

Investment in the Library: What's the Return?

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Objectives

**For every \$/€/¥ spent on the library,
the university received 'X' \$/€/¥ in return.**

Articulate value in terms of institutional objectives

- Measurable effects
- Replicable
- Meaningful & compelling

Study in 3 Phases

- **Phase 1:** ROI in grants, case study at University of Illinois, Urbana-Champaign (completed 2008)
<http://libraryconnect.elsevier.com/whitepapers/0108/lcwp010801.html>
- **Phase 2:** ROI in grants, expanded to 8 countries (in progress now)
- **Phase 3:** ROI for grants/research, teaching, student engagement (proposal pending)

Phases expand



Administration Values are similar at all research universities



Faculty = Funding

- Focus on new intellectual directions
- Strengthen interdisciplinary work

**“Funding does not regenerate funding.
But reputation does.”**

– Charles Zukoski, Vice Chancellor for Research

- Find resources
- Connect with community, state, nation, globally
- Efficiency in all we do
- Increase impact of university’s research
- Attract & retain outstanding faculty

Quantifying for the University

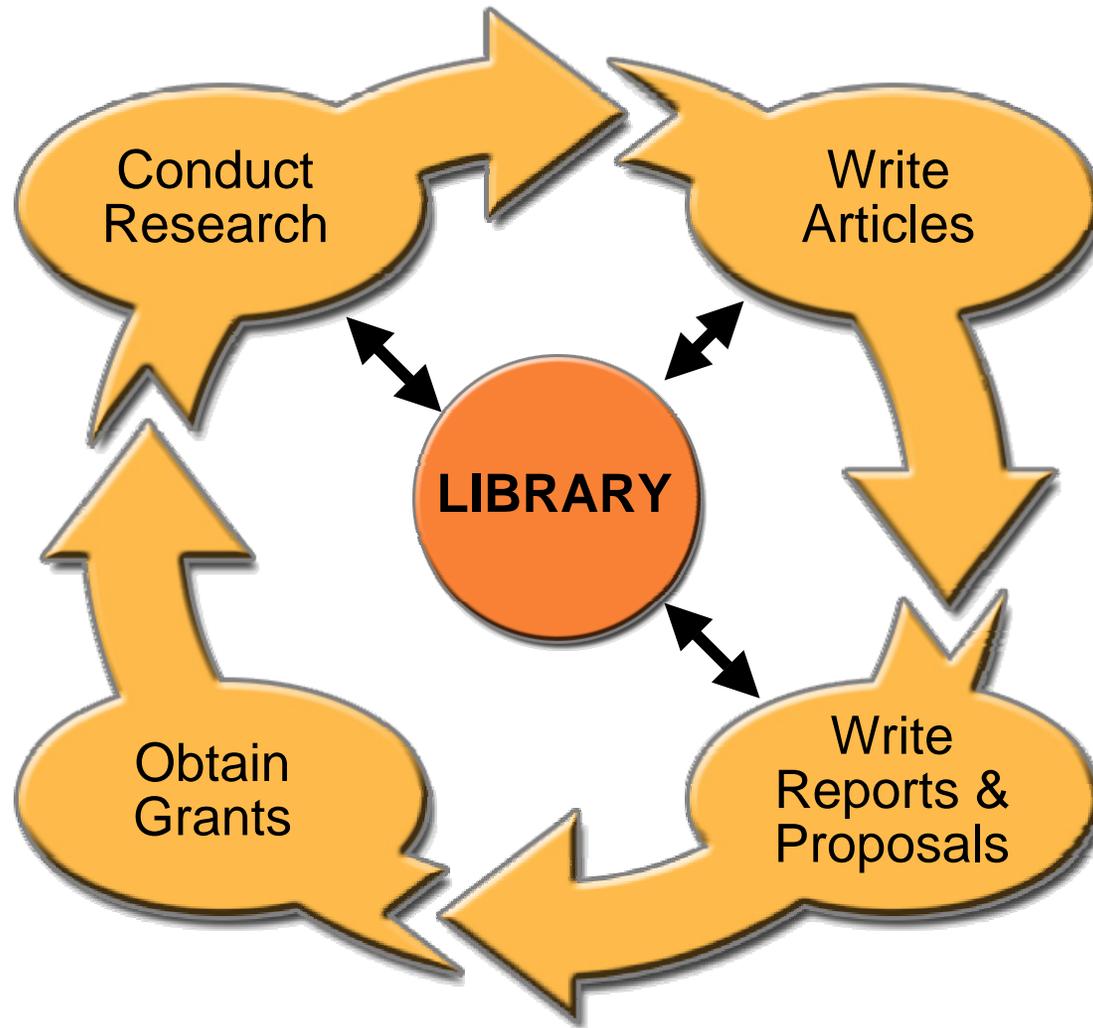
ROI:

