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2007 NIST Research Library Benchmark Study, August 3, 2007

Source of document: National Institute of Standards and Technology
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UNITED STATES DEPARTMENT OF COMMERCE
National Institute of Standards and Technology
Gaithersburg, Maryland 20899-

November 23, 2010

This letter serves as the final response to your November 13, 2010 Freedom of Information Act (FOIA) request (FOIA Log #11-034) to the National Institute of Standards and Technology (NIST) for:

- 1) A copy of the most recent internal assessment of the NIST Library.
- 2) A copy of the most recent annual report of the NIST Library (this is probably an internal document).
- 3) A digital copy of the NIST Library electronic catalogue.
- 4) A copy of the description of the fields in the NIST Library catalogue."

NIST has completed the actual search for responsive records and enclosed are two (2) documents consisting of sixty-eight (68) pages which are being released in their entirety in response to bullets one (1) and four (4) of your request. In response to bullet number three (3) of your request, the NIST catalog is publicly available at the following link, it is the first bullet in the left-hand side menu under "General Research."

<http://nvl.nist.gov/>

NIST has no documents responsive to bullet two (2) of your request. You have the right to appeal a denial or partial denial of the FOIA request. An appeal must be received within 30 calendar days of the date of this response letter.

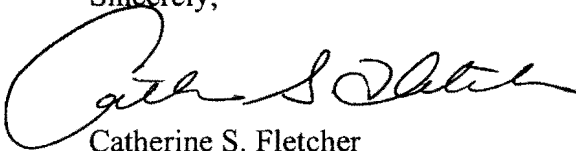
Assistant General Counsel for Administration (Office)
U.S. Department of Commerce
14th and Constitution Avenue
Room 5898-C
N.W. Washington, D.C. 20230

Your appeal may also be sent by e-mail FOIAAppeals@doc.gov or by facsimile (fax) to 202-482-2552. The appeal must include a copy of the original request, the response to the request and a statement of the reason why withheld records should be made available and why denial of the records was in error. The submission (including e-mail and fax submissions) is not complete without the required attachments. The appeal letter, the envelope, the e-mail subject line, and the fax cover sheet should be clearly marked "Freedom of Information Act Appeal." The e-mail, fax machine, and Office are monitored only on working days during normal business hours (8:30 a.m. to 5:00 p.m., Eastern Time, Monday through Friday). FOIA appeals posted to the e-mail box, fax machine or Office after normal business hours will be deemed received on the next normal business day.

NIST

It was previously determined that you are in the "all other requesters" category, for which chargeable services include search and duplication of responsive documents excluding the cost of the first 2 hours of search and the first 100 pages of duplication. The search time and duplication costs are under the chargeable threshold and thus the documents are being provided at no cost.

Sincerely,

A handwritten signature in black ink, appearing to read "Catherine S. Fletcher". The signature is fluid and cursive, with a large initial "C" and "F".

Catherine S. Fletcher
Freedom of Information Act Officer

Enclosures

Description of the Fields in the NIST Library Catalog

FIELDS TO KEEP (ALWAYS):

010 Library of Congress Control Number
019 OCLC Control Number Cross-Reference
020 International Standard Book Number
 Remove words: alk. Paper i.e. (hardcover : alk. Paper to (hc) or (pbk.)
035 System Control Number
040 Cataloging Source
041 Language code
042 Authentication Code
050 Library of Congress Call Number
090 Local Assigned LC-type Call Number
049 Local Holdings
100 Main Entry-Personal Name
110 Main Entry-Corporate Name
111 Main Entry-Meeting, Conference, Workshop Name
245 Title Statement
246 Varying Form of Title
250 Edition Statement
260 Publication, Distribution, Etc. (Imprint), Date.
300 Physical description
440 Series Statement/Added entry-Title
490 Series Statement
500 General Note
502 Dissertation Note
504 Bibliography Note
505 Formatted Contents Note (Keep only if it is short and to the point)
520 Summary, Abstract or Annotation
533 Reproduction Note
590 Local Note
600 Subject Added Entry-Personal Name
610 Subject Added Entry-Corporate Name
650 Subject Added Entry-Topical Terms
700 Added Entry-Personal Name
710 Added Entry-Corporate Name
711 Added Entry-Meeting, Conference, Workshop Name
740 Added Entry-Uncontrolled Related/Analytical Title
830 Series Added Entry only from 490 1
856 Electronic Location and Access
949 Bar code added (SEE Harriet's procedures)



2007 NIST Research Library Benchmark Study

Presented to:



August 3, 2007



August 3, 2007

Rosa Liu, Group Leader
Research Library and Information Group
National Institute of Standards and Technology
100 Bureau Drive, MS2500
Gaithersburg, MD 20899-2500

Subject: 2007 NIST Benchmark Survey Report

Dear Ms Liu:

We are pleased to present the final report of the survey benchmarking the NIST Research Library against six partner libraries undertaken in March 2007, in fulfillment of the requirements of Contract SB134107NC0049. The report presents the responses to fifty-two questions concerning: resources; budget and expenditures, interlibrary loan and document delivery practices; staffing; customers and usage; and outreach and marketing activities. The questions were designed to indicate current status and practices, and recent changes to those areas, generally within the past five years. The responses are analyzed and the implications discussed; where possible, responses are compared to the results of a benchmarking survey undertaken in 2001 and the trends analyzed. Our recommendations for action items are included.

The complete survey instrument is included as an appendix to the report. The raw response data is presented in a separate Excel file.

Copies of the report from which all identifying information has been removed or masked are presented for distribution to the partner libraries.

It has been a pleasure working with you on this project. Should you have any questions, please do not hesitate to contact us.

Sincerely yours,

/s/

Kari Anderson, Client Services Manager
Library Associates

/s/

Jan Sykes, President
Information Management Services, Inc.

2007 NIST Research Library Benchmark Study

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Executive Summary

The NIST Research Library initiated a benchmarking study in early 2007 with goals of 1) measuring its operations against those of six other research libraries, 2) assessing how best practices deployed by other organizations might be integrated into strategies for improved Research Library services, and 3) tracking progress from 2001 for NIST and its earlier 2001 partners.

Five of the libraries that participated in the 2001 study participated in the 2007 study, although the makeup of two of these libraries has changed to a degree that, on the surface, now makes them less suitable benchmark partners. The federal research library added to the study group this year has a research focus similar to NIST but a much larger user base, skewing the averages for spending and personnel data. Nevertheless, responses from all participating libraries provide insight into critical library operations.

The NIST Research Library compares favorably with the benchmarking partners in the areas of library resources, budgets, staffing, customers, and outreach/marketing efforts. Performance in the area of document delivery and interlibrary loan was slightly lower for NIST; the fact that NIST makes a concerted effort to spend little or no money for borrowing likely impacts the turnaround time. The ILLiad system used by NIST for managing interlibrary loan requests starts tracking time from the moment a request is entered into the system; follow up clarification with benchmark partners indicates that the partners count only the number of business days. NIST has adjusted its data to be consistent with its partners.

These libraries are challenged with providing excellent resources in the face of increasing database and journal subscription costs. Yet, all of the libraries report ongoing efforts to expand their electronic resource collection, including acquisition of journal back files. The selection of desktop resources with broad coverage of the science literature offered by NIST is similar to that reported by the benchmark partners. Four of the libraries provide desktop access to SciFinder, a resource from the American Chemical Society that was widely requested by NIST researchers in a recently-completed customer satisfaction study.

Interaction with clients/users is a high priority. The libraries report a variety of channels for communicating with clients, assessing use of resources, monitoring satisfaction with resources and library services, and impact of the same. These activities appear to translate into active, higher-level support for this group of libraries.

Recommendations

Based on the intelligence derived from responses to the benchmark survey questions, recommendations revolve around the following topics:

Benchmark Partners

One of the libraries in this study now serves a community of 12,500 persons and another serves a community of 5,900, in comparison to approximately 3,000 served by NIST. The profiles of the libraries have changed since the initial 2001 benchmark survey. For future study, replacing these libraries with libraries more similar in size to NIST and the other benchmark partners could provide more useful data. In determining future partners, it would also be helpful to do some preliminary probing into whether or not premium content purchasing/licensing is handled solely by the library or if it is dispersed among other departments. Content purchasing by individual work groups or functional areas will affect trends reported by the library.

Document Delivery and Interlibrary Loan

It appears that there are other document providers or shipping plans or payment plans that would provide better results for NIST than current practices. An impressive article turnaround time was recorded by two libraries (#1 and #3). It would be worthwhile to contact these two libraries to gain an understanding of how this low turnaround is achieved and to see if the same can be duplicated at NIST. The goal of locating free or very low cost sources for items requested is laudable for standard requests. The library should continue to expedite rush requests by paying the premium rate; this will impact overall satisfaction as well as prevent disruption of workflow for researchers. Customers are able to make this distinction when ordering their documents. The library should continue to segment requests into those that demand quick turnaround and those where turnaround time is of less importance; a charge-back system could be considered if costs exceed the ILL budget.

Training

NIST Research Library is involved in a series of training initiatives but is not leveraging training offered by vendors. The relationship between a vendor and client can be productive for both parties, including for end-user clients. This may require an investment of time on the part of NIST library personnel to guide the training efforts (and weed out pure marketing/sales efforts). Five of the partner libraries report using in-person training from vendors and four are using e-learning programs delivered by vendors. NIST might choose one of its most valued vendors or one of the vendors with a complex or sophisticated search interface to gauge whether having the vendor involved in user training would result in increased use and increased satisfaction with a specific service.

Publishing Support

Of all the participating libraries, NIST Research Library has the most involvement in this area. If this is an area that requires a significant amount of time from library personnel, it would be helpful to benchmark just this area with those departments in other organizations that are responsible for support of publishing endeavors. Expanding programs and marketing in this area, because of the mandate for NIST researchers to publish in order to be promoted, should yield benefits to the entire NIST organization.

Knowledge Management

This topic is not specifically dealt with in the benchmark study but it is an emerging area of opportunity (and responsibility) for librarians/libraries and it is touched on in one of the verbatim responses: "Due to downsizing and retirements, there is a renewed realization that the library is the one constant and should be the centralized authority for access, knowledge sharing and archiving of internal technical intellectual capital." Taking a broader look at how the NIST Research Library can reposition its experience and expertise with managing external content resources, involvement in the publishing process, and lab liaison activities under the umbrella of knowledge management or knowledge services is a progressive and strategically significant initiative.

Background

Benchmarking is a management practice commonly used to examine how a specific process or program measures up to analogous processes and programs in other organizations that are considered “best in class.” In preparation for the initial library benchmarking effort undertaken by NIST in 2001, extensive literature searches were conducted and various survey instruments were analyzed. The NIST team, working with an internal advisory group, finalized performance metrics to be analyzed, largely based on Association of Research Libraries (ARL) data. They crafted their own survey questions and identified a profile for benchmarking partners.

Because the NIST Research Library benefited from benchmarking its resources, services, spending, and approach to customers with libraries similar in size, scope and research mission in 2001, it was decided to update the study in 2007, benchmarking to the extent possible against the same libraries that participated in the 2001 survey. (Five of the seven libraries participating in the 2001 survey agreed to participate in 2007. One new partner was added, to bring the total to six libraries, plus NIST.) The results of this benchmarking effort will provide NIST Research Library personnel with a current snapshot of how their library compares to peer organizations. Data obtained in this study will also serve as a basis for discussion about how operating priorities and resources might be adjusted in the library’s strategic and operating plans in order to continue providing optimum levels of premium content and library services to the NIST research community.

The external consulting team included Kari Anderson of Library Associates (www.libraryassociates.com) and Jan Sykes of Information Management Services, Inc. (www.4Info.Management.com). The NIST team was comprised of Rosa Liu, Briget Wynne, and Mary Ann Hogan. With their intimate knowledge of NIST Research Library practices, resources, and services, they were well-equipped to provide overall project guidance as well as excellent feedback, incorporated into the survey instrument design process through several iterations.

In order for the NIST Research Library to track trends, the 2007 survey instrument mirrors the earlier questionnaire with some updates reflecting changes to library realities. In 2001, questions about collections asked for considerable detail on number, type, and format of materials; for the 2007 survey, participants were asked only to distinguish between monograph and serial, print and electronic; for ease of comparison, they were given ranges to select rather than filling in the numbers. Assessment of services was expanded to include changes in the kinds of reference question received, and library outreach and marketing was added. The total number of questions was reduced. To maintain consistency between the 2001 and 2007 results, it was decided not to ask about newer services that some libraries now manage or facilitate, such as self-serve content portals virtual reference services, or social networking.

Methodology

An introductory kick-off meeting was held in December 2006 with the NIST benchmarking team members and the external consults. Following that discussion and review of the 2001 survey questions, an updated survey instrument was developed and submitted to NIST. SurveyMonkey software, a convenient, web-based tool, was used to build and host the survey. With numerous question formats available, this software encourages consistency in responses as the survey participant selects from pick lists, clicks on radio buttons, or enters text to answer short answer or essay-type queries. Responses are collected in a database that allows for responses to be viewed in the aggregate or filtered for various views.

The NIST Research Library benchmark team served as the liaison to contacts in the benchmarking partner organizations. One smaller federal research library tested the survey instrument and completed the questions with no difficulty prior to launch.

Results are examined using the capabilities of the SurveyMonkey software. Some of the data were exported to MS Excel for purposes of analysis and charting. Charts are used liberally in the report on the premise that a picture (or chart or graph) is worth a thousand words. It would be a stretch to state that the study definitively uncovered the best practices in managing research libraries, given the small sample size. However, the stature of the organizations involved and the level of work performed by their respective employees add weight to insights and conclusions drawn in this study regarding library operating practices, service standards, and financial management practices. It is unlikely that libraries could provide mediocre service and survive in such research-intensive environments.

The survey was presented in the following seven sections:

1. Welcome, including library name and fiscal year
2. Resources available from your library
3. Library budget & expenditures
4. Interlibrary loan & document delivery practices
5. Library staffing profile
6. Library customers/users
7. Library outreach & marketing

The survey instrument is included as an Appendix.

All questions and responses are detailed in the following pages of the report. Where there is a direct match to questions asked in the 2001 survey, those comparisons are noted. NIST is the only organization referred to by name; all others are referred to by number. Benchmarking partners were assured that their names would not be associated with any specific data points.

A note about the charts: in those charts that compare NIST to the responses selected by other respondents, the "response total" includes NIST.

BENCHMARKING STUDY

Section 1: Participants and Permissions

1. What is the name of your library?
2. Do we have permission to use the name of your library in any publication?
3. For what fiscal year will you be completing the survey?

Participants in the 2007 benchmarking study include two Fortune 500 companies, one university, and three federal research agencies, in addition to NIST:

- IBM: Thomas J. Watson Research Center Library*
- Oak Ridge National Lab (ORNL): Research Libraries*
- National Oceanic & Atmospheric Administration Central Library (NOAA)*
- Naval Research Lab (NRL): Ruth H. Hooker Research Library & Technical Information Center
- NIST Research Library
- Applied Physics Laboratory, R.E. Gibson Library & Information Center *
- Xerox Technical Information Center

*Do not wish to be identified in any publication resulting from this study.

All of the 2007 partner libraries except NOAA participated in the 2001 benchmarking study led by NIST Research Library. Two libraries, one at a government lab and one at a university, participated in the 2001 study but did not participate in 2007.

All participants were informed that their names would not be associated with any particular data sets or survey responses. For this reason, benchmark partners are identified by a number instead of by name. The numbers assigned in this report correspond to the identifying numbers used in the 2001 study, so that benchmark partners can easily compare their 2007 data with the data from the earlier study should they wish to do so. Differences in the 2007 report are that Library #2 replaces one of the libraries that did not participate in 2007, and there is no Library #6 in this report.

| Key for 2001 Survey | Key for 2007 Survey | Fiscal Year for which data are provided |
|---------------------|---------------------|---|
| Library 1 | # 1 | 1/2006-12/2006 |
| - | # 2 | 10/2006-9/2007 |
| Library 3 | # 3 | 10/2005-9/2006 |
| Library 4 | # 4 | 10/2006-9/2007 |
| Library 5 | # 5 | 10/2005-9/2006 |
| Library 7 | #7 | 2006 |
| NIST | NIST 07 | 10/2005-9/2006 |

Three of the participating libraries reported data for the 2005-2006 fiscal year (October 2005 – September 2006); two reported for the 2006 – 2007 fiscal year, and two reported for the 2006 calendar year.

Section 2: RESOURCES AVAILABLE FROM YOUR LIBRARY

4. How many monographs, including print and electronic editions, are available in your collection?

- 100,000 or fewer: 6 responses [all except #2]
- More than 350,000: 1 response [#2]

The number of monographs reported by NIST falls in the same range as all but one of the benchmarking partners. "100,000 or fewer" monographs was the smallest category available to respondents; 350,000 or more the largest. None of the respondents fall anywhere in the middle ranges.

5. What is the number of journals, including print or electronic versions, to which your library currently subscribes? Do not include open access journals or those to which you do not subscribe but receive through "big deal" or bonus access.

