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FY20 Budget Report

Unit: Library

Budget Owner: Rebecca Lubas

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1. What is the mission of your unit? How does your unit contribute to the recruitment and retention of students?

The Central Washington University libraries provide quality resources and innovative services to stimulate creativity, intellectual curiosity, and to facilitate lifelong learning and research within the communities we serve. We strive to make the library a friendly, resourceful, supportive, inclusive, diverse, respectful, and welcoming space. We recognize the unique needs of our patrons and promote the library as a public space for use by all members of the community. Aligning with the library goals, our objective is to “educate users about the library’s services and resources,” and to continue to “increase collaboration with students, faculty, staff, and the community.”

Students and their parents often will examine the library, its programs and collections when considering the selection of a college experience. Once the student enrolls, the library becomes the academic center of many students’ lives. Studies at the University of Tennessee and the University of Minnesota indicate these are the most successful students. Students discover the library through programs such as those outlined below, through course-related instruction and through our partnerships that bring athletes, students seeking tutoring and those just looking for a cup of coffee into the building. The library becomes a part of student success as they attend information literacy sessions, use the collections in their course work, or use the areas such as the learning commons for team meetings and individual study.

A unit of the library, Student Engagement and Community Outreach, provides leadership for the library in the engagement and support of students during their time at CWU. Working independently and with campus and community partners, they plan and provide activities and opportunities for our students to engage with the library and the campus in ways that encourage students to feel part of the campus community, giving them a sense of ownership and belonging. Examples of our student engagement and outreach include:

- Library Lock-in with the Residence Hall Association and Residence Life
- Quarterly “Welcome Students” information tabling in the library lobby

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- Monthly Game Nights
- Annual Book Discussions (of the One Book One County selection)
- Mid-term events such as inspirational post cards, Long Night Against Procrastination (with Tutoring Services) and a Let me Librarian That for You pop-ups in the SURC
- Finals week events such as Paws & Relax Therapy Dogs, Waffle Night, Jazz & Crafts, Relaxation Stations, and postcards home.

Library exhibits and displays also contribute to the welcoming atmosphere of the library. In planning the displays, the library makes a concerted effort to recognize important cultural historical dates and human rights topics relevant to our campus community. We often partner with student clubs and organizations and other campus department on display content. Topics include:

- LGBTQ Pride during our summer intersession
- Native American Indian Heritage month
- Latinx Identity
- Martin Luther King, Jr. birthday
- International Festival
- Black History Month
- Human Trafficking
- Women's History Month
- Mental Health Awareness month
- Social Justice and Human Rights dialogues: Mass Incarceration, Migration/Immigration, Sustainability, and Freedom of Speech/Youth Activism

By offering these events, programs and displays, we demonstrate the library's commitment to supporting our students, providing them with tangible activities and displays aligned with a wide range of needs, interests and causes.

In terms of recruitment, we promote all of our activities on our website, social media, in print, and in local outlets, such as Central Today, 88.1 the 'Burg, and the local newspaper. We also take advantage of the exposure to prospective and admitted students that is available by tabling at Wildcat Success Day: Resource Refresher, Wildcat Days, CWU Orientation, and Wildcat Welcome. We believe our efforts are noticed by prospective students (and their families) who are looking for this type of supportive environment, a belief confirmed by positive comments encountered at the CWU orientation events.

2. Please provide position variance information for your unit/division associated with your budgeted FTE.

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As of 1/23/20

	Full Year Budget Working FY20	Jul Actual Final FY20	Jun Forecast Working FY20	Full Year Forecast	Full Year Budget Variance
Wages & Benefits					
5025-CWU CWU-Faculty T/TT	779,457	59,795	73,260	767,562	11,894
5050-CWU CWU-Faculty FTNTT	105,720	2,384	5,873	112,238	(6,518)
5075-CWU CWU-Faculty Adjunct	36,646	16,396	6,108	46,097	(9,451)
5140-CWU CWU-Classified	1,170,249	85,140	90,989	1,091,422	78,827
5175-CWU CWU-Exempt	305,676	18,583	27,333	276,748	28,928
5200-CWU CWU-Salary and Wage (Student/Tempo)	141,825	13,419	6,401	138,152	3,673
Total Wages	2,539,573	195,717	209,964	2,432,220	107,353