Income as a proportion of the amount invested in an asset.

Faculty generate income for the institution. Faculty use the library and its collections. What role do information resources serve in the income generation process?

**% of grant \$
using
library
resources**
÷
Library budget \$
=
“X”

Faculty Grant Research Cycle



Goal: to demonstrate that library collections contribute to income-generating activities

- Quantify a return on university's investments in its library
- Focus on library's role in externally funded research process
- *Not* trying to claim an allocation back to library
- *Not* a budget argument
- *Not* a cost/time savings exercise
- *Not* creating a predictive model

ROIs for Public Libraries

- **Reports**

- *Worth Their Weight* – Americans for Libraries Council
- *Making Cities Stronger* – Urban Libraries Council

- **Examples**

- Southwestern Ohio: \$1 = ROI \$3.81
- Florida: \$1 = ROI \$6.54
- ROI Calculator:
<http://www.lrs.org/public/roi/calculator.php>

ROI for Corporate Libraries

- *Demonstrating Value and Return on Investment: The Ongoing Imperative**
- Quantitative metrics
 - Time saved by library users
 - Value derived if salaries of users are known
 - Money users save by using library
 - **Revenue generated with assistance of the library**

- *Roger Strouse, Outsell, Inc. Copyright © 2003. Special Libraries Association.



Types of Data:

Reliable, Accessible, Clearly Defined

Data types	Method
Research Faculty	Survey; quantitative and qualitative
Grant Proposals	Univ research data; plus survey
Grant Income	Univ research office data
Library	Total budget
Administrators' priorities	Interviews

References Are Vital in Grants

- 75.3% Essential
- 12.3% Very important
- 7.3% Important
- 4.0% Somewhat important
- 1.0% Not important

} 95%

328 responses (16% response rate)

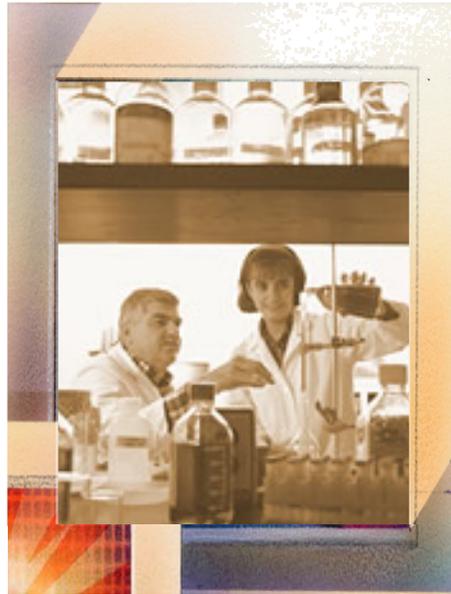
Library Supplied Content

- 94% use library resources in proposals and obtain proposal citations via campus network/Library Gateway
- 75% of references from library
- For every reference cited , faculty estimate they read 4-5 more articles or books and many more abstracts are scanned

Comments About References

“In physical and life sciences, it would be unthinkable to have a grant application without literature references.”