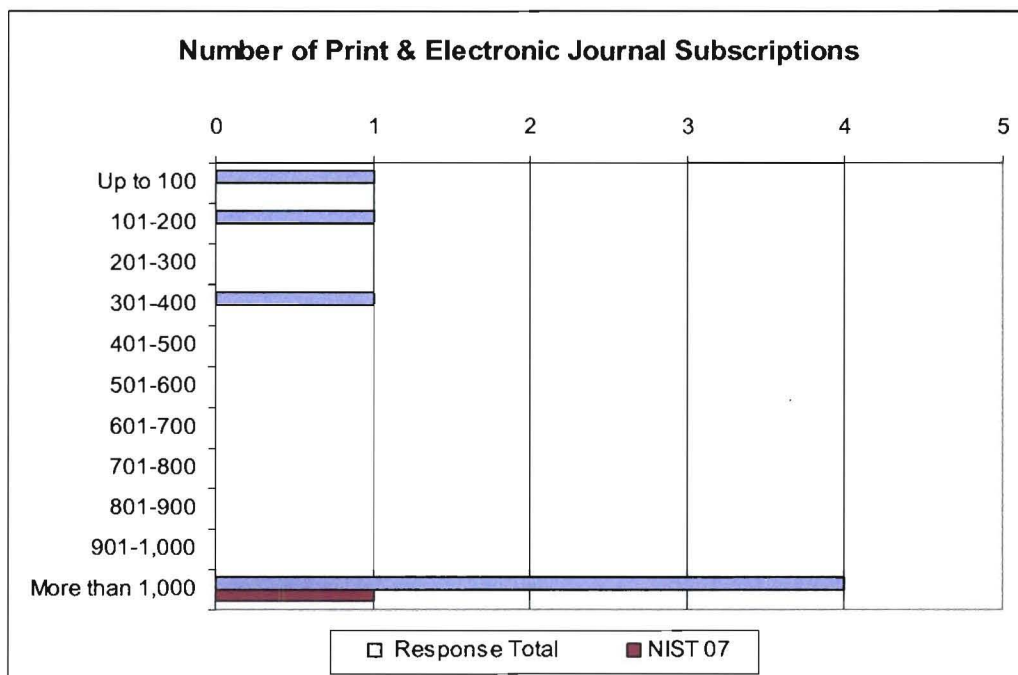


Figure 1

- Up to 100: 1 response [#7]
- 101-200: 1 response [#1]
- 301-400: 1 response [#2]
- More than 1,000: 4 responses [#3, #4, #5, NIST 07]

There is a large variance in the number of journal subscriptions per organization—from fewer than 100 to more than 1,000. This may reflect the overall size of the organization, or differences in the strategic focus of the organization (whether there is a tightly-defined commercial niche or whether the organization is engaged in multiple levels of research activity crossing many disciplines). However, there is no strong correlation with amount of collection budget – of the libraries reporting more than 1,000 journals, NIST and Libraries #4 and 5 have collection budgets of \$1,500,000 or more, but Library #3's collection budget is no more than \$100,000 – or with size of target audience – again of the libraries reporting more than 1,000 journals, NIST and Libraries #3 and 4 report a target audience of 3,000 – 4,000, whereas Library #2 reports only 1,600. Only Library #7 reports a large target audience, over 20,000. Library #2, with the target audience at 12,500, holds between 300 – 400 journals.

Because the libraries participating in the 2001 survey reported size of collection in a variety of ways – some reporting number of journal titles, others number of journal volumes; some including holdings in microform, others not – the 2001 survey report did not make comparisons based on collection size.

6. How do you make collection development decisions? (choose all that apply)

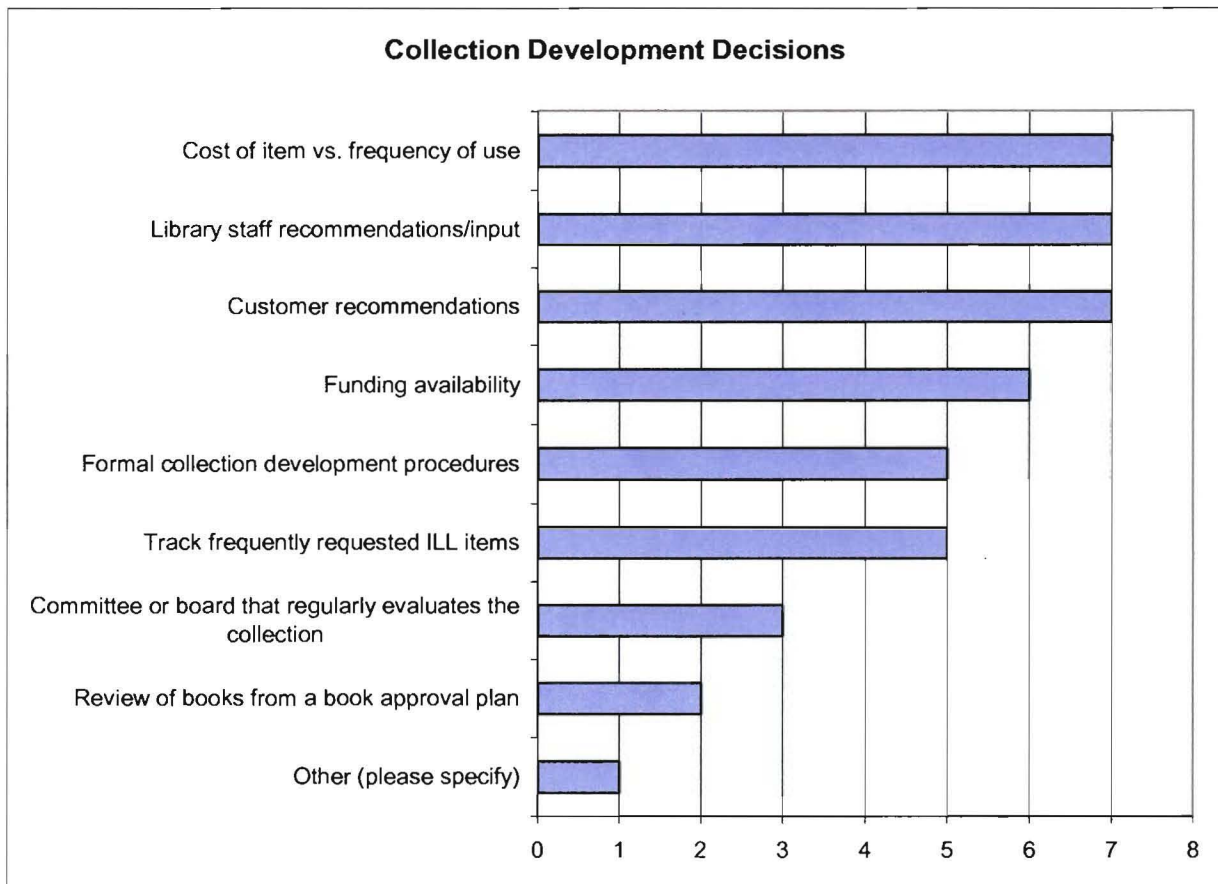


Figure 2

- Cost of item vs. frequency of use [all]
- Library staff recommendations/input [all]
- Customer recommendations [all]
- Funding availability [6 responses: #1, #2, #3, #4, #5, NIST 07]
- Formal collection development procedures [5 responses: #2, #3, #4, #5, NIST 07]
- Track frequently requested ILL items [5 responses: #1, #3, #4, #5, NIST 07]
- Committee or board that regularly evaluates the collection [3 responses: #3, #4, NIST 07]
- Review of books from a book approval plan [2 responses: #3, NIST 07]

Other: "Year end money, initiative funding permit updating of resources" [1 response: NIST 07]

The NIST Research Library is proactive about using many input channels for collection development decisions, including all listed on the chart. Only one other library also uses an approval plan, and only two others use regular committee or board evaluation of the collection for guidance.

7. Compared to 5 years ago, has the percentage of PRINT books and journals in your collection:

Print books:

- Decreased up to 10% [2 responses: #1 #4,]
- Decreased between 21-30% [1 response: #5]
- Decreased more than 30% [1 response: #7]
- Stayed about the same [1 response: #3]
- Increased up to 10% [1 response: **NIST 07**]

Print journals:

- Decreased more than 30% [5 responses: #3, #4, #5, #7, **NIST 07**]
- Increased more than 30% [1 response: #1]

NIST is the only library showing an increase in the percentage of titles in the print book collection. All but one participating library showed a decrease of more than 30% in the number of print journals and a corresponding increase in e-journals (in response to the next question). The percentage of electronic books and electronic journals is increasing in all of the libraries participating in this study. While all of the libraries responding (#2 did not provide data for this question) indicate a greater-than-30% increase in electronic journals, only four of the six responding indicate a similar percentage increase in e-books:

8. Compared to 5 years ago, has the percentage of ELECTRONIC books and journals in your collection:

Electronic books:

- Increased up to 10% [2 responses: #1, #4]
- Increased more than 30% [4 responses: #3, #5, #7, **NIST 07**]

Electronic journals:

- Increased more than 30% [6 responses: #1, #3, #4, #5, #7, **NIST 07**]

Comment from Library #2:

"Note regarding Questions 7 & 8: For Print Books & Journals, percentages have gone down, but the library is unable to provide an estimate in terms of percentages at this time-- it would take a lot of effort & research to obtain this information. For Electronic Books & Journals, the percentage has gone up."

9. Which of the following electronic resources does the library make available to customers in your organization? (choose all that apply)

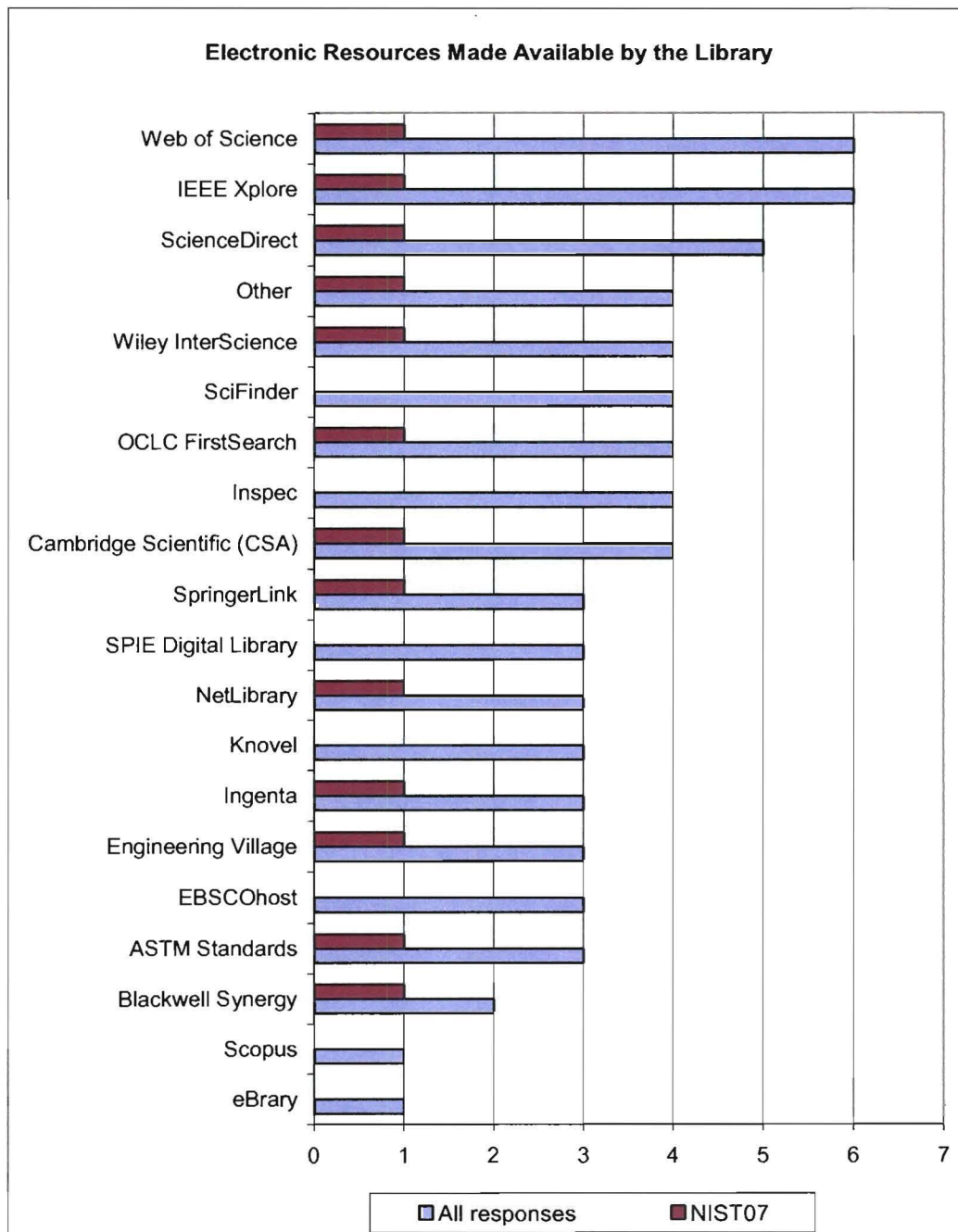


Figure 3

Other:

"Agricola, American Fisheries Society (AFS), American Meteorological [sic] Society (AMS), Aquatic Sciences & Fisheries Abstracts (ASFA), BioOne, CiteSeer, Conference Papers Index, Dialog (only central staff have direct access), Directory of Open Access Journals, First Search Databases (as checked off above, but only central staff have direct access), Google Scholar, Human Population & Natural Resource Management, JSTOR: Scholarly Journal Archive, Lexis-Nexis (only central staff have direct access), Meteorological & Geostrophysical Abstracts (only central staff have direct access), National Academies Press (NAP), National Research Council Canada, Oceanic Abstracts, STAT-USA (available only at public workstations), Sustainability Science Abstracts, Toxline, Water Resources Abstracts, and Worldcat (only central staff have direct access)." [#2]

"Many others but some of the main ones are: AIP; ACS; Annual Reviews; ACM Digital; Bio-one; CINDAS; Highwire; IOP; JSTOR; MRS; Metapress; Nature; NTIS; Nuclear Sci. Abstr.; Opt. Society of Amer.; OUP; SAE Papers; SIAM; IHS Standards from 16 societies." [#5]

"Books 24x7, Hoovers, Springlink(lecture notes in Computer Science only), ACM Digital Library, MathScinET, Info Tech Trends" [#1]

"ACS, CRC Handbook, ACM, Nature Journals, some Ebsco titles" [NIST 07]

The migration to electronic access for premium content is confirmed in the chart above and in the "other" e-resources offered by individual organizations. Of the "other" resources listed, ACM Digital Library is mentioned by three libraries, ACS, BioOne and JSTOR by two.

10. With the increasing electronic availability of archival journal collections, are you: (choose all that apply)

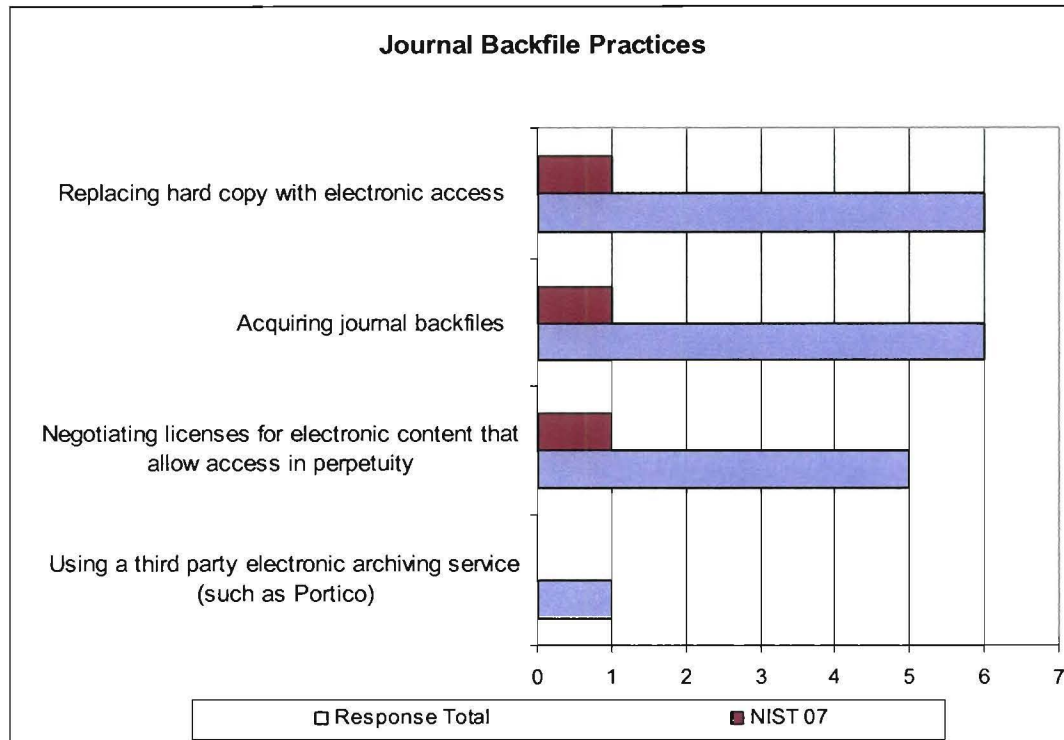


Figure 4

- Acquiring journal back files [6 responses: #1, #2, #3, #4, #5, **NIST 07**]
- Replacing hard copy with electronic access [6 responses: #1, #3, #4, #5, #7, **NIST 07**]
- Negotiating licenses for electronic content that allow access in perpetuity [5 responses: #1, #2, #3, #4, **NIST 07**]
- Using a third party electronic archiving service (such as Portico) [1 response: #2]

All but one participating library indicates more journal back file purchases and replacing hard copy with electronic access; five of them are negotiating more licenses for perpetual access. Use of a service like Portico for electronic archiving is used by only one organization.

