

TO: SOPAG
FROM: UC Heads of Public Services
DATE: October 13, 2008
SUBJECT: Supplemental Information about Initiatives Supporting HOPS “Big Idea”

As requested by the UC University Librarians (ULs) and in response to their questions, HOPS here provides additional information related to the two initiatives we proposed in our memo of May 1, 2008. We believe these initiatives will move the UC Libraries towards the goal of creating a common user experience across all campuses through universal access to services and collections (the HOPS Big Idea presented in our memo of February 14, 2008). These initiatives speak to the fundamental values of the University of California Libraries. They can be pursued within the context of developing enhanced library services to address user needs and expectations and system-wide collaboration between campuses, SOPAG themes for ‘08/’09. For both initiatives, for FY08/09, the additional financial resources requested from the ULs are \$51,125.

D) Initiative #1 – Improved Content Delivery – Supplemental Information

For academic year ‘08/’09, HOPS is planning to focus on two tasks related to this initiative:

- **Provide guidance on priorities for adding full-text and article-level content to Next-Generation Melvyl** (SOPAG themes: develop enhanced library services, address user needs and expectations)
- Work with the UC Libraries Resource Sharing Committee to **implement, as appropriate, standardized borrowing and circulation policies across the system and reduce limitations on campus-to-campus borrowing and circulation** (SOPAG themes: address user needs and expectations, system-wide collaboration between campuses)

Resources requested: No additional resources are requested at this time.

Our users trust the UC Libraries to guide them to high quality and vetted content. As we continue to develop Next-Generation Melvyl, HOPS proposes providing greater guidance to the NGM Implementation Team on choices for full-text and article-level bibliographic content. In the age of Google, users make assumptions, sometimes false, about what is and isn’t included in search and discovery tools, especially when the tool is provided by a trusted entity such as the UC Libraries. Making decisions about what content finds its way into, and how it’s represented in NGM has many public service implications which HOPS is uniquely positioned to help address.

Concerning borrowing and circulation policies, the UC Academic Planning & Budget Office says “with confidence” that at least 25% of new enrollees into UC graduate programs received their undergraduate degree from the UC. The UC Libraries need to provide an infrastructure that smoothes student transitions from campus to campus and allows users to more easily, quickly and logically take advantage of UC resources in non-digital formats regardless of where those resources are located.

II) Initiative #2 – Ubiquitous Reference Service – Supplemental Information

The ULs requested additional information about the HOPS request to fund system-wide participation in the QuestionPoint 24/7 Academic Reference Collaborative service. This initiative further develops and enhances our current Ask a UC Librarian chat reference service.

Benefits of participation in the 24/7 Collaborative service:

- ***24/7 web-based reference and information assistance to UC students, faculty and staff*** compared with 50 or fewer hours per week now (SOPAG themes: develop enhanced library services, address user needs and expectations)
- ***MORE service for LESS money:*** estimated savings of \$19,550/year + 24/7 service availability, (SOPAG theme: develop enhanced library services; also leverages resources)
- ***FEWER hours of UC library staff time for MORE hours of service:*** 40 hours of staff time per week would be contributed to the Collaborative vs. 50 hours per week + double staffing at peak times in the current model (SOPAG theme: system-wide collaboration between campuses; also leverages resources)
- ***Boosts services to users and potential users accustomed to web-based services*** (SOPAG theme: address user needs and expectations)
- ***Opportunity for our staff to benefit from non-UC peer coaching***
- ***Powerful demonstration of creative business practice*** (SOPAG theme: system-wide collaboration between campuses; also leverages resources)
- ***Libraries seen as proactive in new student-focused communications environment***

Appendix 1 includes a complete cost/benefit analysis of our participation in this service.

Resources requested:

- \$49,985 for membership (includes software) in the 24/7 Collaborative (For different cost sharing options, see Appendix 2.)
- UC staffing to participate in and coordinate the service – during the first year of membership in the Collaborative, HOPS members have agreed to continue to provide this staffing from existing staff, so there are no additional staffing resources requested at this time. In FY09/10, this model will need to be reconsidered.