“ABSOLUTELY ESSENTIAL!”



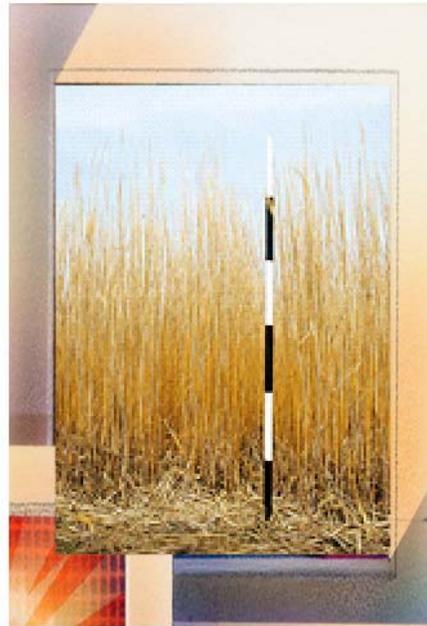
“A sure way to kill a proposal is not to give proper credit or to not update new developments.”

“Without ... references the grant proposal would likely not be reviewed.”

Comments About e-Productivity

“I could not submit as many grants. With grant funding levels at 4-6% of submitted proposals I would not have achieved my current funding level.”

“My productivity would drop at least four fold if I had to go to the library for all my needs.”



“Completely changed the way I work by increasing my productivity. I...spend more time reading [articles].”

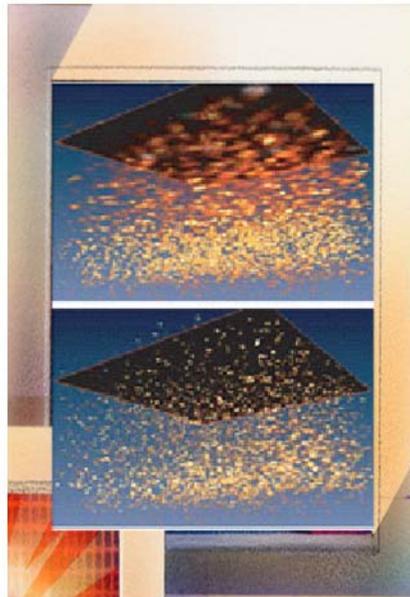
“It has increased the strength of my grant proposals ... by allowing for ...thorough evaluation of the literature on any particular topic.”

Competition & Library Value

“It would be impossible to be competitive internationally without electronic access to publications.”

“Finding’ and ‘Accessing’ is synonymous with ‘reading’ when access is via the online gateway.”

“Our success at UIUC in attracting external research funds has and will become ever more competitive. Thus, our access to electronic information will become all the more necessary.”



“I would leave this university in a microsecond if the library deteriorated to the point of making me uncompetitive for research and funding.”

ROI Model for UIUC

78.14% faculty w/ grants using citations

X

50.79% grant award success rate using citations from library

X

\$63,923 avg. grant income

=

\$25,369 avg. grant income generated using citations from library

X

6232 grants expended

÷

\$36,102,613 library budget

=

\$4.38 grant income for each **\$1.00** invested in library (ROI Value)