11. Does your library use an electronic resource management system to manage electronic assets?

- No [5 responses: #1, #3, #4, #5, #7]
- Yes [2 responses: #2, **NIST 07**]
- Name of system: [1 response: **NIST 07**] Ebsco EJS

Given the substantial increase in electronic journals in all the participating libraries, it is notable that only two are using an ERMS. In this, NIST is ahead of its benchmark partners. There is not an obvious correlation with size of journal collection or increase in e-journal holdings; of the five libraries that do not use an ERMS, all had a 30%-or-more increase in e-journal holdings, and three reports over 1,000 journal subscriptions.

Section 3: LIBRARY BUDGET & EXPENDITURES

12. What is your budget for the following:

| | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|---|-----------|--------------|-------------|-------------|-------------|-------------|-------------|
| Total Budget (excluding building and utilities) | \$823,000 | \$ 2,900,000 | \$3,100,000 | \$6,000,000 | \$3,572,084 | \$1,500,000 | \$2,748,229 |
| Salaries/Labor for Regular Staff (NA if all staff are contract) | \$325,000 | \$ 1,680,000 | \$1,900,000 | \$1,800,000 | \$979,398 | \$610,000 | \$882,347 |
| Salaries/Labor for Contract Staff (NA if no contract staff) | \$27,000 | \$ 600,000 | NA | \$900,000 | \$6,479 | \$0 | NA |
| Collection | \$394,000 | \$ 620,000 | \$1,000,000 | \$2,100,000 | \$1,880,953 | \$874,000 | \$1,690,800 |
| Equipment | \$0 | \$ - | \$55,000 | \$1,000,000 | NA | NA | \$28,872 |

Table 1

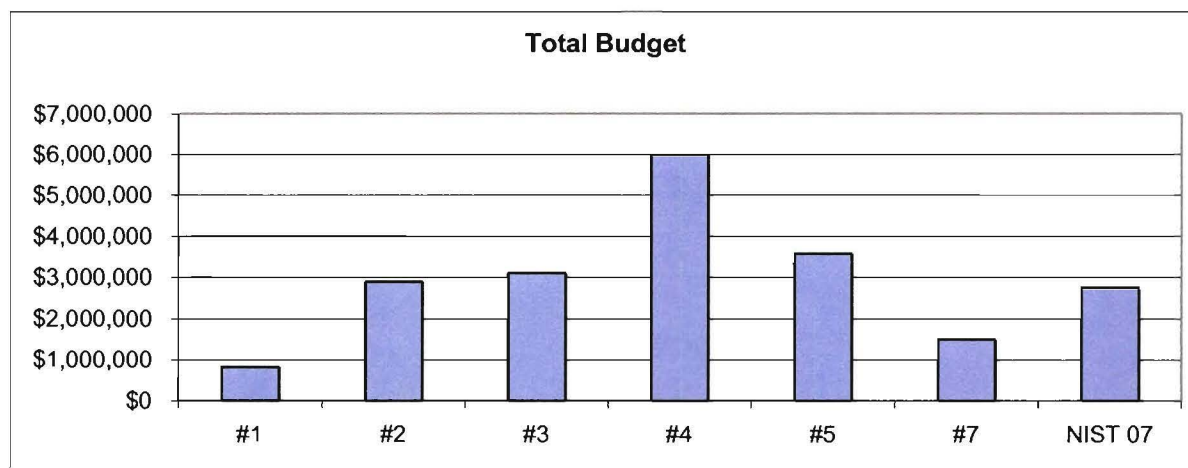


Figure 5

All of the libraries participating in the benchmark study provided the budget data requested (three of the libraries participating in the 2001 survey did not provide complete financial information). The average total budget across all seven libraries is \$2,950,000, putting the NIST Research Library within close range of that number, considering no other factors such as size of the target customer base. In dollar amounts, only two libraries have smaller over-all budgets than NIST, and the difference between NIST's budget and that of the next lowest is over \$1M. Three of the participating libraries join NIST in the mid-range of approximately \$3M total budget.

Spending per employee in the target customer base is addressed in question 16.

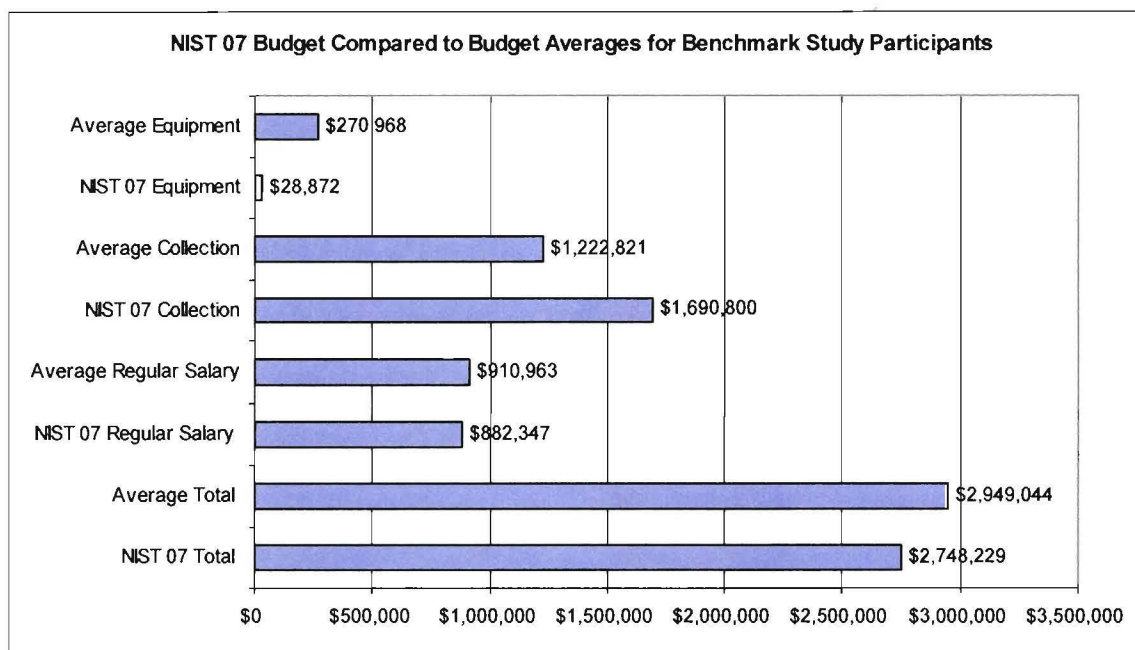


Figure 6

As it was in 2001, NIST spending on the collection is higher than average, and its expenditures on collections as a percentage of total budget also are similar to the 2001 survey numbers. In 2001, NIST expenditures for materials were 63.5% of total budget, against a 46.8% average expenditure for materials; in 2007, NIST expenditure for collections was 62% of total against a 46% average.

NIST spending for equipment is considerably lower than the average, but it should be noted that the average is strongly influenced by a \$1,000,000 budget for equipment reported by Library #4 for the latest fiscal year. While the survey did not provide an option to comment on this question, Library #4's response to question 14 about a one-time increase for a special project indicated that it was used for journal archives, making it unlikely that this is a one-time occurrence such as a large-scale upgrade or installation of new equipment for particular applications. In 2001, NIST expenditures for equipment were also well below the average of its partners. It should also be noted that the average expenditure for equipment in 2007 is less than 1% of the average total budget, compared to the 2001 survey, when it was almost 6% of total.

NIST budget for salaries is somewhat lower than the average, again comparable to the 2001 survey numbers. Although the salary budget has to be viewed in relation to questions 30 and 31—the total number of library staff and the number of professional vs. paraprofessional staff members as well as overall scope of the library operation.

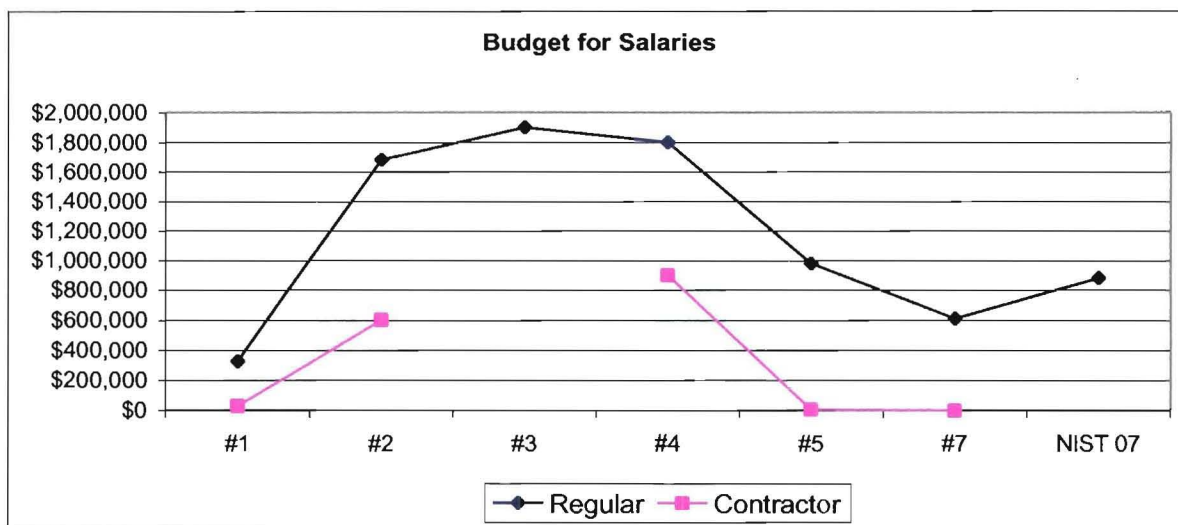


Figure 7

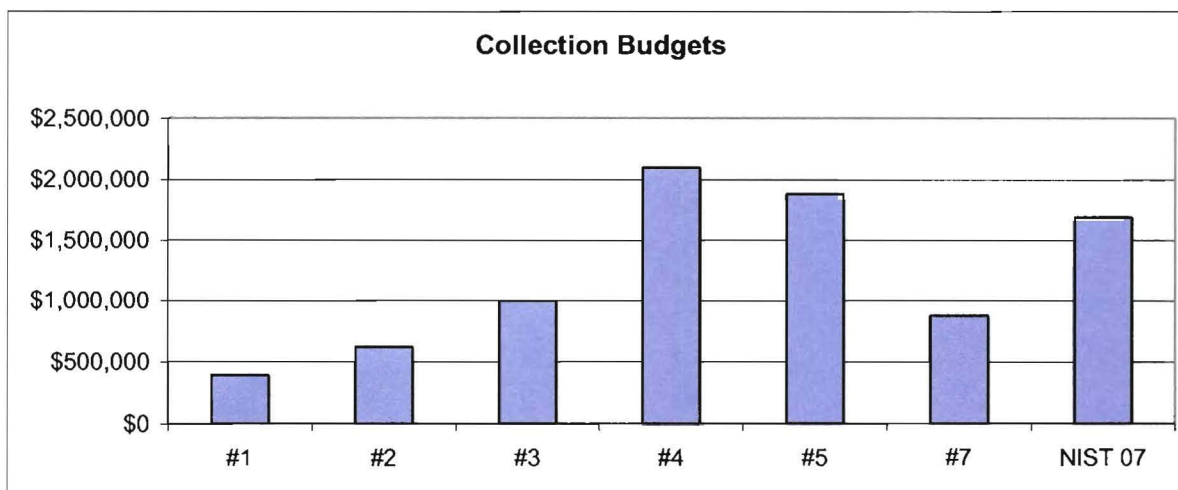


Figure 8

As noted earlier, the NIST collection budget compares favorably with that of peers, and is in fact higher than the average. Budget numbers reported in the 2001 benchmark study for “materials” most closely correlate with the “collection” budget figures reported in 2007. In 2001, NIST reported a materials budget of \$1,503,800 and in the 2007 study reported a collection budget of \$1,690,800. According to ARL, the cost of subscriptions has increased three times faster than inflation for the past twenty years,¹ making it extremely challenging for librarians to continue providing a robust journal collection with

1) English, Ray, Suber, Peter, SCHOLARLY COMMUNICATION. Public access to federally funded research: The Cornyn-Lieberman and CURES bills, C&RL News, June 2006, Vol. 67, No. 6. <http://www.ala.org/ala/acrl/acrlpubs/crlnews/backissues2006/june06/fedfundedresearch.htm>

budgets that do not/cannot grow at a rate corresponding to journal price increases, especially since journal subscriptions is only one of the collection budget components.

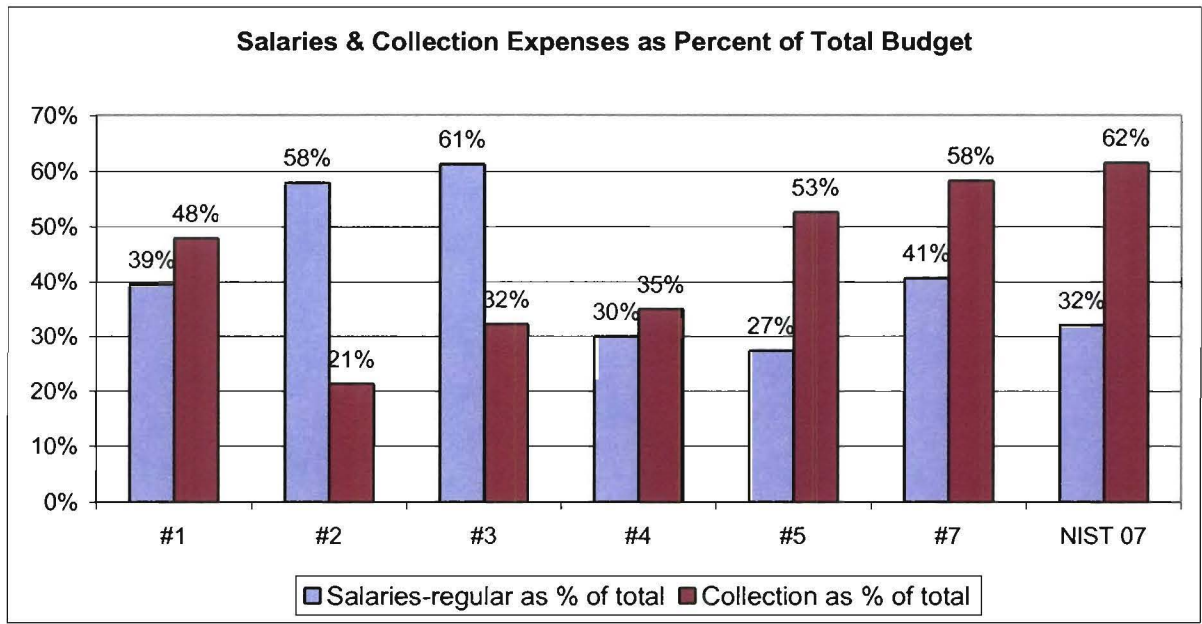


Figure 9

The percent of total budget spent on salaries at NIST has decreased from 35% in 2001 to 32% in 2007. The average expenditure for salaries reported by benchmark partners has not decreased: the 2001 survey reported an average 40.58% of total expenditures for salaries; the 2007 survey reports an average expenditure for salaries of 40.76% of total budget. A number of management decisions and budget constraints could affect that ratio.

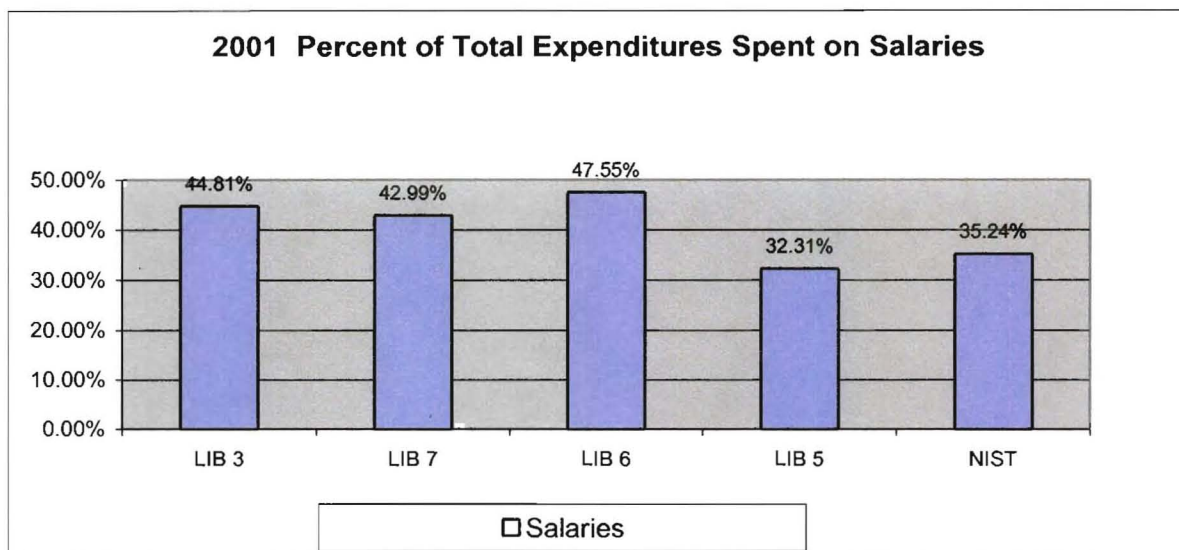


Figure 10

13. In comparison to your total budget (including materials, salaries and other operating expenses) for the past fiscal year, is your budget for the current fiscal year:

- Decreased by 11-19% [1 response: #1]
- About the same [1 response: #2]
- Increased by 1-10% [5 responses: #3, #4, #5, #7, NIST 07]

Five of the benchmark partners report an increase in total budget in the current fiscal year; this is positive if the actual increase is in the higher end of the range (1-10%). If the increase is at the low end of the range, these libraries will have to make decisions that are just as difficult as those made by the library (#2) with a budget that is about the same as last year and the library (#1) experiencing a decline of more than 10%.

