hiring	61 (70%)	5 (50%)	12 (48%)	44 (85%)
Reorganize technical services	60 (69%)	8 (80%)	16 (64%)	36 (69%)
Improve cost accounting or budgeting system	58 (67%)	5 (50%)	15 (60%)	38 (73%)
Eliminate/consolidate functions or units	57 (66%)*	9 (90%)	15 (63%)*	33 (63%)
Charge other libraries for interlibrary loans	55 (63%)	8 (80%)	11 (44%)	36 (69%)
Recruit more work-study student employees	55 (63%)	3 (30%)	13 (52%)	39 (75%)
Decrease acquisitions in targeted subjects	52 (60%)	7 (70%)	13 (52%)	32 (61%)
Reorganize administrative services	52 (60%)	8 (80%)	14 (56%)	30 (58%)
Decrease acquisitions across-the-board	51 (59%)	6 (60%)	9 (36%)	36 (69%)
Reorganize public services	50 (57%)	8 (80%)	12 (48%)	30 (58%)
Enhance management information capacity of computer systems	49 (57%)*	5 (50%)	15 (60%)	29 (57%)*
Reduce number of managers/supervisors	47 (55%)*	4 (44%)*	11 (44%)	32 (61%)
Develop shared regional activities	46 (53%)*	6 (60%)	9 (37%)*	31 (60%)
Reduce travel and/or conference support	40 (46%)	2 (20%)	8 (32%)	30 (58%)
Substitute document delivery for serial purchases	39 (45%)*	3 (33%)*	12 (48%)	24 (46%)

Q4-5. Resource Strategies Used Since July 1, 1989	University Libraries Using Strategy [Total (Percent of group)] All (n=87)	Canadian (n=10)	U.S. Private (n=25)	U.S. Public (n=52)
Increase user fees/interlibrary loan charges	38 (44%)•	5 (50%)	8 (33%)•	25 (48%)
Jointly purchase with other units or campuses	38 (44%)	3 (30%)	10 (40%)	25 (48%)
Reduce library hours	36 (41%)	5 (50%)	4 (16%)	27 (52%)
Finance equipment through vendors or university	34 (39%)•	4 (40%)	9 (36%)	21 (40%)•
Develop foundation affiliated with library/university	31 (36%)	2 (20%)	3 (12%)	26 (50%)
Substitute part-time/support staff for full-time professionals	30 (35%)	3 (30%)	4 (16%)	23 (44%)
Prioritize services by need or user group	29 (34%)•	3 (30%)	5 (21%)•	21 (40%)
Decrease expenditures across-the-board	27 (31%)	1 (10%)	4 (16%)	22 (42%)
Eliminate specific services	24 (28%)•	3 (30%)	5 (21%)•	16 (31%)
Use more self-service operations	24 (28%)·	3 (30%)	10 (42%)•	11 (21%)•
Co-fund positions with other campus units	23 (27%)•	0	6 (25%)•	17 (33%)
Lay off staff	23 (26%)	3 (30%)	7 (28%)	13 (25%)
Contract out projects or functions	20 (23%)·	2 (20%)	7 (29%)•	11 (21%)•
Drop memberships in external organizations	17 (19%)	1 (10%)	5 (20%)	11 (21%)
Transfer some functions to other campus units	14 (16%)	3 (30%)	3 (12%)	8 (15%)
Cut staff training	8 (9%)	1 (10%)	3 (12%)	4 (8%)
Decrease endowment reinvestment	6 (7%)·•	0·	2 (8%)	4 (8%)•

• Data missing from 1 library
· Data missing from 2 libraries
·• Data missing from 3 libraries