Unit/Department reporting	Instructional	Exempt	Classified	Temp/Other
FY19 Headcount and FTE:	16 / 14 FTE	2 / 2 FTE	24 / 23 FTE	41 / 0 FTE
FY20 Headcount and FTE:	14/13.5 FTE	3/3 FTE	25 / 22.5	36 / 0 FTE
FY20 Full Year Budget Variance:	107,353			
Comments:	In FY20 we had two faculty vacancies and one exempt position to fill. Our new Associate Dean is starting 2/3/20 and our two new faculty members will start 4/16/20.			

3. Identify two strategies that will assist your unit in becoming more cost efficient and effective in FY21.

In FY20 the libraries negotiated several journal package three year contracts, which enabled us to lock in inflation rates 1-3% lower than renewing year by year. This was especially powerful for negotiating the Elsevier journals, where we obtained more titles with 0% inflation for the first year and lower rates for years two and three. We also negotiated a bundle of periodical backfiles which enables us to not only get a deep discount but to clear out old microfilm enabling us to open more student seating.

The library will continue to work with the Orbis Cascade Alliance consortium to negotiate group purchases of electronic journals and databases. These consortium purchases reduce the cost of electronic resources by an average of 10% to 20%.

The library will continue to reduce operational expenses by ensuring that 50% of student assistants hired will be work-study eligible.

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4. Provide a list of any contractual or legal obligations that your budget is committed to paying. Please include department, amount, brief description and end date (if any).

Description	Annual Cost
Orbis Cascade Alliance Membership	\$26,475
Interlibrary Loan Delivery	\$61890
Integrated Library Systems	\$129547
Databases/Journals	\$905070
Total	\$1,122,982

Orbis Cascade Alliance Membership - The Orbis Cascade Alliance is a 38-member consortium of college and university libraries in Washington, Oregon and Idaho. The required annual membership provides access to the library's integrated library system, shared print collections exceeding 50 million volumes, and consortia negotiated discounts on electronic resources.

Interlibrary Loan Delivery – The diverse research needs of faculty and students far exceed the library's budget and collection space. We meet these needs by participating in the Orbis Cascade Alliance and OCLC interlibrary loan programs. Through these services faculty, staff and students have access to the collections of 10,383 libraries worldwide. Interlibrary loan contracts that include courier services, operate on annual contracts. The cancellation of one contract will lead to the loss of all interlibrary loan services.

Integrated Library System - The library maintains a robust software infrastructure that allows the seamless delivery of millions of print and electronic academic resources and services, including 24/7 access to electronic resources from anywhere with an internet connection. Our ExLibris intergraded library system manages circulation, acquisitions, cataloging, and patron discovery interface. ExLibris harvests information for other library software to gather data from over 300 content delivery platforms. The library is in the first year of a five-year contract for the integrated library system.

The majority of our contractual obligations are for the delivery of academic information through journals and databases. The contracts for these resources are primarily annual contracts. Cancellation of these contracts would mean the loss of content, some of which is required by individual programs' third-party accreditation standards.

5. Use this space to provide information regarding three metrics your unit uses for comparison against standards, peers or to measure performance over time.

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Information Literacy & Instruction - The library instruction efforts integrate assessment of student learning through pre-testing and post-testing of all first year students. Results from these assessments serve to inform library instruction about existing student knowledge and potential gaps. Questions and concepts used in these assessments map to the threshold concepts recognized by the Association of College and Research Libraries Framework, a standard for information literacy in academic libraries. Threshold concepts recognize basic areas of learning within information literacy and critical application of related skills.

Services, Programs, & Usage – The library uses the Association of College and Research Metrics to assess library services, programs, and usage. These metrics includes: ACRL Trends & Statistics Survey data from 1998 to present; a select subset of IPEDS data specific to academic libraries; and NCES academic library statistics data.

Collection Development – The library uses an internally developed formula to ensure that all academic programs are served by the collection. The formula uses the following elements to assess the collection by academic department: total student credit hours in the program, number of majors, average cost of materials by discipline, annual publisher output by discipline, number of tenure and tenure track faculty, number of graduate students in programs, and usage of library materials in disciplines.