14. Have you received a one-time monetary increase for a special project or initiative in the last five years?

- No [2 responses: #3, #7]
- Yes [5 responses: #1, #2, #4, #5, NIST 07]

Description of one-time monetary increases:

- 6 times; subject areas, image collections, & virtual libraries [#2]
- Journal archives [#4]
- Library renovation [#5]
- Twice, in 2005-supplement for the book collection(repeated in 06) [#1]

- 2002-\$170K books & journals; 2005-loansome doc ILL \$17,2K; 2006-\$117K books & journals become adjustment to base- annual addition [NIST 07]

15. How has your budget changed over the past five years in the following areas:

| | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|---|-------------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Books (print and electronic books) | Decreased 1-10% | Stayed about the same | Increased 1-10% | Stayed about the same | Increased more than 10% | Stayed about the same | Increased more than 10% |
| Print journal subscriptions | Decreased more than 10% | Stayed about the same | Increased 1-10% | Decreased more than 10% | Decreased more than 10% | Decreased more than 10% | Decreased more than 10% |
| Electronic journal subscriptions | Decreased more than 10% | Increased 1-10% | Increased 1-10% | Increased more than 10% | Increased 1-10% | Increased 1-10% | Increased more than 10% |
| Archival journal collections | Increased 1-10% | Stayed about the same | NA | Increased more than 10% | Increased 1-10% | NA | NA |
| Online database services | Decreased 1-10% | Increased 1-10% | Increased 1-10% | Increased more than 10% | Increased more than 10% | Increased 1-10% | Increased more than 10% |
| ILL and document delivery | Stayed about the same | Increased 1-10% | Increased 1-10% | Increased more than 10% | NA | Stayed about the same | Increased more than 10% |
| Copyright fees | NA | Stayed about the same | Stayed about the same | NA | NA | Stayed about the same | Increased more than 10% |
| Library staff | Decreased more than 10% | Increased 1-10% | Increased 1-10% | Stayed about the same | Decreased more than 10% | Increased 1-10% | Increased more than 10% |
| Hardware and equipment | Stayed about the same | Stayed about the same | Stayed about the same | Decreased more than 10% | NA | Stayed about the same | Stayed about the same |

Table 2

From #2: "Note regarding Q15: About the same dollars but more for people and less for materials."

The table above should be studied in two ways: a vertical view to see trends within an organization and a horizontal view to see comparisons with the benchmark study libraries. Growth trends in e-journal subscriptions, archival journal collections and online database services highlight increasing costs for these services and/or reduced dependence on print resources.

16. What is the approximate amount your organization spends per customer (within your library's targeted customer base) per year for library/information resources (print and electronic)?

- Less than \$1,000/person/year [3 responses: #1, #7, NIST 07]
- \$1,001-\$1,500/person/year [1 response: #5]
- \$4,001-\$4,500/person/year [1 response: #4]
- Library does not track this amount [2 responses: #2, #3]

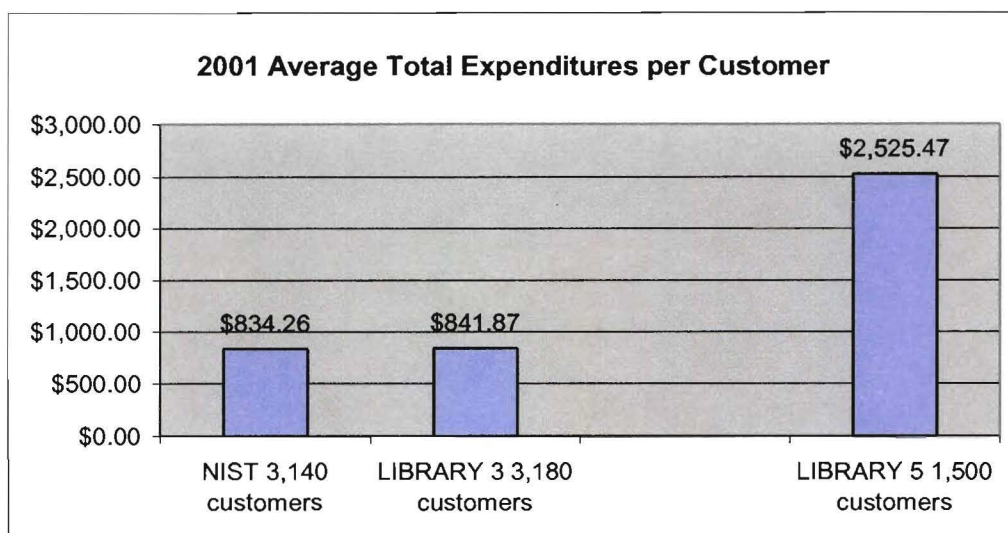


Figure 11

Total library budgets and average expenditure per customer for 2001 and 2007

| Key for 2001 Survey | Key for 2007 Survey | Total budget 2001 | Average/ customer 2001 | Total budget 2007 | Average/ customer 2007 |
|---------------------|---------------------|-------------------|------------------------|-------------------|------------------------|
| Library 1 | # 1 | incomplete | | \$823.000 | \$457.00 |
| New in 07 | # 2 | | | \$2,900.000 | * |
| Library 3 | # 3 | \$518.000 | \$841.87 | \$3,100.000 | \$775.00 |
| Library 4 | # 4 | NA | | \$6,000.000 | \$2,000.00 |
| Library 5 | # 5 | \$2100.000 | \$2525.47 | \$3,572.084 | \$2,202.27 |
| Library 6 | Not in 2007 | \$1,831,344 | \$1242.36 | | |
| Library 7 | #7 | \$785.000 | * | \$1,500.000 | \$254.24 |
| NIST | NIST 07 | \$1,503,800 | \$834.26 | \$2,748.229 | \$922.50 |

Table 3 * excluded because Library counts its employees nationwide; branch libraries budget not included; cannot segregate funds

Note: In 2001 survey not all benchmark partners disclosed their financial information.

Average expenditure per customer for 2001: \$1,361.00

Average expenditure per customer for 2007: \$1,101.00

While the difference of expenditure per customer is \$260.00 less (19%) in 2007 compared to 2001, this reflects a huge reduction in buying power as journal prices increase. The ALA Library Materials Price Index Committee studies show that prices of all U.S. periodicals increased annually about 9.4% on an average between 1988–2005. Journal prices continue to rise, with chemistry and physics titles being more expensive than other subject categories.²

2 Kean, Gene. 18th Annual Study of Journal Prices for Scientific and Medical Society Journals: 2005 Pricing Trends for U.S. Society Journals and Ten Recommendations for Pricing 2006 Volumes. JP, The Newsletter for Journal Publishers, No. 3, 2005 p. 3.
<http://www.allenpress.com/static/newsletters/pdf/JP-2005-03.pdf>

Of the libraries that track this amount, only Library #4 reports spending more than \$1,500/customer/year. Correlations among per-customer expenditures and other reported budget figures in the 2007 survey are not easily drawn: while Library #4 reports the largest total budget (\$6M) and the largest expenditures on collections (\$2.1M), salaries (\$2.7M), and equipment (\$1M), Library #5, with the next-highest per-customer expenditure in 2007, the second-largest total budget (\$3.6M) and expenditures for collections (\$1.9M), reports the fourth-largest expenditure for salaries (\$986K). Of the three libraries reporting per-customer expenditures of under \$1,000, NIST spends from almost twice to over four times as much on collections, and from approximately a third to over twice as much on salaries. Further complicating attempts at correlation, Library #1 reports a target audience of approximately 1,800, while Library #7 reports a target audience of approximately 21,600.

In 2001, NIST attributed its low *resource* purchase per customer to an average cost per journal that was higher than all but one of its partners, and considerably higher than the average for the others. Acting on this data, NIST focused on providing (with input from its customers) core journals, and on acquiring access to journals through consortial purchasing as ways to meet customer needs while controlling costs. While per-journal costs were not analyzed in the 2007 survey, NIST's average per-customer expenditures are not out of line with those reported by most of the libraries that track this information, suggesting that their efforts may have had some success.

17. Do you charge back to your customers for the following?

Internal customers

| Charge-back for: | YES | NO | NA |
|--|-------------------------------------|--|----|
| • Reference services | 1 response: #3 | 6 responses: #1, #2, #4, #5, #7, NIST 07 | |
| • In-depth research consulting | 2 responses: #5, #3 | 5 responses: #1, #2, #4, #7, NIST 07 | |
| • Online database searching | 4 responses: #5, #1, #3, NIST 07 | 3 responses: #2, #4, #7 | |
| • Interlibrary loan (Library #1 did not respond to this question) | 1 response: #5 | 5 responses: #2, #3, #4, #7, NIST 07 | |
| • Document delivery | 2 responses: #5, #1 | 5 responses: #2, #3, #4, #7, NIST 07 | |
| • Training | | 7 responses: #1, #2, #3, #4, #5, #7, NIST 07 | |

Table 4

External customers

| Charge back for: | YES | NO | NA |
|----------------------|-----|-------------------------|---|
| • Reference services | | 2 responses: #1, #2, | 5 responses: #3, #4, #5, #7, NIST 07 |
| • In-depth research | | 2 responses: | 5 responses: |

| | | | |
|-----------------------------|--|---------------------------------|---|
| consulting | | #1, #2, | #3, #4, #5, #7, NIST 07 |
| • Online database searching | | 2 responses: #1, #2, | 5 responses: #3, #4, #5, #7, NIST 07 |
| • Interlibrary loan | | 3 responses: #1, #2, #4, | 4 responses: #3, #5, #7, NIST 07 |
| • Document delivery | | 3 responses: #1, #2, NIST 07 | 4 responses: #3, #4, #5, #7 |
| • Training | | 3 responses: #1, #2, NIST 07 | 4 responses: #3, #4, #5, #7 |

Table 5

One mechanism that helps libraries cope with increasing costs for services while budgets are not increasing on a par is to assess charges to users/customers for discrete services. From the tables above, it is clear that the organizations in this study prefer not to charge internal customers for most services. When library customers face similar budget constraints, an internal fee for library services can have an unintended negative consequence—customers choose to rely on other channels for obtaining information, perhaps cheap and perhaps less than authoritative.

None of the benchmark partners charge back to external customers, suggesting that either they do not provide services to external customers, or are not in a situation to assess fees to those external customers they do serve.

Comment:

“We charge for the services identified only when they require 1 or more hours of our time.” [#3]

18. What are the greatest challenges you face in managing the library budget?

- *“Greatest challenges are money, support from top management, & placement in the organization.”* [#2]
- *“Prioritizing purchases.”* [#4]
- *“Inflation of electronic journals and databases, together with budget increases of only 1 or 2% per year.”* [#5]
- *“Meeting the demand with a limited budget”* [#1]
- *“Staff skill set to become ‘marketers’ and to be proactive in contacting specific targeted groups, rather than sitting back and waiting for work to come in.”* [#7]
- *“The inflation rate for journal subscriptions and databases is always greater than the budget authorized - which is usually status quo. The library is required to be responsive to changing research priorities by acquiring new resources to support these new priorities without dropping any of the ‘core’ disciplines or additional funding. The challenge is to balance the budget and judiciously tweak acquisition causing least complaints from customers”* [NIST 07]

Limited budgets and steady or increasing demands on resources are a consistent theme in the responses to this question. Addressing the skill set issue identified by Library #7 is one way to make inroads in the battle for budgets. Librarians must be able to confidently present a business case that resonates with decision-makers, stakeholders and persons controlling the budget. The ability to advocate for library resources and services because

they positively impact business decisions and influence research successes is more critical than ever. A proactive approach is definitely required for building relationships with key customer groups. Becoming more knowledgeable about how library customers use and benefit from library resources makes library personnel more valuable to the organization in which they are working while developing professional competencies.

Section 4: INTERLIBRARY LOAN & DOCUMENT DELIVERY PRACTICES

19. What type of ILL management software does your library use?

- ILLiad [2 responses: #3, NIST 07]
- Software developed in-house [1 response: #5]

Other ILL Management Software [5 responses]:

- Clio 5.2 [#2]
- OCLC [#4]
- OCLC FirstSearch to manage request and in-house solution [#1]
- Implementing ILLIAD [#5]
- Homegrown Access [#7]

20. How does your library use ILL management software? (choose all that apply)

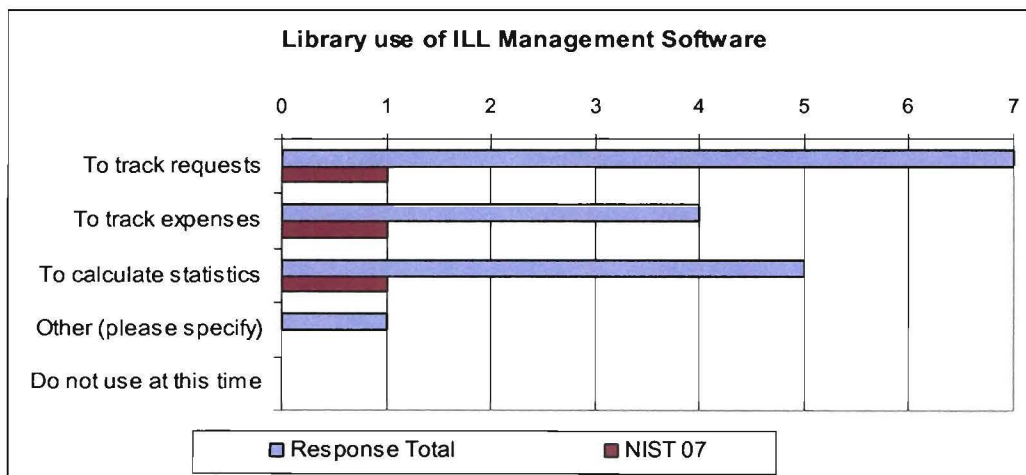


Figure 12

- To track requests [7 responses: all]
- To track expenses [4 responses: #1, #3, #5, NIST 07]
- To calculate statistics [5 responses: #1, #2, #3, #4, NIST 07]

Other [1 response]:

- "Frequently requested journals." [#2]

All of the benchmark partner libraries are using an ILL management software of some kind. In addition to NIST, Library #3 is using ILLiad and it is being implemented by

Library #5. NIST usage of the ILL management software is consistent with that of benchmark partners in terms of tracking requests, expenses and calculating statistics.

21. Does your library provide a document delivery service in which in-house documents are scanned, photocopied or delivered by library staff for your internal customers?

- Yes [3 responses: #4, #7, NIST 07]
- No [4 responses: #1, #2, #3, #5,]

The volume of articles NIST delivers via the in-house document delivery service compares to that of Library #4; the number of items delivered by Library #7 surpasses the other libraries due to a very high number of industry analyst reports distributed internally.

22. If you answered YES to the previous question, how many of the following items were delivered in the fiscal year indicated at the beginning of the survey?

| | #4 | #7 | NIST 07 |
|------------------------|------|---|---------|
| Books [3 responses] | 445 | 0 | 15 |
| Articles [3 responses] | 1408 | 389 | 1462 |
| Other [1 response] | | Internal Technical Reports: 213 Industry Analyst Reports: 6044 | |

Table 6

23. If your library provides an internal document delivery service (to members of your own organization), what is the average turnaround time from when a library staff member receives a request to when the item requested is delivered to the client?

- 1 day [1 response: #7]
- 2-4 days [2 response: #4, NIST 07]
- 5-7 days [0 response:]
- NA [4 responses: #1, #2, #3, #5]

Responses are reported in business days. NIST turnaround time is consistent with the other two libraries offering an internal document delivery service. NIST is the only library using ILLiad for the management of document delivery requests; the ILLiad management system begins counting the average turnaround time from the moment the customer enters the request into the system. It is also important to note that research time spent on requests, such as citation verification activities, is also included in ILLiad's calculation of turnaround time. For question 23, NIST data has been converted into business days to be consistent with the responses of the other libraries.

24. Do you participate in ILL lending?

- Yes [4 responses: #2, #4, #5, #7]
- Selectively [3 responses: #1, #3, NIST 07]

25. If you answered YES or SELECTIVELY to the previous question, please indicate the total number of items provided during the fiscal year indicated at the beginning of the survey:

- 1-100 [1 response: #7]
- 101-200 [2 responses: #3, NIST 07]
- More than 400 [4 responses: #1, #2, #4, #5,]

26. How many ILL borrowing requests did your library make during the fiscal year indicated at the beginning of the survey?

- 51-100 [1 response: #7]
- More than 500 [6 responses: #1, #2, #3, #4, #5, NIST 07]

27. What is the average number of days turnaround when borrowing items from another library? (Respond based on the time from when a request is received by your library staff to when it is delivered to your customer.)

| | #1 | #2 | #3 | #7 | NIST 07 |
|-----------------|----|------|----------|----|---------|
| Books | 8 | 10.2 | 7-10 | 7 | 11 |
| Articles | 1 | 5.9 | 24 hours | NA | 9 |
| Other materials | 8 | - | - | NA | - |

Table 7

Note: One library [#4] skipped this question. Another library does not keep this data [#5].

The turnaround times in Table 7 are measured in 24-hour periods that include non-business hours. NIST 07 turnaround time for books has improved since 2001. The 2001 data are reported in business days, while the 2007 data are reported in 24-hour periods. Converting the 2007 data into business days allows for a comparison with the 2001 data, indicating 8 business days in 2007 versus 10-14 business days in 2001.

NIST turnaround for articles (described as “photocopies” in the 2001 survey) is about the same as it was in 2001. Again, a conversion of the 2007 data into business days allows for a comparison with the 2001 data, indicating 3-7 business days in 2001 versus 6 business days in 2007.