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Question	University Library Responses [Total (Percent of Group)] All (n=87)	Canadian (n=10)	U.S. Private (n=25)	U.S. Public (n=52)
Q6 To what extent has your university administration indicated preferences about how your library should manage changing resource levels?				
Left decisions to the library's discretion.	46 (53%)	5 (50%)	13 (52%)	28 (54%)
Required certain actions.	23 (26%)	3 (30%)	5 (20%)	15 (29%)
Offered informal guidance.	18 (21%)	2 (20%)	7 (28%)	9 (17%)
Q7.A Management-employee rights regarding schedule, reorganization and layoff decisions:				
Library management, with university, possesses sole legal right to make decisions.	49 (56%)	5 (50%)	18 (72%)	26 (50%)
Library management, with university, must confer with employees in some decisions.	17 (19%)	1 (10%)	4 (16%)	12 (23%)
Non-management employees, through contracts or representatives, have formal influence.	15 (17%)	4 (49%)	2 (8%)	9 (17%)
Other.	6 (7%)	0	1 (4%)	5 (10%)
Q7.B Salary levels and cost-of-living increases:				
Library is required to follow campus-wide salary schedules.	38 (44%)	10 (100%)	8 (32%)	20 (38%)
Library generally follows university (campus/state) schedules but has discretion.	37 (43%)	0	11 (44%)	26 (50%)
Other.	10 (11%)	0	5 (20%)	5 (10%)
Library sets owns salary levels.	2 (2%)	0	1 (4%)	1 (2%)
Q7.C Budget allocation from university (campus/state):				
Library receives allocations by categories.	53 (61%)	4 (40%)	14 (56%)	35 (67%)
Library receives lump sum.	21 (24%)	2 (20%)	8 (32%)	11 (21%)
Library receives line-item allocations within spending categories.	11 (13%)	3 (30%)	2 (8%)	6 (11%)
Other.	2 (2%)	1 (10%)	1 (4%)	0
Q7.D Stability of library's allocation of budgeted funds (and/or savings target) during yearly cycle:				
Has been stable.	48 (55%)	8 (80%)	19 (76%)	21 (40%)
Has typically changed once.	25 (29%)	0	4 (16%)	21 (40%)
Has typically changed twice or more.	14 (16%)	2 (20%)	2 (8%)	10 (19%)
Other.	0	0	0	0

Question	University Library Responses (Total (Percent of Group)) All (n = 87)	Canadian (n = 10)	U.S. Private (n = 25)	U.S. Public (n = 52)
Q7.E Budget flexibility:				
Library can transfer some funds among budget categories depending on the source, etc.	65 (75%)	10 (100%)	17 (68%)	38 (73%)
Library can freely transfer funds.	21 (24%)	0	7 (28%)	14 (27%)
Library cannot transfer funds.	0	0	0	0
Other.	1 (1%)	0	1 (4%)	0
Q7.F Multi-year fund control:				
Library may *roll over* unspent funds from some sources/categories to the next year.	52 (60%)	5 (50%)	16 (64%)	31 (60%)
Library may *roll over* all unspent funds.	17 (20%)	3 (30%)	4 (16%)	10 (19%)
Library may *roll over* no unspent funds.	10 (11%)	0	3 (12%)	7 (13%)
Other.	8 (9%)	2 (20%)	2 (8%)	4 (8%)
Q8 Since July 1, 1989 has your library lost full-time staff positions through permanent reductions or through a temporary hiring freeze?				
Yes	60 (69%)	8 (80%)	13 (52%)	39 (75%)
No	27 (31%)	2 (20%)	12 (48%)	13 (25%)
Q9.1 How many positions have been eliminated? (n = 52)	716	90	195	431
Q9.2 How many positions have been frozen? (n = 17)	288	0	31	257
Q10 How do you expect your library's allocation of budgeted funds to change over the next 3 years?				
Increase.	28 (32%)	2 (20%)	11 (44%)	15 (29%)
Decreased slightly.	25 (29%)	6 (60%)	6 (24%)	13 (25%)
Stay about same.	23 (26%)	0	6 (24%)	17 (33%)
Decrease considerably.	8 (9%)	2 (20%)	0	6 (11%)
Don't know.	3 (3%)	0	2 (8%)	1 (2%)
Q11 How do you expect your university's demand for library services to change over the next 3 years?	(n = 86)		(n = 24)	
Increase.	76 (88%)	7 (70%)	23 (96%)	46 (88%)
Stay the same.	10 (12%)	3 (30%)	1 (4%)	6 (11%)
Decrease.	0	0	0	0
Don't know.	0	0	0	0

October 16, 1992

Appendix B: Survey Cover Letter

Dear ARL Colleague:

We encourage you to take a few minutes to fill out the enclosed ARL-OMS questionnaire, Resource Strategies. Last year, John Haak's and Brigid Welch's Financial Strategies Survey (1991) found that 60% of the responding ARL libraries had or expected budget reductions. This follow-up study, by Annette Melville of the UC Berkeley School of Library and Information Studies doctoral Program, will give us a better picture of how ARL libraries are rethinking funding and service delivery in light of the new fiscal environment.