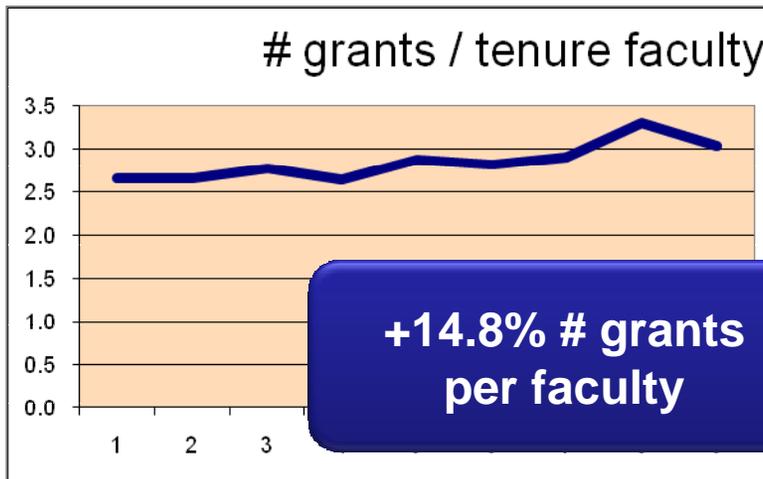
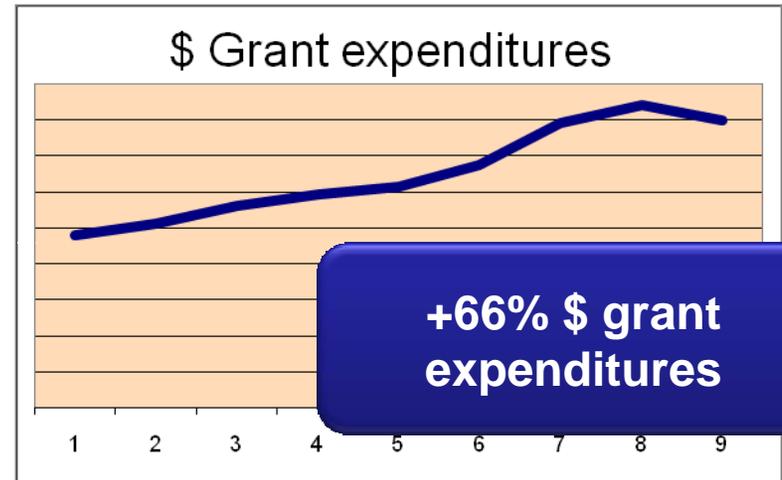
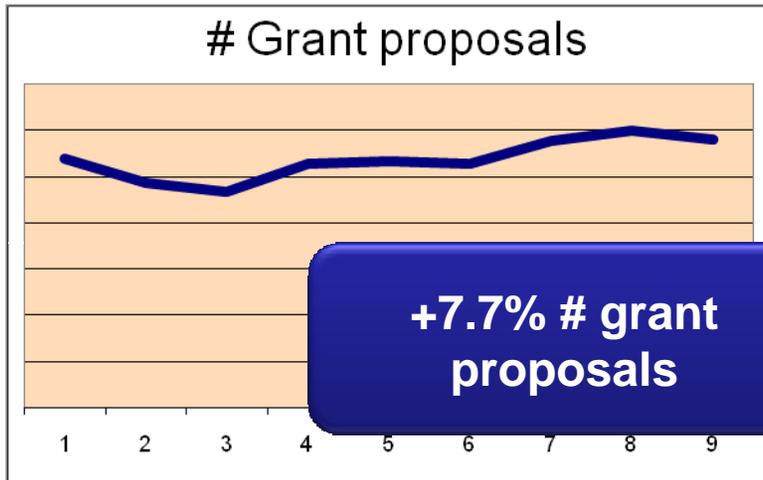
Administration Values: Measuring Up

- Libraries attract & retain outstanding faculty
- Collections increase impact
 - Faculty with more publications and citations have higher propensity of obtaining more grants.*
 - Faculty who publish more, read more (Tenopir & King)
 - Faculty who receive awards read more (Tenopir & King)

“I would leave this university in a microsecond if the library deteriorated ...”