Metrics will be reviewed by the new Associate Dean and aligned with the new ASL and Libraries Strategic Plan in FY21.

6. Complete the FY20 CWU Core Theme Budget Distribution spreadsheet and submit with this report. Briefly discuss how your unit uses funds to support one or more of CWU's five core themes:

University libraries provide academic materials and services that support the university mission. Many of these expenses cross two or more core themes. The majority of expenses fall under the themes of Teaching & Learning and Resources Development & Stewardship. Teaching and Learning not only includes academic materials but also the human resources required to deliver and assist the university community with their use. These activities include but are not limited to information literacy instruction, reference and research transactions, library programs, operating patron service desks, and providing spaces and equipment for patron use. The second largest group of expenses falls under Resource Development and Stewardship. This includes human and technological resources to deliver services and materials in a 21st Century environment with 24/7 access to librarian assistance and electronic academic materials. Additionally, the library incorporates Inclusiveness and Diversity throughout our operations by seeking to recruit diverse faculty and staff, collaborating with university and community partners to provide diversity programs, ensuring that at least 25% of academic content include diverse perspectives, and information literacy instruction that meets the needs of diverse

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learners. Most importantly the library strives to create a welcoming physical and virtual environment for all users.



CWU's regional accreditor, the Northwest Commission on Colleges and Universities, requires that institutions demonstrate their adaptability and sustainability in the face of financial and other challenges. To that end, how would your unit absorb a permanent 5% cut to your 149 funds?

A 5% cut of 149 funds would require the library to cut some resources. We would work through a process with the faculty, examining use data to determine the items that would have the least negative impact on teaching, learning and research. However, resources that could be cut without a serious impact on the academic community have already been cut. It should be noted we are limited in our selection of the items to cut by contractual and consortia obligations. It may be possible to curtail some hours of operation and possibly some of the services offered during those hours, but the amount recovered would fall short of the amount needed to meet the shortfall and it would have a serious negative impact on students with regard to the library collections and its services and the services offered by our partners.

8. Optional: Is there anything in particular concerning recent trends that needs clarification?
9. Optional: If you are seeking additional budget allocation for FY21, please indicate the amount you are requesting here and submit a completed Allocation Increase Request Form and Cover Sheet with this report.

\$68,500 one-time request, request to cover the gap to hire a one-year Non-Tenure Track Librarian to support the OER/Textbook initiative. This will include selecting/purchasing textbooks for the course reserve bridge program, vetting licenses for electronic books, searching for quality free context for OERs, and help with creating the digital "packaging" for search and discovery of OERs.