It will provide us with sound cross-library data on the following questions:

- What has been the change, in constant dollars, in funding support from our parent institutions since 1989?
- What supplemental revenue sources are utilized by ARL libraries?
- What strategies are ARL libraries exploring to manage changing resource levels?
- What types of administrative constraints limit flexibility in adapting to changing resource levels?
- Are there differences between the approaches of private and public university members?

You will probably want to fill out the questionnaire with your budget officer. All responses will be confidential. The findings will be published in 1993 as an OMS Occasional Paper and complimentary copies will be distributed to all respondents.

We urge you to call Brigid Welch (202-296-8656) or Annette Melville (415-695-9581) should you have any questions. Please return the questionnaire to Annette Melville by November 20 (return address on p. 7).

Thank you for your assistance with this important project.

Sincerely,

Joanne R. Euster

Joanne R. Euster
Chair, ARL Management Committee
University Librarian, UC Irvine

Susan Jurow

Susan R. Jurow
Director, ARL
Office of Management Services

21 Dupont Circle, Washington, DC 20036
202 296 8656 FAX 202 872 0884

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
1527 New Hampshire Avenue, N.W., Washington, D.C. 20036
202-232-8656 FAX 202-462-7849

Appendix C: Questionnaire

Resource Strategies Questionnaire

Instructions:

- *Please report figures rounded to the nearest dollar. (For Canadian dollar amounts, write "C" after the dollar sign.)*
- *Use the definitions provided in ARL Statistics.*
- ***Please return the questionnaire by November 20, 1992.***

Q1 In general terms, which of the following best describes how your library's total **expenditures** have changed since fiscal year 1989-90. *Circle one answer.*

1 Increased considerably
2 Increased slightly
3 Kept pace with cost increases
4 Decreased slightly
5 Decreased considerably

Q2 How much **annual revenue** has your library received from each of the following sources since fiscal year 1989? *Please enter the figure, in rounded dollars, for each fiscal year shown below. Label Canadian dollars: C. If your library received no direct revenue from a source during the given year, write: 0. If the source is not applicable to your library, write: N/A.*

		1989-90	1990-91	1991-92
1	University or campus allocation..........	$______	$______	$______
2	State allocation (if separate from university/campus allocation).............	$______	$______	$______
3	Cash gifts.......................................	$______	$______	$______
4	Library endowment income................	$______	$______	$______
5	Grants (federal and other) to library.....	$______	$______	$______
6	Interlibrary loan income.....................	$______	$______	$______
7	Photocopying income........................	$______	$______	$______
8	Noncampus user fees........................	$______	$______	$______
9	Overdue fines..................................	$______	$______	$______
10	Other sources *(Please specify)*: ______ ______	$______	$______	$______

Q3 Here is a list of funding sources used by some libraries. For each, does your library currently utilize all annual revenue (gross income) or share it with the campus, university and/or state? *Circle one answer for each. If your library returns all revenue to the campus, university and/or state, circle NONE. If your library does not collect revenue from a source, circle N/A.*