* Ali & Bhattacharyya, “Research Grant and Faculty Productivity Nexus: Heterogeneity among Dissimilar Institutions.” Academic Analytics

E-Productivity



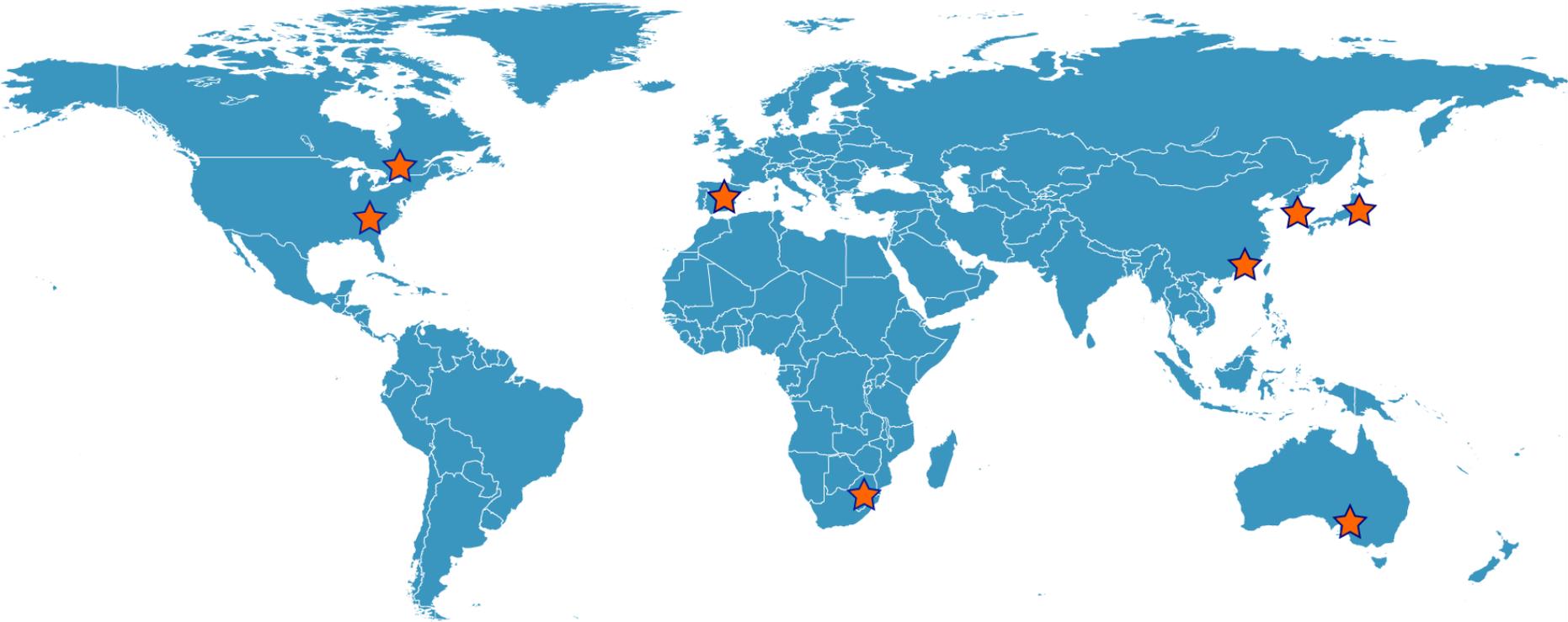
95% of faculty cite references as important to grant proposals



Phase 2: Narrow focus, but broad range of institutions

- Keeps the focus on ROI for grants
- Extends the phase 1 model
 - 10 years of data
 - To 8 more institutions in 8 countries

Phase 2: Institutions



Some issues

- Differences in terminology (academic ranks, expenditures or income)
- Fiscal year, academic year, calendar year and differences in hemisphere
- Languages
- Variations in data that universities keep and who keeps it over 10 years