As taken from HOPS' May memo to SOPAG: HOPS firmly believes that the UC Libraries must provide interactive, responsive, yet efficient, digital reference services of all kinds to our users when and where they want it. Our strong commitment to this initiative stems from several factors:

- our knowledge of trends and challenges that influence how and when today's users seek and engage with information and information providers, e.g. see the University of Rochester study that shows how and when undergrads do their academic work
- the continuing demand for anytime/anywhere services, e.g. integrating a full complement of reference services into the digital spaces users frequent
- recognition that our libraries are facing growing expectations to deliver services, content and media over the web, as well as to mobile and personal devices
- our understanding that ubiquitous reference service through the 24/7 Collaborative represents an opportunity for us to reach our constituents wherever they may be and whenever they need assistance and to deliver quality service at a lesser cost

To further illustrate these points, we have developed two scenarios which reflect our current service environment and a future service environment where the 24/7 Collaborative service is available. See Appendix 3 for these scenarios.

Our campuses, not just our libraries, are looking at ways to adapt to the changing study and communication habits of students. The UC Libraries can lead in this area by exploring the use of new technologies and collaborative staffing models. We see the success of the current UC chat reference program and our future participation in the 24/7 Collaborative as strong examples of this. Publicizing these services to our users as well as reporting on our experiences at the campus level will ensure that libraries are seen as proactive leaders in this new student-focused environment. Here is a testimonial in support of this aspect of the initiative from the UC Santa Cruz Dean of Undergraduate Education:

In conversation with the new Associate University Librarian for Public Services at UCSC, the UCSC Dean of Undergraduate Education shared that **departments are looking to the Library as a model for communicating with millennial students** as campuses look into chat technology to support non-library services such as academic advising. When the 24/7 model was described, the response from this administrator was very positive especially in light of the relatively low cost and low per campus impact in terms of staffing hours. He recommended that we monitor use and impact very closely and report the results to the campus at large.

Appendix 1

Cost-Benefit Analysis of Participation in the QuestionPoint 24/7 Academic Reference Collaborative

RESOURCE AND FINANCIAL COSTS OF CURRENT MODEL: \$177,275

Coverage provided to users: Approximately 1980 hours per year

- Academic quarters: 50 hours/week: Mon.-Th. 10 hours a day, Fri. 6 hours a day, Sun. 4 hours
- Summer session: 30 hours/week: Mon.-Fri. 6 hours a day
- Intersession/holidays: No hours

Resource/Financial breakdown: Costs average \$90.00 per hour of service

- UC reference staffing*: \$148,830 (includes cost of double staffing during academic quarters to cover volume of questions)
- UC Coordinator(s) staffing** (10 hrs/week): \$21,320
- QuestionPoint chat software: \$7,125

RESOURCE AND FINANCIAL COSTS OF PROPOSED MODEL: \$157,725 (Savings of \$19,550)

Coverage provided to users: Approximately 8760 hours per year

- Year-round: 168 hours/week (24 hours a day, 7 days a week)

Resource/Financial breakdown: Costs average \$18.00 per hour of service

- UC reference staffing contribution to Collaborative***: \$85,280
- UC Coordinator(s) staffing** (10 hrs/week): \$21,320
- QuestionPoint 24/7 Academic Collaborative membership (includes software): \$51,125

What if UC tried to staff a year-round 24/7 reference and information service independently?

[Note: There would be significant, and perhaps insurmountable, issues for the UC Libraries if we tried to provide 24/7 chat reference staffing from existing staffing within our own organizations.]

Estimated resource and financial costs: \$387,605

Coverage provided to users: Approximately 8760 hours per year

- Year-round: 168 hours/week (24 hours a day, 7 days a week)

Resource/Financial costs: Costs average \$44.00 per hour of service

- UC reference staffing*: \$359,160 (does not include any double staffing that might be required)
- UC Coordinator(s) staffing** (10 hrs/week): \$21,320
- QuestionPoint chat software: \$7,125

*How UC staffing costs are estimated:

- \$73,000 (average annual salary of UC librarian based on UC-wide calculations as of 2/26/08) + \$12,410 (benefits calculated at 17%) = \$85,410
- Per hour staffing cost based on 40 hour week/52 week year = \$41 (includes benefits)

**See above footnote for how staffing costs are calculated. During '07/'08, the costs for the coordinator function were borne by three campuses: UC Riverside (July'07-February'08), UC Davis (March'08-July'08), and UC Los Angeles (July'07-June'08). For '08/'09, costs for the coordinator function will be borne by UC Berkeley and UC Irvine.