		Library keeps all	Library keeps 50% or more	Library keeps less than 50%	Library keeps none	Library keeps varying percentage	Not Applicable
		Circle one for each source					
1	Cash gifts....................................	ALL	MOST	SOME	NONE	VARYING	N/A
2	Noncampus user fees for library privileges (such as library cards)......	ALL	MOST	SOME	NONE	VARYING	N/A
3	Fees for on-demand database searching or information services....	ALL	MOST	SOME	NONE	VARYING	N/A
4	Overdue fines..............................	ALL	MOST	SOME	NONE	VARYING	N/A
5	Photocopying income....................	ALL	MOST	SOME	NONE	VARYING	N/A
6	Income from library service contracts with outside agencies......	ALL	MOST	SOME	NONE	VARYING	N/A
7	Income from automation support to other libraries..............................	ALL	MOST	SOME	NONE	VARYING	N/A
8	Interlibrary loan fees.....................	ALL	MOST	SOME	NONE	VARYING	N/A
9	Income from library publishing, proprietary databases, and licensing	ALL	MOST	SOME	NONE	VARYING	N/A
10	Income from sale of surplus library materials....................................	ALL	MOST	SOME	NONE	VARYING	N/A
11	Other sources *(Please specify)*: ____________ ____________	ALL	MOST	SOME	NONE	VARYING	N/A

12 For any of the above sources, does your library share revenue with the campus, university or state through a system other than percentage allocation. *Circle one letter.*

a NO
b YES -------> Q3-13 If YES, *please describe your system and write the numbers of the sources for which it applies.*

GO TO Q3-14

14 Is your library required to operate any of the above activities on a cost-recovery (no profit) basis? *Circle one letter.*

a NO
b YES-------> Q3-15 If YES, *please write the numbers of these activities.*

GO TO Q4

Q4 Below is a list of strategies some libraries use to manage scarce resources.

- *In Column A, indicate whether your library has used each strategy since July 1, 1989. Circle one answer for each.*
- *In Column B, for **each strategy used**, please rate its importance in helping manage scarce resources. Circle one answer for each strategy used. Leave blank those you have not used.*

	A. USED SINCE 1989-90			B. IMPORTANCE IN HELPING MANAGE SCARCE RESOURCES				
	No, Not Used	Yes, Used		Most Important	Very Important	Somewhat Important	Not Important	Don't Know
	Circle one			*Circle one for each strategy used*				
1 Develop foundation affiliated with library/university..	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
2 Seek outside funds, gifts and grants.....................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
3 Lay off staff..	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
4 Reduce number of managers and/or supervisors.......	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
5 Freeze hiring..	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
6 Recruit more work-study student employees...........	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
7 Substitute parttime and/or support staff for fulltime professionals...	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
8 Reassign staff to higher-priority duties....................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
9 Retrain staff for new activities..............................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
10 Cut staff training..	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
11 Reduce travel and/or conference support................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
12 Reduce library hours...	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
13 Decrease endowment reinvestment.......................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
14 Delay equipment purchases/automation upgrades....	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
15 Finance equipment through vendors or university....	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
16 Improve cost accounting or budgeting system.........	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
17 Enhance management information capacity of computer systems..	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
18 Transfer some functions to other campus units.......	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
19 Drop membership in external organizations............	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
20 Charge other libraries for interlibrary loans.............	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
21 Jointly purchase with other units or campuses........	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
22 Decrease acquisitions in targeted subjects.............	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
23 Decrease acquisitions across-the-board.................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
24 Substitute document delivery for serial purchases....	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
25 Cut expenditures by across-the-board percentage....	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
26 Reorganize technical services...............................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
27 Reorganize public services..................................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
28 Reorganize administrative services........................	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK

Q5 • *In Column A, indicate which strategies your library has used since July 1, 1989, and **specifically describe what your library did.** For example, in Q5-2, if your library now splits a bibliographer's salary with the German Department, write in the space provided: CO-FUND BIBLIOGRAPHER WITH GERMAN DEPT.*

• *In Column B, **for each strategy used,** please rate its importance in helping manage scarce resources. Circle one answer for each strategy used.*

	A. USED SINCE 1989-90			B. IMPORTANCE IN HELPING MANAGE SCARCE RESOURCES				
	No, Not Used	Yes, Used		Most Important	Very Important	Somewhat Important	Not Important	Don't Know
	Circle one			*Circle one for each strategy used*				
1 Increase user fees and/or interlibrary loan charges..... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
2 Co-fund positions with other campus units.............. Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
3 Prioritize services by need or user group.................. Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
4 Use more self-service operations (i.e., open stacks)... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
5 Eliminate/consolidate functions or units.................. Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
6 Eliminate specific services.................................... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
7 Develop shared regional activities.......................... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
8 Contract out projects or functions.......................... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
9 Use salary savings to fund other areas.................... Please specify: ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK
10 Other strategies *(Please specify):* ______	NO	YES	-->	MOST	VERY	SOMEWHAT	NOT	DK

Q6 To what extent has your university administration indicated preferences about how your library should manage changing resource levels?
Circle one number.