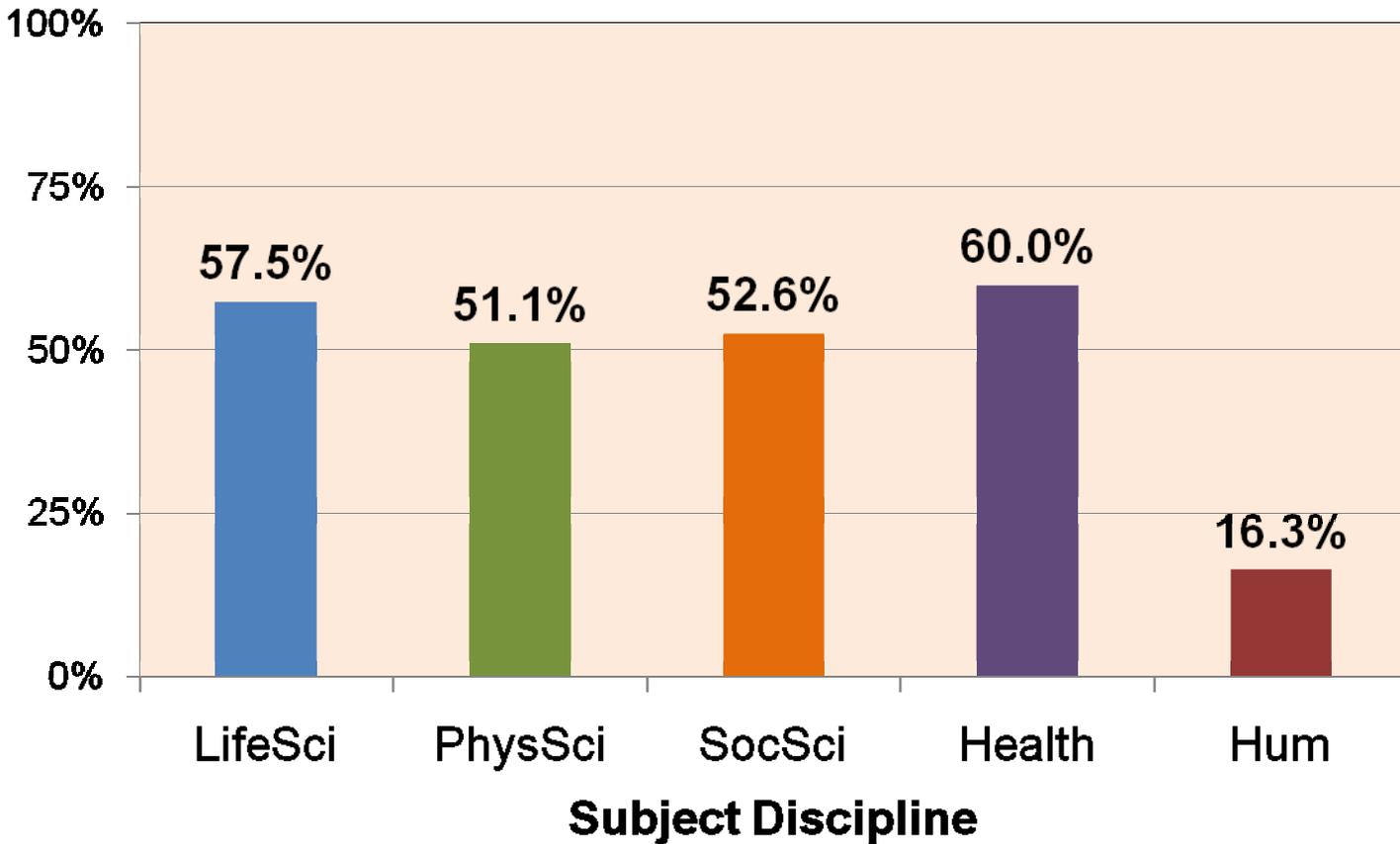
Faculty Survey Questions

- How many proposals did you submit last year?
- How many grants funded?
- Total monetary value of your grants?
- Importance of citations in proposals and reports?
- How many citations in proposals, reports, articles?
- What % of citations from the library e-collection?
- For each cited, how many others do you read?