For the five libraries that answered this question, book requests are fulfilled in approximately 7-10 days. It is clear that books require a longer turnaround time than articles, most likely due to the reliance on a delivery mechanism such as the U.S. Postal Service or United Parcel Service for fulfillment. For NIST, the data for 2007 show a 5-day improvement over the 2001 Benchmark survey turnaround time for books, indicating that the libraries from which NIST borrows have improved efficiency in processing and delivering items.

For articles, each of the five libraries experiences different levels of turnaround ranging from 1 to 9 days³. Two libraries indicate an impressive one-day turnaround. This may be attributed to the specific library that is selected for lending, use of a document delivery service, or number of staff processing requests. For NIST, free and low cost lenders are a priority, but these same lenders may have a longer turnaround time than some higher-cost suppliers. Questions concerning ILL costs were not included in either the 2001 or the 2007 Benchmark surveys

28. What is the size of your ILL/document delivery staff?

| | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|--------------------------------|-------|-------|-------|-------|-------|--------|------------|
| Regular staff | | | | | | | |
| Professionals | 2 FTE | | | 1 FTE | | | 1 FTE |
| Technicians, aides, assistants | | | 1 FTE | | 1 FTE | .5 FTE | 1.5 FTE |
| Contractors | | | | | | | |
| Professionals | | | | | | | |
| Technicians, aides, assistants | 2 FTE | 1 FTE | | | | | |

Table 8

- 3 As with document delivery, the NIST data give the appearance of a long response time. However, it is important to understand that the ILLiad management system begins counting the average turnaround time from the moment the customer enters the request into the system. The system is available to customers 24-hours a day, including weekends and holidays when document delivery staff are not actively processing requests, and this inactive time is included in ILLiad's calculation of turnaround. It is also important to note that research time spent on requests, such as citation verification (a critical activity when asking for an item from another library) is also included in ILLiad's calculation of turnaround time. In addition, NIST seeks items first and foremost from lenders who do not charge a fee, so turnaround time may be sacrificed for receiving items at no cost.

29. What are the greatest document delivery/ILL challenges faced by your organization?

- *"Basic office supplies. IT support. Getting other libraries to send items via 1st class mail."* [#2]
- *"Determining if requested items are actually available, because of many requests for obscure items and inaccurate citations."* [#3]
- *"Cost and Labor"* [#1]
- *"None -- we order all articles from InfoTrieve instead of ILL. It has turned out to be less expensive than the labor for ILL."* [#7]
- *"Budgeting issues, rising copyright and royalty fees"* [NIST 07]

Note: Two libraries skipped this question.

As always, data captured in a survey of this type only tell part of the story. It may be that articles requested by NIST are from more obscure journals or from older journals, impacting fulfillment times. Or, it may be that equipment used for the internal document delivery fulfillment is not as fast as that used by others. The selection of shipping services and willingness to pay for expedited delivery can also impact turnaround times. As in 2001, NIST could benefit from further discussion with Library #4 and #7 about internal document delivery and ILL processes as well as background on Library #7's decision to use InfoTrieve.

Library #1 and Library #3 have impressive article turnaround times when borrowing from other libraries. Both report one day turnaround. Could NIST 1) participate in networks or consortia used by these libraries or 2) emulate the processes used by these organizations if it is their process that provides them with efficient response? Decisions to implement process changes should be evaluated in conjunction with licensing more e-journals to provide in-house, desktop access and against outsourcing to a company specializing in document delivery.

Section 5: LIBRARY STAFFING PROFILE

30. How many librarians with an MLS degree are employed by your library? Include positions that are temporarily vacant.

| 2007 | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|-------------------------------------|----|----|----|----|----|----|------------|
| Federal or regular employees | | | | | | | |
| Full-time [7 responses] | 2 | 15 | 11 | 6 | 8 | 3 | 7 |
| Part-time [5 responses] | 1 | 0 | 2 | - | - | 0 | 1 |
| Contractors | | | | | | | |
| Full-time [3 responses] | 0 | 7 | - | - | - | 0 | - |
| Part-time [3 responses] | 1 | 1 | - | - | - | 0 | - |

Table 9

| 2001 | #1 | #2 | #3 | #4 | #5 | #7 | NIST 01 |
|--|----|----|----|----|-----|----|------------|
| Professional | | | | | | | |
| No breakout of full-time and part-time | 6 | NA | 14 | 16 | 8.7 | 6 | 8.5 |

Table 9.a

31. How many library technicians, assistants or aides are employed by your library? Include positions that are temporarily vacant.

| | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|-------------------------------------|----|----|----|----|----|----|------------|
| Federal or regular employees | | | | | | | |
| Full-time [7 responses] | 0 | 2 | 7 | 15 | 5 | 4 | 6 |
| Part-time [5 responses] | 0 | 0 | 2 | - | - | 0 | 1 |
| Contractors | | | | | | | |
| Full-time [3 responses] | 0 | 5 | - | - | - | 0 | - |
| Part-time [4 responses] | 1 | 2 | - | - | 2 | 0 | - |

Table 10

Note: 2007: In library #3, 4 of the 15 are IT persons. Number for library #7 includes non-MLS professionals.

| 2001 | #1 | #2 | #3 | #4 | #5 | #7 | NIST 01 |
|---|----|----|----|----|----|----|------------|
| Support | | | | | | | |
| (No breakout of full-time and part-time) | 2 | NA | 12 | 0 | 6 | 2 | 7.5 |
| Contractors | | | | | | | |
| (No breakout for professional and non-professional) | 2 | NA | 0 | 0 | 1 | 0 | 2 |

Table 10.a

Ratio of Staff to Number in Audience Targeted for Library Service

| | Customers | Total Library Staff | Ratio - 2007 | Ratio - 2001 |
|---------|------------------|----------------------------|---------------------|---------------------|
| Lib. #1 | 1,800 | 5 | 1:360 | |
| Lib. #2 | 12,500 | 32 | 1:391 | |
| Lib. #3 | 4,000 | 22 | 1:180 | 1:122 |
| Lib. #4 | 3,000 | 26 | 1:115 | 1:100 |
| Lib. #5 | 1,622 | 15 | 1:110 | 1:122 |
| Lib. #7 | 5,900 | 7 | 1:843 | |
| NIST 07 | 2,979 | 15 | 1:199 | 1:196 |

Table 11

Note: 2001 ratios were taken from Figure 3.3.2: Ratio of Customers Per Staff Member

Ratios of total library staff persons to total number of customers in target market are calculated based on responses to the questions above regarding staffing and question 39 regarding estimated total number of customers. This chart is based on number of total *staff* members compared to estimated number of customers, while question 35 looks at ratio of *librarians* to estimated number of customers. According to this response, the NIST ratio of staff to customers remains essentially the same as reported in the 2001 study -- 1:196. Three libraries have higher staff to customers ratios than NIST and three have lower staff to customers ratios.

32. How does your library receive IT support for its operations, such as server and network maintenance and software upgrades and installations? (choose all that apply)

- Dedicated library staff positions [1 response: #4]
- IT support from your organization [6 responses: #1, #3, #4, #5, #7, NIST 07]
- Outsourced [1 response: #2]

If dedicated library staff, how many positions?

- 11 [#4]
- 1 Systems/Electronic Resources librarian [#5]

33. If there are "embedded" librarians in your organization, to whom do they report?

- Library management [1 response: #3]
- NA [5 responses: #2, #4, #5, #7, NIST 07]

One library did not answer this question. [4]

As much as the concept of “embedded” librarians has been discussed in the library literature and in conference presentations in the past few years, it has not been widely embraced by this group.

34. If there are "embedded" librarians in your organization, who pays their salary?

- Library [1 response: #3]
- NA [6 responses: all others]

35. What is the ratio of librarians to the total number of people in your customer base (target market)?

- 1 librarian to 201-300 professionals [2 responses: #4, #5]
- 1 librarian to 301-400 professionals [2 responses: #3, **NIST 07**]
- 1 librarian to 401-500 professionals [1 response: #1]
- 1 librarian to more than 500 professionals [2 responses: #2, #7]

The two libraries with a ratio of one librarian to more than 500 professionals in the library’s customer base serve larger populations than NIST and the rest of the partner libraries. NIST falls in the middle of proportion of professional librarians to customer base. In order to ensure that customers have access to the information they need to support their work, and that librarians have the time they need to handle complex research requests and juggle all of the other responsibilities involved in the smooth operation of a library, librarians must be proactive in delivering self-serve resources—using their experience and expertise to license (or build) easy-to-use interfaces to high-quality content and then training customers to use these resources effectively.

[See also Table 10 for ratios of library *staff* to customers as opposed to ratio of *librarians* to customers.]

36. Does the library contract out any of the following functions at this time? (choose all for which third party vendors are used)

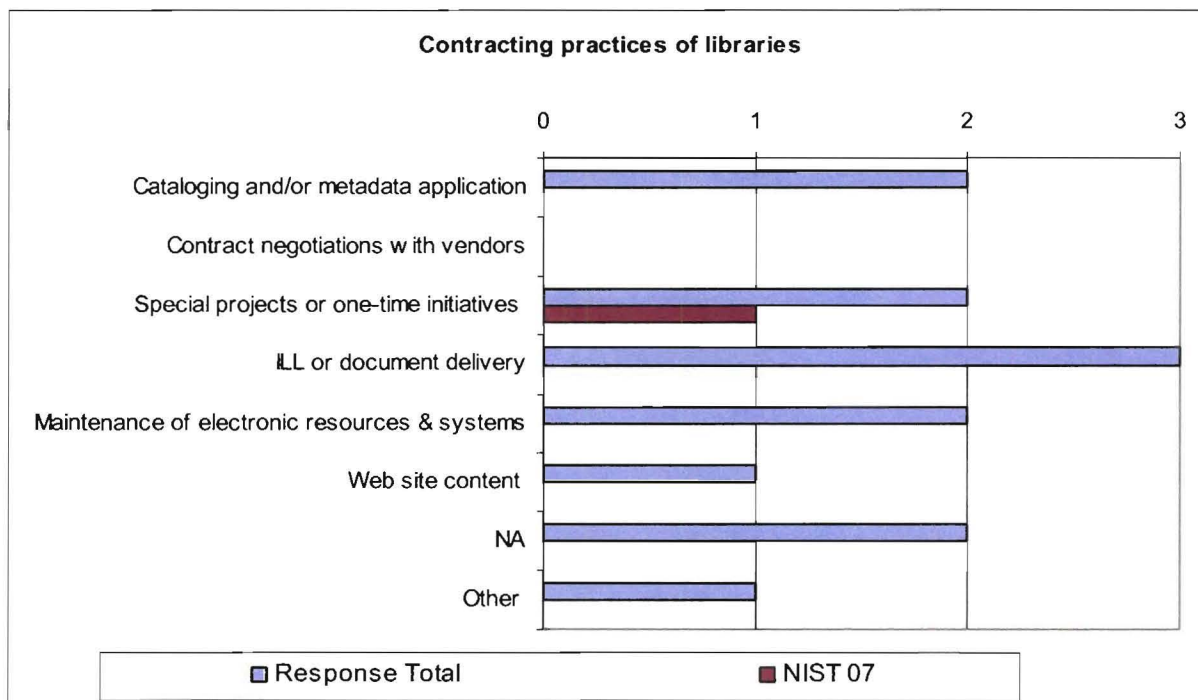


Figure 13

- Cataloging and/or metadata application [2 responses: #2, #5]
- Contract negotiations with vendors [0 responses]
- Special projects or one-time initiatives (such as a large research assignments, consultants, etc.) [2 responses: #2, **NIST 07**]
- ILL or document delivery [3 responses: #1, #2, #5,]
- Maintenance of library's electronic resources and systems [2 responses: #2, #4]
- Web site content [1 response: #4]
- NA [2 responses: #3, #7]

Other [1 response]

- *Government Docs, Ref Tech, Shelving* [#2]

Outsourcing is a management practice used sparingly by this group of libraries. Outsourcing of selected activities remains an option for libraries to consider – e.g., for extending their reach by providing specialized services to areas of the organizations they do not serve. Outsourcing of non-core, non-strategic activities can allow library managers to reallocate resources to more visible internal projects and can provide cost benefits in certain situations.

37. To what area within the organization does your library report?

- General administration [1 response: #3]
- IT [1 response: #4]

Other [5 responses]

- *"Report to [National Oceanographic Data Center which reports to National Environmental Satellite, Data & Information Service - then to the Deputy Under Secretary for Oceans & Atmosphere]"* [#2]
- *"Communications"* [#3]
- *"Strategy & Operations"* [#1]
- *"Services -- includes Real Estate, Travel, Conferencing, Records, etc"* [#7]
- *"Technology Services"* [**NIST 07**]

No two libraries report to the same or similar internal entities. There does not appear to be a correlation between placement in the organization structure and sound funding, the common challenge of meeting evolving and increasing demands with limited or static budgets reported in the responses to Question #18.

38. How do your library staff members keep up to date with changes in technology and library practices? (choose all that apply)

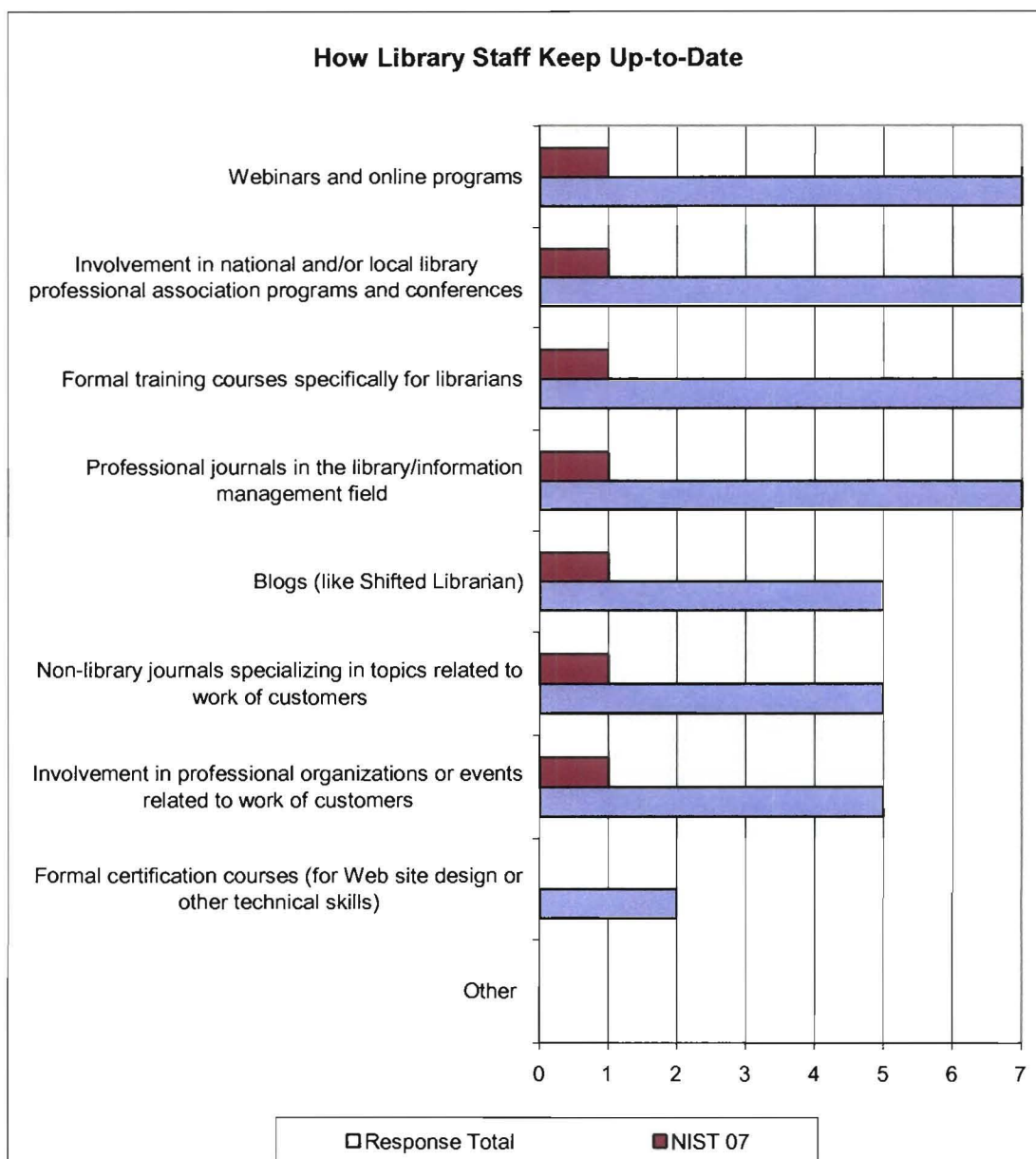


Figure 14

- “Professional journals in the library/information management field” [all]
- “Formal training courses specifically for librarians” [all]
- “Formal certification courses (for Web site design or other technical skills)” [2 responses: #2, #4]
- “Involvement in national and/or local library professional association programs and conferences” [all]

- “Involvement in professional organizations or events related to work of customers” [5 responses: #1, #2, #3, #4, **NIST 07**]
- “Non-library journals specializing in topics related to work of customers” [5 responses: #1, #2, #4, #7, **NIST 07**]
- “Webinars and online programs” [all]
- “Blogs (like Shifted Librarian)” [5 responses: #2, #3, #4, #5, **NIST 07**]

NIST Research Library personnel are taking advantage of all the channels listed here for continuing education and professional development. It is noteworthy that a majority of those responding devote time to involvement in professional organizations and reading publications related to the work of their customers in addition to keeping up with developments in the library field.