1 The university administration has left decisions to the library's discretion.
2 The university administration has offered informal guidance. *Please specify*:

____

____

3 The university administration has required certain actions. *Please specify:*

____

____

Q7 Which of the following statements best describes your library since July 1, 1989?
Circle one number for each topic.

A. Management-employee Rights. *Circle one number.*

1 Library management, in consultation with the university, **possesses the sole legal right** to make decisions regarding schedules, reorganizations, and layoffs.
2 Library management, in consultation with university, **must confer with employees in some decisions** on schedules, reorganizations, and layoffs.
3 Non-management employees, through contracts or representatives, **have formal influence on decisions** regarding schedules, reorganizations, and layoffs.
4 A better way to describe my library's situation is *(Please specify):*

____

____

B. Salary Levels. *Circle one number.*

1 The library **sets its own salary levels** and cost-of-living increases for staff.
2 The library **generally follows university (or campus/state) schedules** for salaries and cost-of-living increases, but has some discretion.
3 The library **is required to follow campus-wide salary schedules.**
4 A better way to describe my library's situation is *(Please specify):*

____

____

C. Budget Allocation. *Circle one number.*

1 The library **receives a lump sum** from the university (campus or state).
2 The library **receives budget allocations by categories, such as staff or materials.**
3 The library **receives line-item budget allocations** within specific spending categories.
4 A better way to describe my library's situation is *(Please specify):*

____

____

D. Budget Stability. *Circle one number.*

1 The library's allocation of budgeted funds (and/or savings target) **has been stable.**
2 The library's allocation of budgeted funds (and/or savings target) **has typically changed once** during the yearly cycle.
3 The library's allocation of budgeted funds (and/or savings target) **has typically changed twice** or **more** during the yearly cycle.
4 A better way to describe my library's situation is *(Please specify):*

____

____

E. Budget Flexibility. *Circle one number.*

1 The library **can freely transfer funds** among budget categories.
2 The library **can transfer some funds,** depending on the source, budget category, and circumstances.
3 The library **cannot transfer funds** from one budget category to another.
4 A better way to describe my library's situation is *(Please specify):*

____

____

F. Multi-year Fund Control. *Circle one number.*

1 The library **may "roll over"** all unspent funds for use during the next year.
2 The library **may roll over unspent funds from some sources** or categories (for example, discretionary accounts) to the next year.
3 The library **may not roll over any unspent funds** to the next year.
4 A better way to describe my library's situation is *(Please specify):*

____

____

Q8 Since July 1, 1989, has your library lost fulltime staff positions through permanent reductions or through a temporary hiring freeze? *Circle one number.*

1 NO
2 YES --------->Q9 If YES, how many positions has your library lost? *Write the number for each category.*

________Positions eliminated

________Positions frozen

GO TO Q10

Q10 How do you expect your library's allocation of budgeted funds to change over the next 3 years (through fiscal year 1994-95)? *Circle one number.*

1 Increase
2 Stay about the same
3 Decrease slightly
4 Decrease considerably
5 Don't know

Q11 How do you expect your university's demand for library services to change over the next 3 years? *Circle one number.*

1 Increase
2 Stay about the same.
3 Decrease
4 Don't know

Your name:________________________________

Your position:________________________________

Name of the library budget officer (if different)________________________________

Reporting Institution:________________________________

Phone number________________Email________________

Is there anything else you would like to add about your library's management of scarce resources--any particular solutions you have found, plans that are underway, or problems you would like to bring to the attention of others? Comments on the back, by electronic mail, or in a separate letter would be appreciated. All responses are confidential. **Please return the questionnaire by November 20 to:**

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