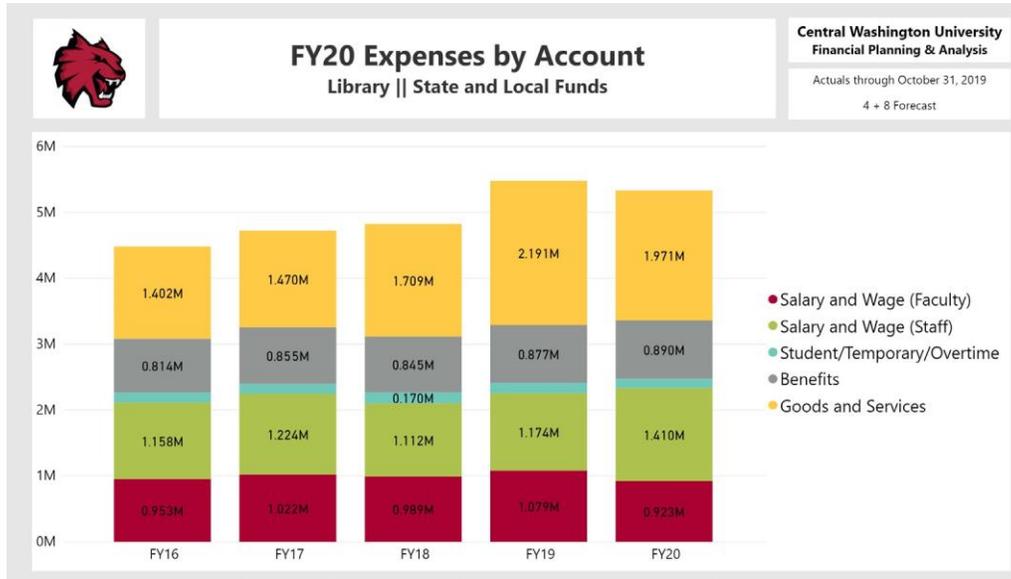
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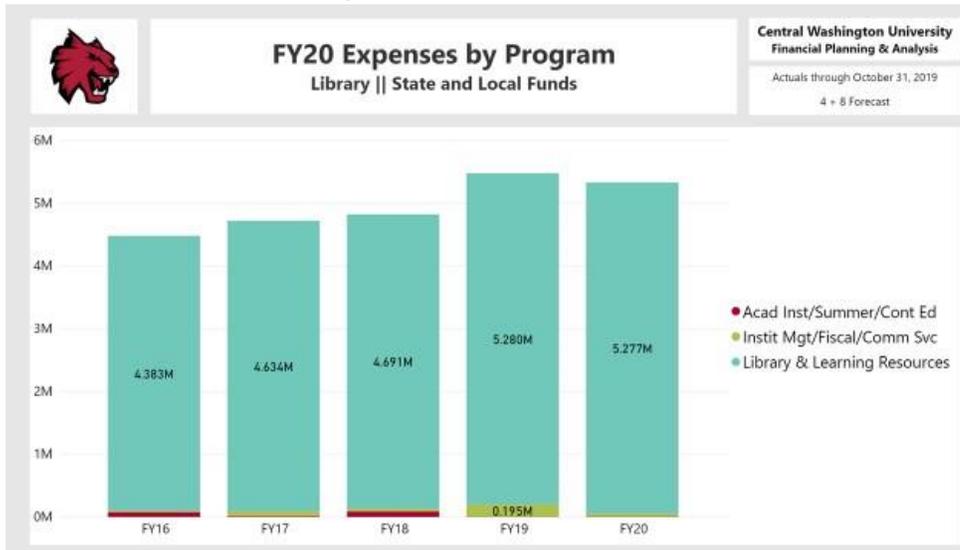


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1. FY17-20 Expenses by Account



2. FY17-20 Expenses by Program



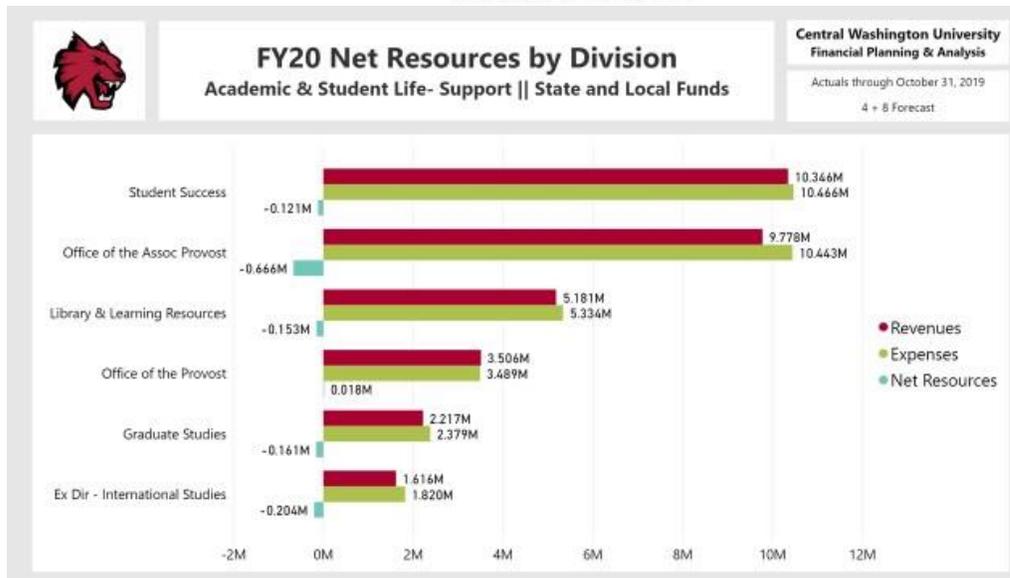
3. FY19 Budget to Projection by Department for unit's division

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