Phase 2: Preliminary Survey Results Show Some Differences

- References are essential, very important, or important to grants: Range of 71%-98% of faculty at different institutions
- Average # of citations in proposals: Range of 20-46
- % of citations from library: mode is most often 50-74% (but at some institutions 75-99% or 25-49%)

Phase 2: % respondents who reported 75-99% of cited items were accessed from the library's online system



Phase 2: Some Comments from Faculty About E-Resources

- *Information is available at your fingertips, from around the world. Much of my research is international and it is nice to access articles from my research sites in Asia, without many barriers. This is very powerful.*
- *The availability of e-resources has greatly enhanced the way I work. These resources also inform my job satisfaction, and they help to keep me here at the University of ...*

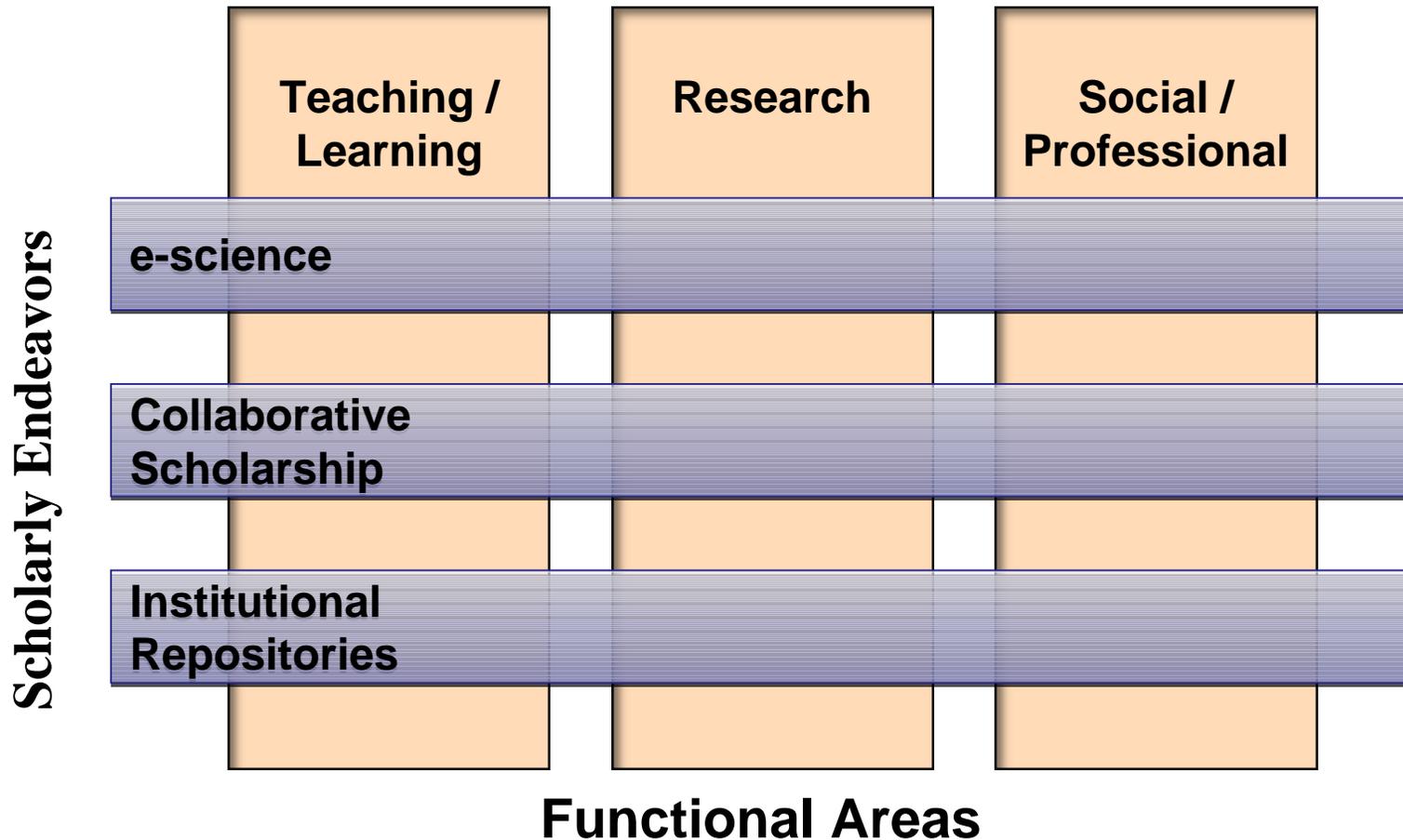
Phase 3: Broaden focus

Library Functional Areas
and Measurement Within the University Mission