Section 6: LIBRARY CUSTOMERS/USERS

39. What is the approximate total number of persons in the audience targeted for service by your library?

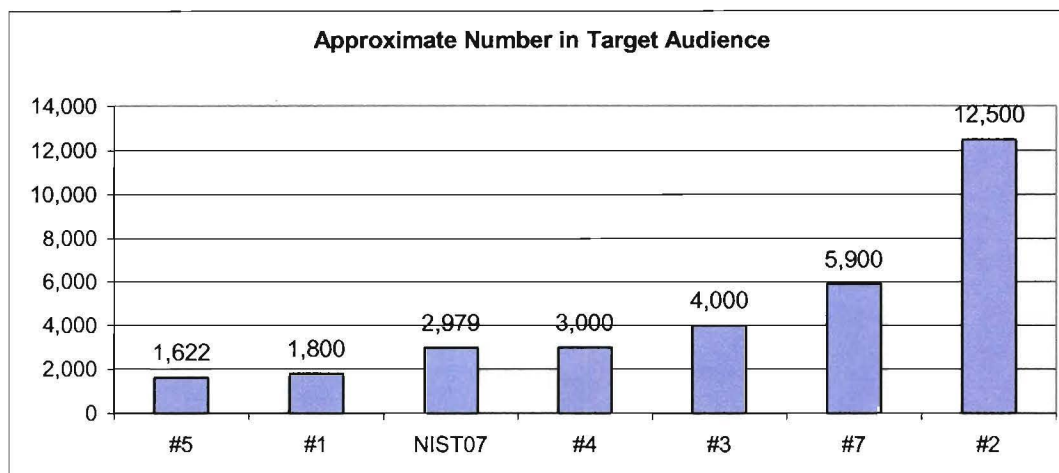


Figure 15

Additional information on ratio of staff and ratio of librarians to total audience population is found in table 10 and the responses to question 35.

40. How many hours per day is your physical library accessible to customers?

| | #1 | #2 | #3 | #4 | #5 | #7 | NIST 07 |
|------------|-----|----|----|----|-------|-----|---------|
| Staffed | 9 | 7 | 12 | 8 | 8.5 | 9 | 8.5 |
| Un-staffed | *15 | 2 | 0 | 4 | *15.5 | *15 | *15.5 |
| | | | | | | | |

Table 12

*Four of the libraries, including NIST, allow 24-hour access to the library.

41. Which of the following do you assess routinely (at least once per year) to measure customer use of library products and services? (choose all that apply)

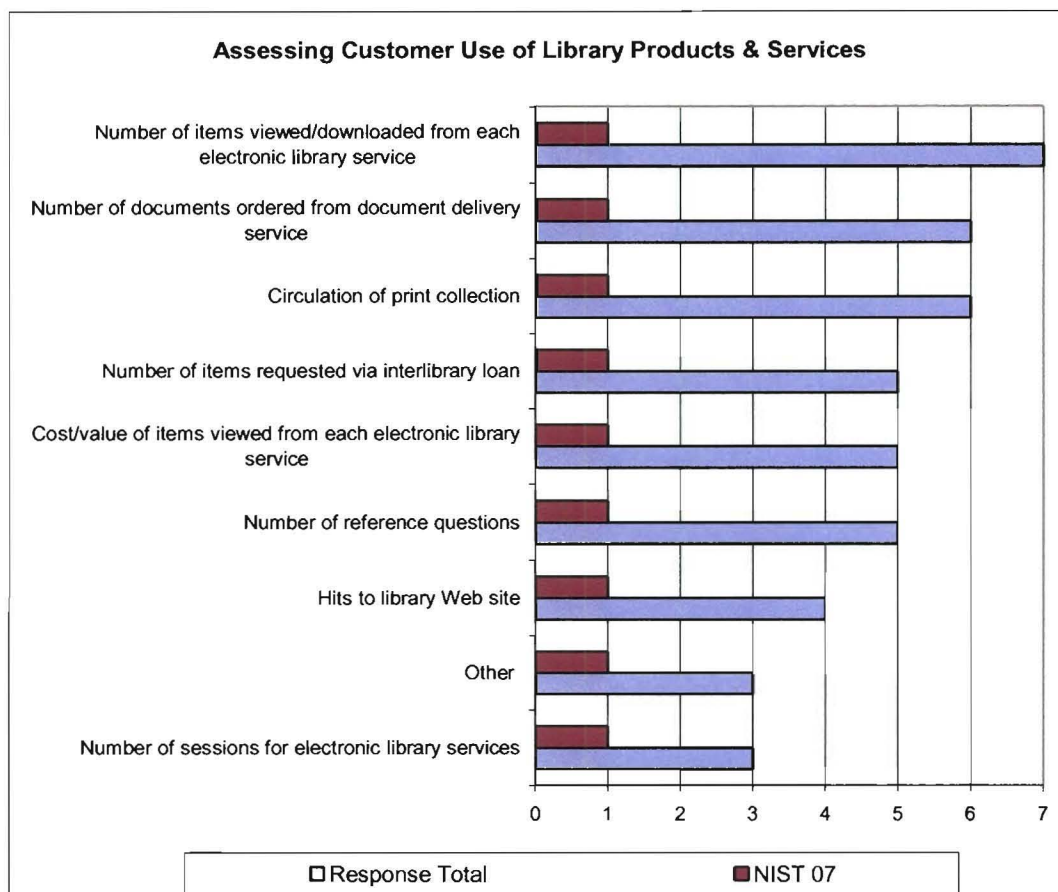


Figure 16

- Circulation of print collection [6 responses: #1, #2, #3, #5, #7, **NIST 07**]
- Number of reference questions [5 responses: #1, #2, #3, #7, **NIST 07**]
- Hits to library Web site [4 responses: #1, #2, #3, **NIST 07**]
- Number of sessions for each electronic library service [3 responses: #1, #2, **NIST 07**]
- Number of items viewed/downloaded from each electronic library service [all]
- Cost/value of items viewed from each electronic library service [5 responses: #2, #3, #4, #5, **NIST 07**]
- Number of documents ordered from document delivery service [5 responses: #1, #2, #3, #7, **NIST 07**]
- Number of items requested via interlibrary loan [4 responses: #1, #3, #5, **NIST 07**]

Other [3 responses]:

- "Number of in-house technical reports digitized." [#5]

- “Participation at library orientations and sponsored events” [#1]
- “Feedback from individual customer satisfaction forms sent with deliverable” [NIST 07]

Librarians are using multiple inputs to understand how, and how much, library resources and services are used. The NIST Research Library uses all of the approaches mentioned in the chart above. Meaningful discussions of *value* of library services have to be based on a deep understanding of customer needs and information-seeking/using behavior.

42. Over the past 5 years, has the nature of reference questions changed in any of the following ways? (choose all that apply)

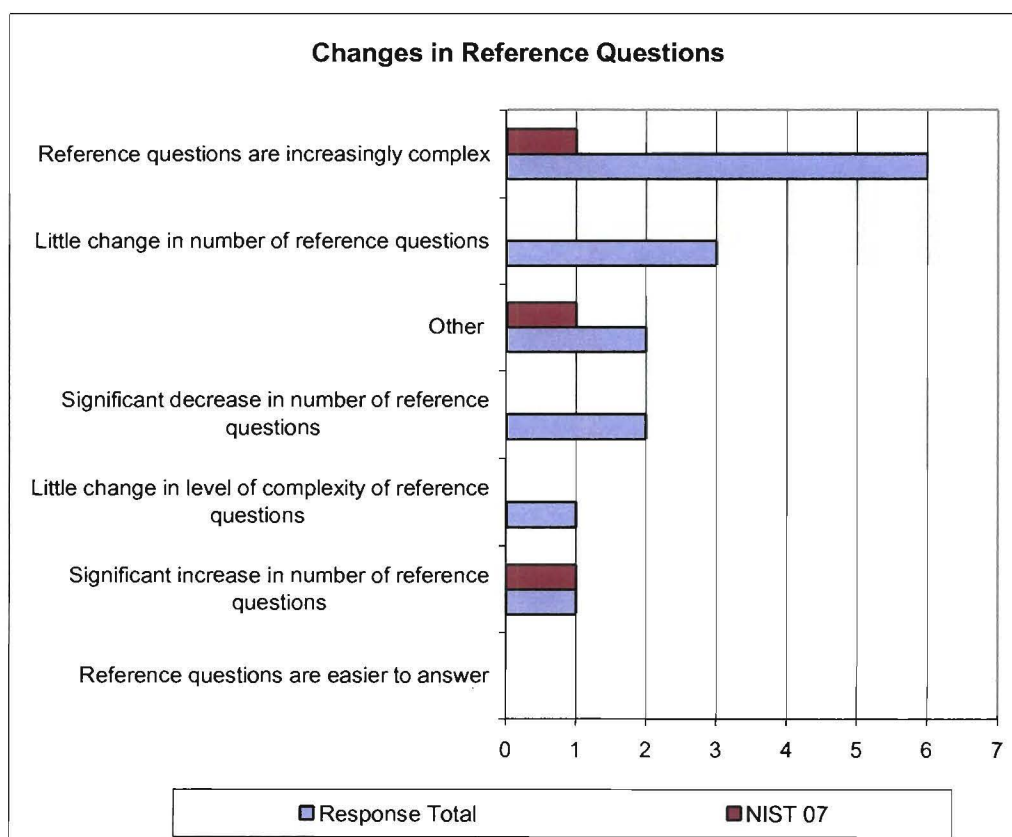


Figure 17

- Significant decrease in number of reference questions [2 responses: #1, #4]
- Significant increase in number of reference questions [1 response: NIST 07]
- Little change in number of reference questions [3 responses: #2, #3, #5]
- Reference questions are increasingly complex [6 responses: #1, #2, #3, #4, #7, NIST 07]
- Reference questions are easier to answer [0 responses]
- Little change in level of complexity of reference questions [1 response: #5]

Other: [2 responses]

- “Reference questions in more diverse subjects” [#1]
- “Reference questions sometimes come directly to the appropriate lab liaison for action and is not formally quantified in the reference statistics collection tool” [NIST 07]

Libraries have assumed -- and the literature has borne out -- that as desktop access to full text became widespread, end users would increasingly find the “easy” information on their own and librarians would find themselves answering possibly fewer but proportionally more difficult questions. Only one library reports little change in the level of complexity of reference questions; that same library also reports little change in the number of reference questions. Of the six libraries reporting increasingly complex reference questions, only two report a significant decrease in the number of reference questions. Two report little change in the number of questions, one reports a significant increase in the number of questions, and one does not provide that information.

43. How does your library receive the majority of its reference questions?

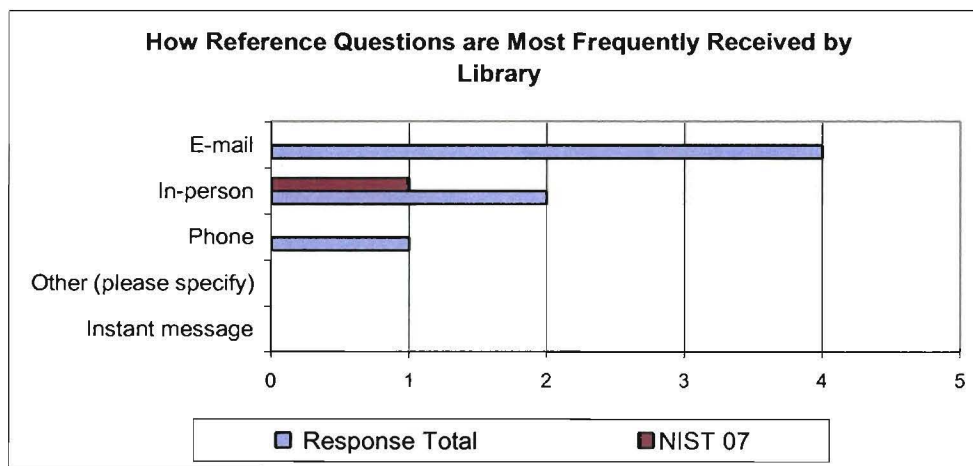


Figure 18

- Phone [1 response: #3]
- E-mail [4 responses: #2, #4, #5, #7]
- Instant message [0 responses]
- In-person [2 responses: #1, NIST 07]

E-mail has become a predominant means for customers to communicate with librarians. The one library receiving the majority of its reference inquiries by phone, and both libraries receiving them in person, also reported increasingly complex reference questions, as did three of the four libraries that get the majority of their questions by e-

mail. It is not clear what motivates customers in some organizations to use phone or in-person communication more than other means of communication.

44. Which of the following do you use to obtain feedback regarding customer satisfaction with your resources and services? (choose all that apply)

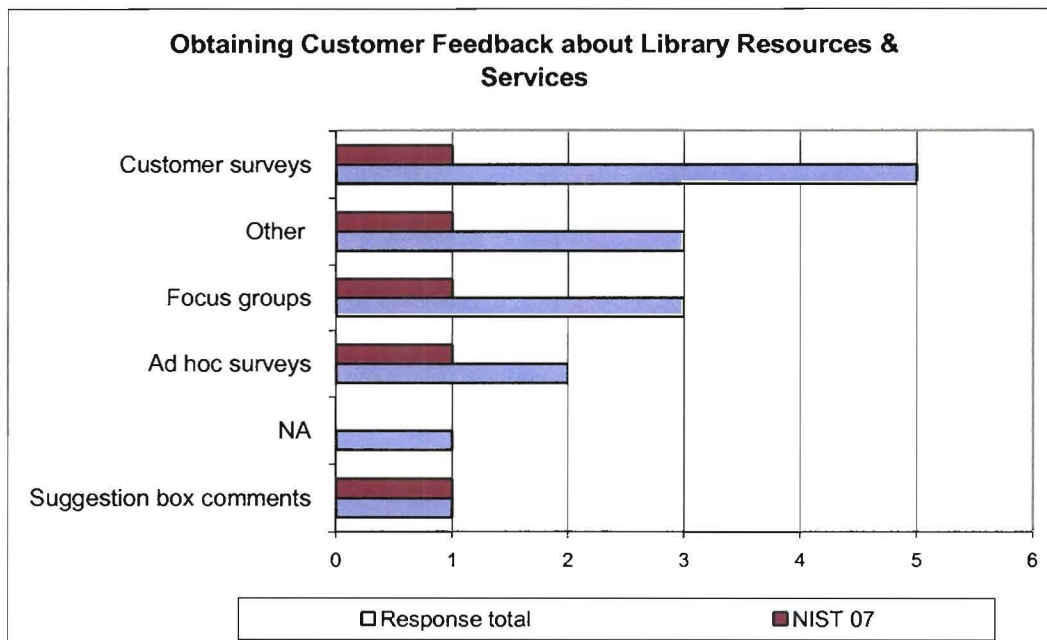


Figure 19

- Customer surveys [5 responses: #1, #3, #4, #7, **NIST 07**]
- Focus groups [3 responses: #1, #3, **NIST 07**]
- Suggestion box comments [1 response: **NIST 07**]
- Ad hoc surveys [2 responses: #5, **NIST 07**]
- NA [1 response: #2]

Other [3 responses]:

- *"Librarians visit users to get feedback"* [#5]
- *"Follow-up e-mail after research results delivered"* [#7]
- *"Anecdotal, email"* [**NIST 07**]

45. How do you find out what impact your resources and services have on your customers and your organization? Please describe the tools or methods you are using.

- *"When we have the staffing, we use a mix of surveys and analysis of usage"* [#4]

- *“Our main feedback from users comes from collecting statistics on use and from one-on-one consultation with users. We place a strong emphasis on librarians getting out and visiting with users to get feedback and determine their needs”* [#5]
- *“Customer Surveys Direct Customer Contact”* [#1]
- *“In-person interviews conducted quarterly”* [#3]
- *“Annual satisfaction survey and follow up e-mail after research delivered”* [#7]
- *“Customer Survey Form with product delivery Focus Groups Web of Science, Journal Citation Reports”* [NIST 07]
- *“_____”* (sic) [#2]

This was an open-ended question. Four of the six libraries responding (Library #2 did not provide any information) report using some form of survey, presumably involving some sort of form; two report analyzing usage statistics; and three report some form of direct in-person interaction with customers, either in focus groups or one-to-one interchanges.

Only two of the libraries specified a regular frequency with which data is collected (quarterly in one case; annually in the other).