***See first footnote for how staffing costs are calculated. As a member of the 24/7 Collaborative, UC Libraries must contribute 40 hours of staffing per week total. All other staffing, including staffing at appropriate levels to cover question volume, is provided by other Collaborative members.

Appendix 2

Possible cost sharing options for joining the QuestionPoint 24/7 Academic Collaborative:

QuestionPoint 24/7 Academic Collaborative membership is \$51,125/year:

If 10 campuses commit funding: $\$51,125 / 10 = \$5,112.50/\text{campus}/\text{year}$

If 9 campuses commit funding: $\$51,125 / 9 = \$5,680.56/\text{campus}/\text{year}$

If 8 campuses commit funding: $\$51,125 / 8 = \$6,390.63/\text{campus}/\text{year}$

If 7 campuses commit funding: $\$51,125 / 7 = \$7,303.57/\text{campus}/\text{year}$

(These costs assume that all campuses are able to participate, but not all commit funding.)

Notes:

- Cost for the 24/7 Collaborative membership is based on software costs which are a combination of a Base Management Environment (\$3,325 - a fixed cost for the whole system) and Service Unit Profiles (\$380/profile - a profile is required for each participating campus), and a per FTE cost based on the combined student FTE for all participating campuses. The above costs are based on current UC student FTE of 220,000. If some larger campuses do not participate, then the cost for each remaining campus would go down somewhat. For example:
 - If 8 campuses participate and the total FTE of the remaining campuses is 184,956, the shared cost would be approximately \$5,881.91/campus/year, a reduction of \$508.72.
 - If 7 campuses participate and the total FTE of the remaining campuses is 146,060 the shared cost would be approximately \$5,862.77/campus/year, a reduction of \$1,440.80.To get a more exact cost quote, we would need to know which campuses participate, not just the number committing funding.
- The UC Libraries already purchase the QuestionPoint software from OCLC to support our current chat reference service at a cost of \$7,125.00/year. This cost is currently shared among 9 campuses (\$791.66/campus/year), though all campuses are given the option of offering the service to their users. As this software is part of the 24/7 Collaborative membership, this amount (\$7,125) could be reallocated to support these membership costs.
- For each campus not wanting to participate or commit funding to the system-wide 24/7 Collaborative service, but wanting to continue to use the QuestionPoint software for question management, there is a charge of \$1,000/campus/year plus the SUP cost (\$380/profile).
- Regardless of the number of campuses participating, the total UC-wide staffing hours required will be 40/week.

Possible options for offering the 24/7 Collaborative service based upon sharing the cost:

- a) All campuses have the option of offering the service to their users (i.e. participating in the Collaborative) even if they do not contribute funding to pay for the service. This is the “most pay, all users get to play” model and is the one that *HOPS endorses*. HOPS would have to find out from OCLC how this option might work in practice, but it is workable and the costs would be those listed above.
- b) Only those campuses that contribute to the cost of the service can offer the service to their users, i.e. the “you pay, your users get to play” model. This option would reduce the costs for each campus committing funding as shown in the Notes above.

Appendix 3

Current Scenario with UC chat reference service

Josh, a UC Santa Barbara junior, is a Communication major. His assignment is to find empirical studies on one of the communication theories discussed in his Communication Theories class. In addition to his textbook, he is able to access supplementary readings through the Moodle Course Management System, which is linked seamlessly to those his professor has placed on e-reserves through the Library.

His professor said he must use scholarly journal articles to find the studies for his paper. He just got off work and is researching from home, so he searches Google with the words “learning theory” and gets many thousands of results!