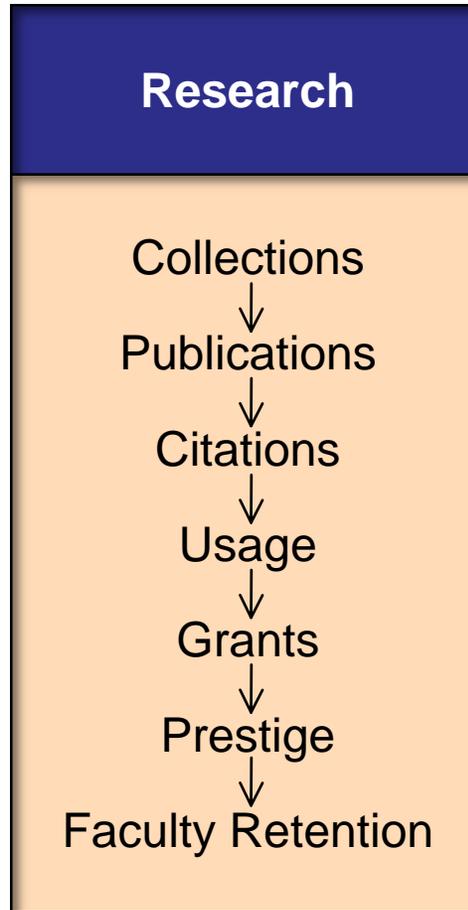
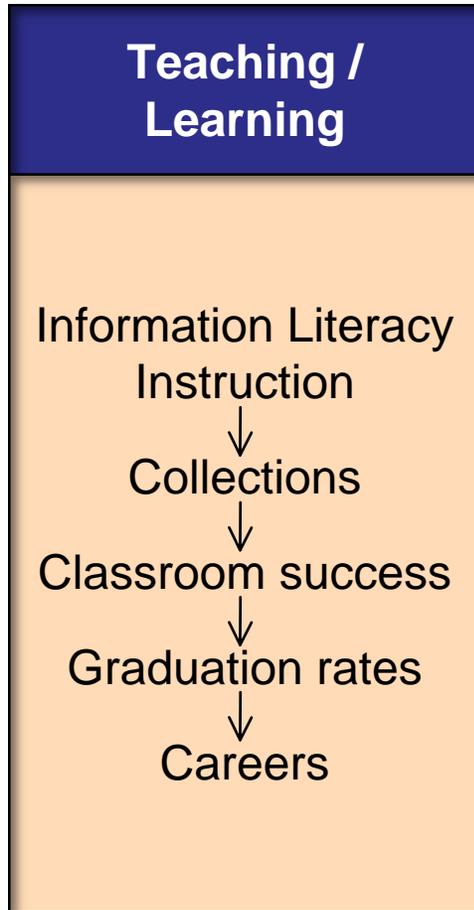
And anticipate change..

New Scholarly Endeavors
That Cut Across the Library's Functional Areas



Examples of Measures

From Inputs to Outputs to Outcomes to ROI



Examples of Downstream Measures

by Library Functional Area (for students and faculty)



What we can show so far...

- Academic library collections help faculty be productive and successful
- Libraries help generate grants income
- E-collections are valued by faculty and bring return on investment to the university

What we hope to show...

The library's products and services...

- Help faculty be successful
- Help students be successful
- Generate both immediate and downstream income
- Provide good return for the investment

**For further information:
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Further Reading: Academic Libraries

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Further Reading: Special Libraries

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