46. What is your perception of what members of your target audience value most about your library? (choose all that apply)

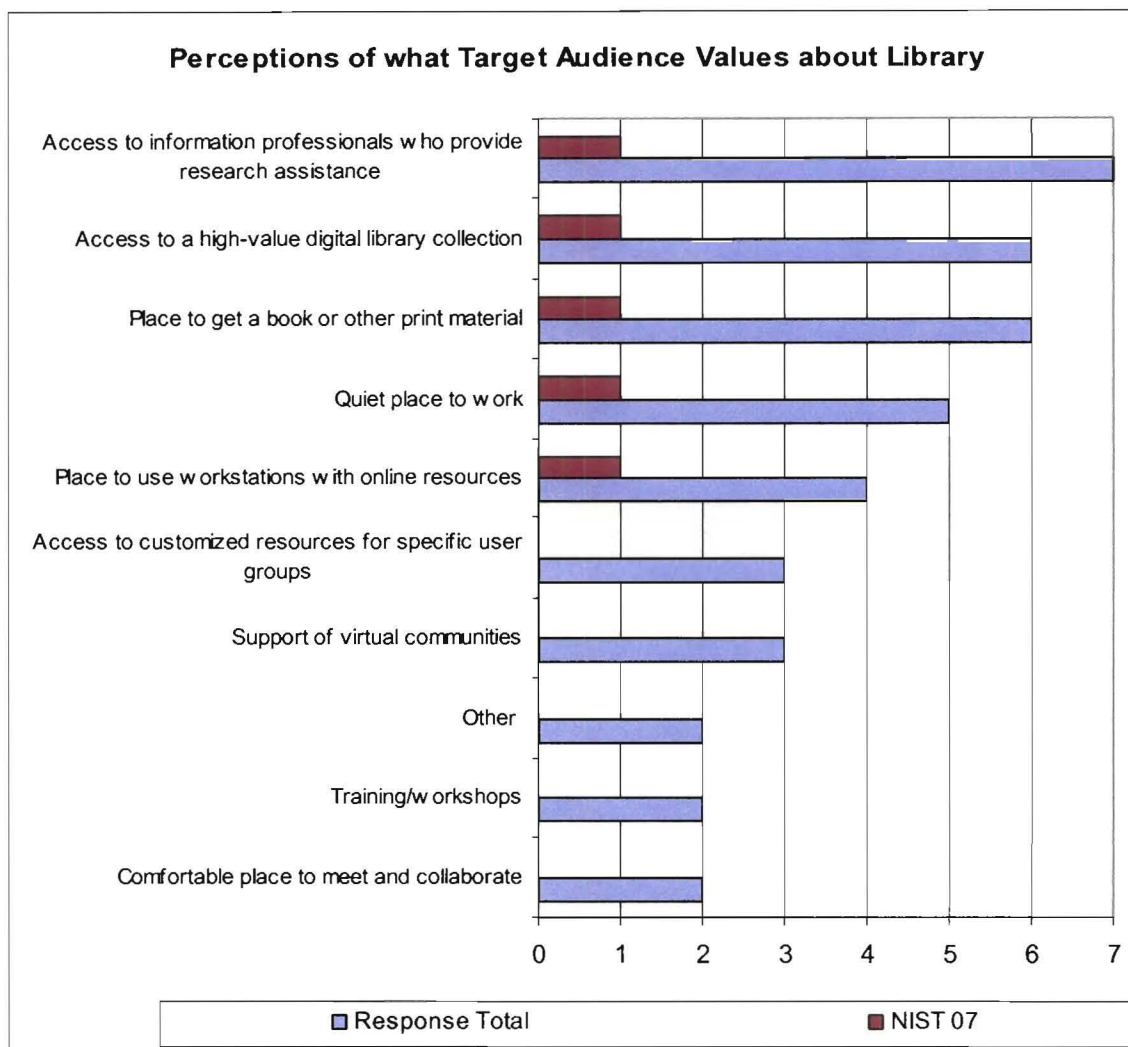


Figure 20

- Place to get a book or other print material [6 responses: #1, #2, #3, #4, #5, **NIST 07**]
- Support of virtual communities [3 responses: #2, #3, #7]
- Place to use workstations with online resources [4 responses: #1, #2, #5, **NIST 07**]
- Quiet place to work [5 responses: #1, #2, #4, #5, **NIST 07**]
- Comfortable place to meet and collaborate [2 responses: #1, #2]
- Access to information professionals who provide research assistance [All]
- Access to customized resources for specific user groups [3 responses: #2, #3, #7]
- Access to a high-value digital library collection [6 responses: #1, #2, #3, #4, #5, **NIST 07**]
- Training/workshops [2 responses: #1, #2]

Other [2 responses]:

"New staff orientation; staff meeting" [#2]

"Responsive, efficient, and timely service "[NIST 07]

All of the partners perceive that their target audience values their library for the information professionals who provide research assistance and all but one perceive that their customer base values the library for access to digital collections. All but one also, however, perceive that their users value the library as well for access to print resources, suggesting that while electronic information is highly valued, print retains value also. Both of the libraries that perceive that their customers value them as a comfortable place to meet and collaborate also perceive that they are valued as a quiet place to work.

47. Does your library support your organization's publication mission in any of the following ways? (choose all that apply)

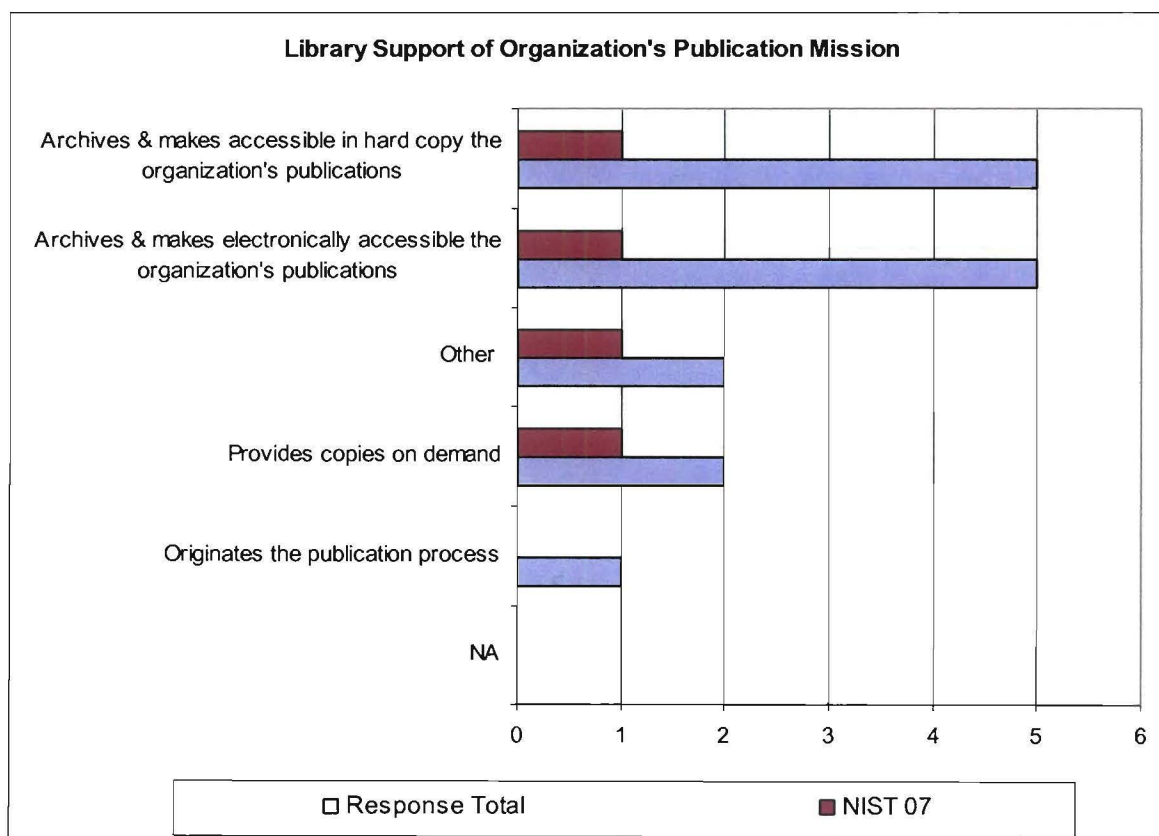


Figure 21

- Archives and makes electronically accessible the organization's publications [#1, #2, #3, #4, **NIST 07**]

- Archives and makes accessible in hard copy the organization's publications [#2, #3, #4, #7, **NIST 07**]
- Provides copies on demand [#5, **NIST 07**]
- Originates the publication process [#1]

Other: [2 responses]

- *"We have a circulating collection of the lab's technical reports that we circulate and that we are digitizing, but we are not the archival copy" [#5]*
- *"Provide editorial assistance, citation impact factor analysis, consulting in publication strategy, electronic composition assistance" [**NIST 07**]*

These libraries play a role in the organizational publishing process, Editorial and publication strategy support from the NIST Research Library does not appear to be duplicated in other organizations, although Library #1 reports that it originates the publication process.

Section 7: LIBRARY OUTREACH & MARKETING

48. How would you characterize the library's web presence on your organization's intranet? (choose all that apply)

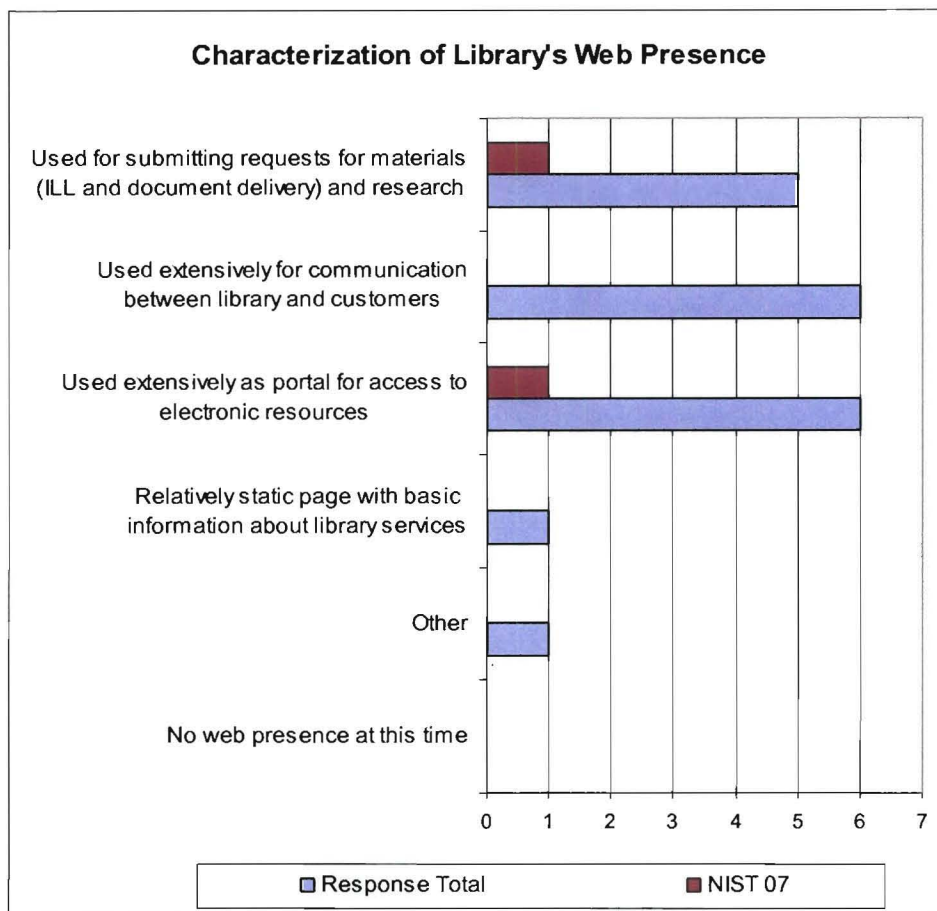


Figure 22

- No web presence at this time [0 responses]
- Used extensively for communication between library and customers [6 responses: #1, #2, #3, #4, #5, #7]
- Used extensively as portal for access to electronic resources [6 responses: #1, #2, #3, #4, #5, **NIST 07**]
- Used for submitting requests for materials (ILL and document delivery) and research [5 responses: #1, #2, #4, #5, **NIST 07**]
- Relatively static page with basic information about library services [1 response: #7]

Other [1 response]

- *Web pages being reworked at this time. [#2]*

All of the libraries are using the Web to some extent and most are using it extensively for communication with users and as a resource portal.

49. How do you communicate with your customers? (choose all that apply)

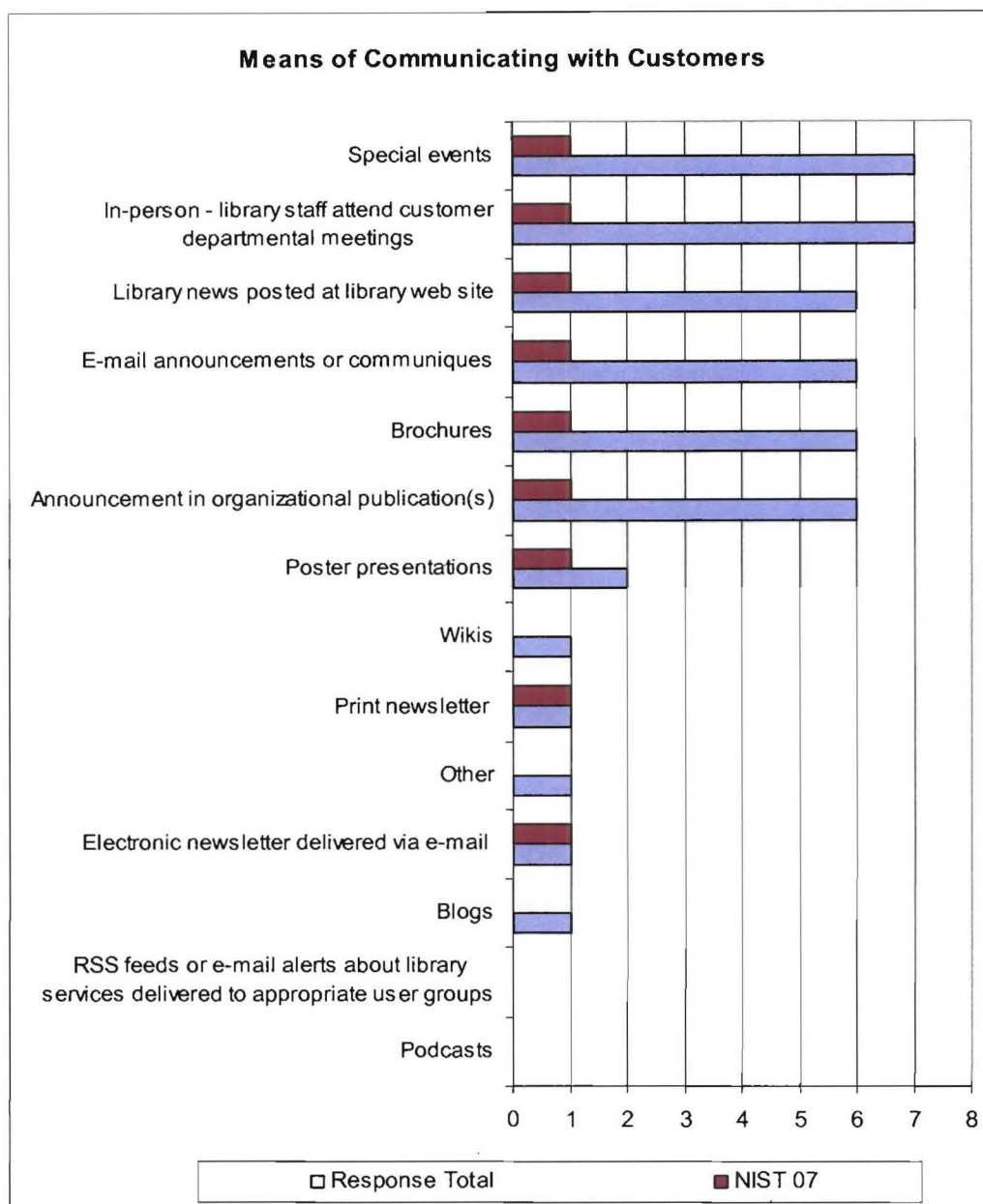


Figure 23

- In-person - library staff attend customer departmental meetings [All]
- E-mail announcements or communiques [6 responses: #1, #2, #3, #4, #5, **NIST 07**]
- Print newsletter [1 response: **NIST 07**]
- Electronic newsletter delivered via e-mail [1 response: **NIST 07**]
- Library news posted at library web site [6 responses: #1, #2, #4, #5, #7, **NIST 07**]
- RSS feeds or e-mail alerts about library services delivered to appropriate user groups [0 responses]
- Wikis [1 response: #3]
- Blogs [1 response: #3]
- Podcasts [0 responses]
- Brochures, flyers [6 responses: #1, #2, #4, #5, #7, **NIST 07**]
- Announcement in organizational publication(s) [6 responses: #2, #3, #4, #5, #7, **NIST 07**]
- Special events [All]
- Poster presentations [2 responses: #2, **NIST 07**]

Other: [1 response]

- *Library news posted at organization's website [#1]*

Wikis, RSS feeds, podcasts and blogs are still on the “bleeding edge” for this group of libraries and library customers, at least for “pushing” information out to customers. NIST is using almost all of the communications tools listed here. While this survey does not address the question, it may be worth asking how effective these methods are in getting out the messages the libraries wish to convey, since at least one other library is using each of the means NIST is using, and many of them are using multiple methods. There is one school of thought that says it is important to use as many tools as you have at your disposal to be in front of your customers frequently; another school of thought would urge focusing on a select few. After some experience with all of these means, a library may find it advisable to reassess its approaches for impact and refine them to concentrate efforts on high-impact marketing efforts for the greatest return on effort.