Josh decides he needs help from the Library. From the Library’s home page, he types his search into the first box that appears on the page (Next Gen Melvyl). Fewer results, but nothing looks promising – there are a few journal article citations, but mostly books. He’s not sure how to find the studies he needs – and does not know what a scholarly journal is.

Josh finds the guide “Popular Magazines vs. Scholarly Journals” from the Library’s instructional guides page.

Josh decides to look within the article databases. So many choices! He tries to log into one of them, but is prompted to enter a password. His paper is due tomorrow! Josh is extremely frustrated, and is considering just going back to search Google.

Josh then sees the chat reference service icon on the Library’s page. He logs in and explains his dilemma. The librarian explains how to tell if results are from a scholarly journal. She also suggests he search within the PsycInfo and Communication Abstracts databases, and explains how to access databases from off campus. She suggests some search words he might try to improve his results, and explains how to use the UC-eLinks to access the article. Josh is relieved, and goes off to search on his own.

Josh’s results in PsycInfo are much improved, but when he clicks on UC-eLinks, he doesn’t see a link to the full text of the article. The screen directs him to search Melvyl – he doesn’t know what that is, but clicks on it. He comes to a record with the title of the journal and some campus abbreviations – but that’s not the article. He’s stumped, so goes back to the chat service.

By now it’s 10:30pm, and the webpage says the service is closed. It tells him to send an email request which will be responded to the next day. But Josh doesn’t have time. Frustrated and a bit irritated, he returns to Google and selects from resources on the first page of results, hoping that they will be “good enough.”

Future Scenario with 24x7 digital reference service

Keiko, a UC Riverside sophomore, is working on an assignment on evolution and intelligent design. Her syllabus is online within the course Learning Management System (LMS) which is linked seamlessly to e-reserves where she can find a few of the scientific and popular readings she needs, however her assignment requires her to look more broadly.

Keiko has a part-time job, is married, and is active in campus activities so most of her studying and research is done after 10pm.

When Keiko signs into the LMS, her personal homepage displays a RSS feed with new titles received at UCR Libraries related to the courses in which she is enrolled. She knows that if she uses the ILL service for her paper, the LMS personal calendar will include the due dates for her ILL books as well as other materials that she has checked out.

The LMS includes links to RefWorks software and the “Ask a Librarian 24/7” service. Keiko keeps the latter in mind because she might need it later once she is in the actual process of writing her paper. Based on the hours of the service, it won’t matter if it is the middle of the night when she needs assistance.

Keiko also sees a tutorial on “Avoiding Plagiarism” prepared by UC Berkeley librarians and gives it a quick review to remind herself about how to provide proper citation.

Keiko is interested in reading Darwin’s original works online. She immediately finds the original publication, *On the Origin of Species* (1859), held at UCSF and Darwin’s *Beagle Diary* at UC Irvine. She remembers that diaries are primary sources, while most books are secondary sources. She uses her toolbar to immediately return to the UCR Libraries’ website to consult the UCI online tutorial about “What Is a Primary Source” so she can improve her strategies in finding more of these types of materials.

It is very easy to find texts on evolution; however, intelligent design is a newer concept. Typing the keywords intelligent design into the catalog retrieves mostly engineering and technology titles.

Now is the time (12:30am) to consult “Ask a Librarian 24/7”. The IM interface to the chat reference service is easy to find in several places: the LMS, all the UC catalog pages, inside some licensed databases, on the Google Books pages, and throughout the UCR Libraries’ website. Once connected to the service, the librarian assists Keiko in narrowing her research topic to something appropriate for the assignment, refers her to titles used by other scholars, recommends the best database for articles in her field of study, and assists her in developing discipline-sensitive search terms for that field.

(Scenario continues on next page...)

Future Scenario (cont'd):

Keiko signs off the service and starts formulating some useful search strategies. She then tries connecting to some specific licensed resources that the librarian had recommended, but has problems. It's now 1:50am, but Keiko connects again to the "Ask a Librarian 24/7" service. The librarian troubleshoots the problem and provides a solution and also shows Keiko a new feature of the RefWorks software that will be very useful.

Keiko continues her research late into the night confident that if she needs assistance from the library, she will be able to get it regardless of the hour.