50. Which of the following are being used to extend the reach and impact of the library within your organization?

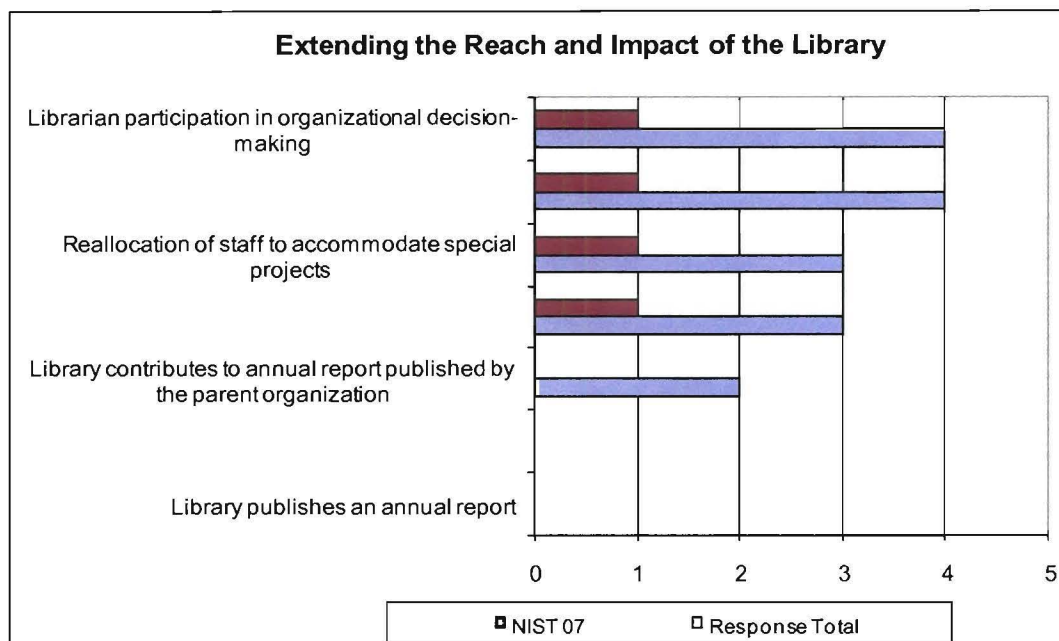


Figure 24

- Library liaison assigned to specific departments [3 responses: #1, #5, **NIST 07**]
- Customer/stakeholder participation in library decision-making (through library advisory board, etc.) [4 responses: #2, #3, #4, **NIST 07**]
- Librarian participation in organizational decision-making [4 responses: #2, #4, #5, **NIST 07**]
- Reallocation of staff to accommodate special projects [3 responses: #3, #7, **NIST 07**]
- Library publishes an annual report [0 responses]
- Library contributes to annual report published by the parent organization [2 responses: #2, #4]

Again, NIST uses almost all of the means reported by its partner libraries for extending its reach into and impact on its community. None of the libraries that have library liaisons assigned to departments within the organization also involve customers in decision-making through advisory boards, as NIST does, and only one of them reports librarian participation in organizational decision-making.

51. What types of training programs does the library provide or promote to its customers? (choose all that apply)



Figure 25

NIST Research Library has several training initiatives, all of them also used by many of its partners, but at this time is not leveraging training support from vendors. This is another way to extend the library's reach, without necessarily straining the library's resources. Vendors are typically willing to focus training presentations to cover specific applications. Those with in-depth product knowledge are successful in driving use of their products. The NIST Research Library may wish to consider a pilot with one or two vendors, selected for the real value of their product, to see whether vendor-provided training would be useful, as well as to test whether scheduled sessions or online sessions such as webinars are preferable.

52. What activities or strategies do you think have been the most effective in ensuring your organization's ongoing and long-term support for library resources and services? [5 responses]

- *"Library moved to an organizational unit higher up in the parent organization" [#2]*
- *"The Library has responded to user demand for electronic resources available at the researcher's desk. Over the past 8 years all branch libraries were closed and resources were centralized in the Main library. This has reduced operating costs and allowed us to redirect resources to the electronic collection" [#5]*
- *"Responsive Staff Sci/Tech R&D requires access to literature in wide range of formats" [#1]*
- *"Although the library was always the office of record for all technical reports (kept in Voyager Integrated library system), during the past 10 years, authors have been keep reports locally. Due to downsizing and retirements, there is a renewed realization that the library is the one constant and should be the centralized authority for access, knowledge sharing and archiving of internal technical intellectual capital. We are now on teams with the technical community to improve the process. (Voyager is cumbersome)" [#7]*
- *"The Research Library Advisory Board, Lab Liaison Program, NIST Fellows, targeting specific customer groups, electronic access, knowledgeable and well trained staff" [NIST 07]*

Of the libraries providing a response to this question, most mention only fairly traditional strategies of providing resources and services, albeit targeted to user needs. Only one library addresses its role as a knowledge "nexus" within the organization, despite knowledge management – and libraries' logical role and value in providing it -- having been a topic of discussion in the library literature for some time. It may be that knowledge management has not reached a critical mass among the libraries benchmarked, or it may be handled elsewhere in the organization.

APPENDIX

NIST Research Library Benchmark Study, 2007

Section 1. Welcome

Thank you for your participation in the NIST Research Library's survey concerning your library's resources and services. The survey is comprised of 52 questions; questions are grouped into the following broad categories: resources, budgets, ILL & document delivery, staffing, customers/users, and outreach/marketing.

The survey software will place a cookie on your machine which allows you to come back to the survey, should you need to leave it before you finish. PLEASE COMPLETE BY APRIL 30th.

1. What is the name of your library?
2. Do we have your permission to use the name of your library in any publication?

Yes
No

3. For what fiscal year will you be completing the survey (mm/yy-mm/yy)

Section 2. Resources available from your library

4. How many monographs, including print and electronic editions, are available in your collection?

100,000 or fewer
100,001-150,000
150,001-200,000
200,001-250,000
250,001-300,000
300,001-350,000
More than 350,000

5. What is the number of journals, including print or electronic versions, to which your library currently subscribes? Do not include open access journals or those to which you do not subscribe but receive through "big deal" or bonus access.

Up to 100
101-200
201-300
301-400
401-500
501-600
601-700

701-800
801-900
901-1,000
More than 1,000

6. How do you make collection development decisions? (choose all that apply)

Customer recommendations
Library staff recommendations/input
Track frequently requested ILL items
Cost of item vs. frequency of use
Formal collection development procedures
Funding availability
Review of books from a book approval plan
Committee or board that regularly evaluates the collection
Other (please specify)

7. Compared to 5 years ago, has the percentage of PRINT books and journals in your collection:

Print Books

Decreased up to 10%
Decreased between 11-20%
Decreased between 21-30%
Decreased more than 30%
Stayed about the same
Increased up to 10%
Increased between 11-20%
Increased between 21-30%
Increased more than 30%

Print Journals

Decreased up to 10%
Decreased between 11-20%
Decreased between 21-30%
Decreased more than 30%
Stayed about the same
Increased up to 10%
Increased between 11-20%
Increased between 21-30%
Increased more than 30%

8. Compared to 5 years ago, has the percentage of ELECTRONIC books and journals in your collection:

Electronic Books

Decreased up to 10%
Decreased between 11-20%
Decreased between 21-30%
Decreased more than 30%
Stayed about the same
Increased up to 10%

Increased between 11-20%
Increased between 21-30%
Increased more than 30%

Electronic Journals

Decreased up to 10%
Decreased between 11-20%
Decreased between 21-30%
Decreased more than 30%
Stayed about the same
Increased up to 10%
Increased between 11-20%
Increased between 21-30%
Increased more than 30%

9. Which of the following electronic resources does the library make available to customers in your organization? (choose all that apply)

ASTM Standards
Blackwell Synergy
Cambridge Scientific (CSA)
eBrary
EBSCOhost
Engineering Village
IEEE Xplore
Ingenta
Inspec
Knovel
NetLibrary
OCLC FirstSearch
ScienceDirect
SciFinder
Scopus
SPIE Digital Library
SpringerLink
Web of Science
Wiley InterScience
Other (please specify)

10. With the increasing electronic availability of archival journal collections, are you: (choose all that apply)

Acquiring journal back files
Replacing hard copy with electronic access
Negotiating licenses for electronic content that allow access in perpetuity
Using a third party electronic archiving service (such as Portico)
NA

11. Does your library use an electronic resource management system to manage electronic assets?

NA

No

Yes

If YES, please give product name

Section 3. Library budget & expenditures

12. What is your budget for the following:

Total Budget (excluding building and utilities): _____

Salaries/Labor for Regular Staff (NA if all staff are contract): _____

Salaries/Labor for Contract Staff (NA if no contract staff): _____

Collection: _____

Equipment: _____

13. In comparison to your total budget (including materials, salaries and other operating expenses) for the past fiscal year, is your budget for the current fiscal year:

Decreased by 20% or more

Decreased by 11-19%

Decreased by 1-10%

About the same

Increased by 1-10%

Increased by 11-19%

Increased by 20% or more

14. Have you received a one-time monetary increase for a special project or initiative in the last five years?

No

Yes If YES, please describe number of times, year and purpose

15. How has your budget changed over the past five years in the following areas:

| | Decreased 1-10% | Decreased > 10% | Stayed about the same | Increased 1- 10% | Increased >10% | NA |
|-------------------------------------|--------------------|--------------------|--------------------------|---------------------|-------------------|----|
| Books (print & electronic books) | | | | | | |
| Print journal subscriptions | | | | | | |
| Electronic journal subscriptions | | | | | | |
| Archival journal collections | | | | | | |
| Online database services | | | | | | |
| ILL & document delivery | | | | | | |
| Copyright fees | | | | | | |
| Library staff | | | | | | |
| Hardware & equipment | | | | | | |

16. What is the approximate amount your organization spends per customer (within your library's targeted customer base) per year for library/information resources (print and electronic)?

Less than \$1,000/person/year
 \$1,001-\$1,500/person/year
 \$1,501-\$2,000/person/year
 \$2,001-\$2,500/person/year
 \$2,501-\$3,000/person/year
 \$3,001-\$3,500/person/year
 \$3,501-\$4,000/person/year
 \$4,001-\$4,500/person/year
 \$4,501-\$5,000/person/year
 More than \$5,000/person/year
 Library does not track this amount

17. Do you charge back to your customers for the following?

Internal Customers

| | Yes | No | NA |
|------------------------------|-----|----|----|
| Reference services | | | |
| In-depth research consulting | | | |
| Online database searching | | | |
| Interlibrary loan | | | |
| Document delivery | | | |
| Training | | | |

External Customers

| | Yes | No | NA |
|------------------------------|-----|----|----|
| Reference services | | | |
| In-depth research consulting | | | |
| Online database searching | | | |
| Interlibrary loan | | | |
| Document delivery | | | |
| Training | | | |

18. What are the greatest challenges you face in managing the library budget? _____

Section 4. Interlibrary loan & document delivery practices

19. What type of ILL management software does your library use?

Do not use any at this time
 ILLiad
 Software developed in-house
 Other (please specify)

20. How does your library use ILL management software? (choose all that apply)

Do not use at this time

To track requests
To track expenses
To calculate statistics
Other (please specify)

21. Does your library provide a document delivery service in which in-house documents are scanned, photocopied or delivered by library staff for your internal customers?

Yes
No

22. If you answered YES to the previous question, how many of the following items were delivered in the fiscal year indicated at the beginning of the survey?

Books: _____
Articles: _____
Other materials (please describe and include numbers): _____

23. If your library provides an internal document delivery service (to members of your own organization), what is the average turnaround time from when a library staff member receives a request to when the item requested is delivered to the client?

1 day
2-4 days
5-7 days
More than 7 days
NA
Other (please specify)

24. Do you participate in ILL lending?

Yes
Selectively
No

25. If you answered YES or SELECTIVELY to the previous question, please indicate the total number of items provided during the fiscal year indicated at the beginning of the survey:

1-100
101-200
201-300
301-400
More than 400
NA

26. How many ILL borrowing requests did your library make during the fiscal year indicated at the beginning of the survey?

1-50
51-100
101-200

201-300
 301-400
 401-500
 More than 500
 NA

27. What is the average number of days turnaround when borrowing items from another library? (Respond based on the time from when a request is received by your library staff to when it is delivered to your customer.)

Other materials: _____

Articles: _____

Books: _____

28. What is the size of your ILL/document delivery staff?

Regular staff

| | .5 FTE | 1 FTE | 1.5 FTE | 2 FTE | 2.5 FTE | > 2.5 |
|--------------------------------|--------|-------|---------|-------|---------|-------|
| Professionals | | | | | | |
| Technicians, aides, assistants | | | | | | |

Contractors

| | .5 FTE | 1 FTE | 1.5 FTE | 2 FTE | 2.5 FTE | > 2.5 |
|--------------------------------|--------|-------|---------|-------|---------|-------|
| Professionals | | | | | | |
| Technicians, aides, assistants | | | | | | |

29. What are the greatest document delivery/ILL challenges faced by your organization?

Section 5. Library staffing profile

30. How many librarians with an MLS degree are employed by your library? Include positions that are temporarily vacant.

Federal or regular employees: full-time _____

Federal or regular employees: part-time _____

Contractors: full time _____

Contractors: part-time _____

31. How many library technicians, assistants or aides are employed by your library? Include positions that are temporarily vacant.

Federal or regular employees: full-time _____

Federal or regular employees: part-time _____

Contractors: full time _____

Contractors: part-time _____

32. How does your library receive IT support for its operations, such as server and network maintenance and software upgrades and installations? (choose all that apply)

Dedicated library staff positions
IT support from your organization
Outsourced
If dedicated library staff, how many positions?

33. If there are "embedded" librarians in your organization, to whom do they report?

NA
Library management
Project team/department management
Both
Other (please specify)

34. If there are "embedded" librarians in your organization, who pays their salary?

NA
Library
Project team/department management
Both
Other (please specify)

35. What is the ratio of librarians to the total number of people in your customer base (target market)?

1 librarian to up to 100 professionals
1 librarian to 101-200 professionals
1 librarian to 201-300 professionals
1 librarian to 301-400 professionals
1 librarian to 401-500 professionals
1 librarian to more than 500 professionals

36. Does the library contract out any of the following functions at this time? (choose all for which third party vendors are used)

Cataloging and/or metadata application
Contract negotiations with vendors
Special projects or one-time initiatives (such as a large research assignments, consultants, etc.)
ILL or document delivery
Maintenance of library's electronic resources and systems
Web site content
NA
Other (please specify)

37. To what area within the organization does your library report?

General Administration
IT
R&D
Other (please specify)

38. How do your library staff members keep up to date with changes in technology and library practices? (choose all that apply)

Professional journals in the library/information management field
Formal training courses specifically for librarians
Formal certification courses (for Web site design or other technical skills)
Involvement in national and/or local library professional association programs and conferences
Involvement in professional organizations or events related to work of customers
Non-library journals specializing in topics related to work of customers
Webinars and online programs
Blogs (like Shifted Librarian)
Other (please specify)

Section 6. Library customers/users

39. What is the approximate total number of persons in the audience targeted for service by your library? _____

40. How many hours per day is your physical library accessible to customers?

Staffed (indicate number of hours): _____
Unstaffed (indicate number of hours): _____
NA

41. Which of the following do you assess routinely (at least once per year) to measure customer use of library products and services? (choose all that apply)

Circulation of print collection
Number of reference questions
Hits to library Web site
Number of sessions for each electronic library service
Number of items viewed/downloaded from each electronic library service
Cost/value of items viewed from each electronic library service
Number of documents ordered from document delivery service
Number of items requested via interlibrary loan
Other (please specify)

42. Over the past 5 years, has the nature of reference questions changed in any of the following ways? (choose all that apply)

Significant decrease in number of reference questions
Significant increase in number of reference questions
Little change in number of reference questions
Reference questions are increasingly complex
Reference questions are easier to answer
Little change in level of complexity of reference questions
Other (please specify)

43. How does your library receive the majority of its reference questions?

Phone
E-mail
Instant message
In-person
Other (please specify)

44. Which of the following do you use to obtain feedback regarding customer satisfaction with your resources and services? (choose all that apply)

Customer surveys
Focus groups
Suggestion box comments
Ad hoc surveys
NA
Other (please specify)

45. How do you find out what impact your resources and services have on your customers and your organization? Please describe the tools or methods you are using.

46. What is your perception of what members of your target audience value most about your library? (choose all that apply)

Place to get a book or other print material
Support of virtual communities
Place to use workstations with online resources
Quiet place to work
Comfortable place to meet and collaborate
Access to information professionals who provide research assistance
Access to customized resources for specific user groups
Access to a high-value digital library collection
Training/workshops
Other (please specify)

47. Does your library support your organization's publication mission in any of the following ways? (choose all that apply)

NA
Originates the publication process
Archives and makes electronically accessible the organization's publications
Archives and makes accessible in hard copy the organization's publications
Provides copies on demand
Other (please specify)

Section 7. Library outreach & marketing

48. How would you characterize the library's web presence on your organization's intranet? (choose all that apply)

No web presence at this time
Used extensively for communication between library and customers
Used extensively as portal for access to electronic resources
Used for submitting requests for materials (ILL and document delivery) and research
Relatively static page with basic information about library services
Other (please specify)

49. How do you communicate with your customers? (choose all that apply)

In-person - library staff attend customer departmental meetings
E-mail announcements or communiques
Print newsletter
Electronic newsletter delivered via e-mail
Library news posted at library web site
RSS feeds or e-mail alerts about library services delivered to appropriate user groups
Wikis
Blogs
Podcasts
Brochures, flyers
Announcement in organizational publication(s)
Special events
Poster presentations
Other (please specify)

50. Which of the following are being used to extend the reach and impact of the library within your organization:

Library liaison assigned to specific departments
Customer/stakeholder participation in library decision-making (through library advisory board, etc.)
Librarian participation in organizational decision-making
Reallocation of staff to accommodate special projects
Library publishes an annual report
Library contributes to annual report published by the parent organization
Other (please specify)

51. What types of training programs does the library provide or promote to its customers? (choose all that apply)

In-person training from vendors
E-learning programs delivered by vendors
E-learning programs delivered by library staff
In-person training delivered by library staff for specific products (e.g., how to use Web of Science)
In-person training delivered by library staff customized according to customer needs
One-on-one training as requested
New employee orientation
Library tours
Other (please specify)

52. What activities or strategies do you think have been the most effective in ensuring your organization's ongoing and long-term support for library resources and services?

Section 8. THANK YOU!

We appreciate the time you have taken to respond to this survey. We will share with you the results of the benchmarking survey once it has been analyzed. Please contact Rosa Liu, Group Leader, RLIG, [Email or phone: (301) 975-2787], Briget Wynne, [Email or phone: (301) 975-3981], or Mary Ann Hogan, Email or phone: (301) 975-5404] if you have questions or comments about the survey.