



University of
Massachusetts
Amherst

Transforming Academic Libraries for 21st Century Students: UMass Amherst Libraries -- a Case Study

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Transforming Academic Libraries for 21st Century Students

UMass Amherst Libraries
A Case Study

Jay Schafer – Director of Libraries



Old Favorite Quote:

“The parallels between the printing press era and today are sufficiently compelling to suggest:

- Changes in the information age will be as dramatic as those in the Middle Ages in Europe.
- The future of the information age will be dominated by unintended consequences.
- It will be decades before we see the full effects of the information age.” (paraphrased)

James A. Dewar – *The Information Age and the Printing Press: Looking Backward to See Ahead.* Rand Report P-8014. 1998

<http://rand.org/pubs/papers/P8014/index2.html>



New Favorite Quote:

The Digital Revolution [is] ripping through our lives like the meteor that extinguished the dinosaurs.

Louis Rossetto (founder of Wired)

"What we got right – and wrong."

Wired. June 2008



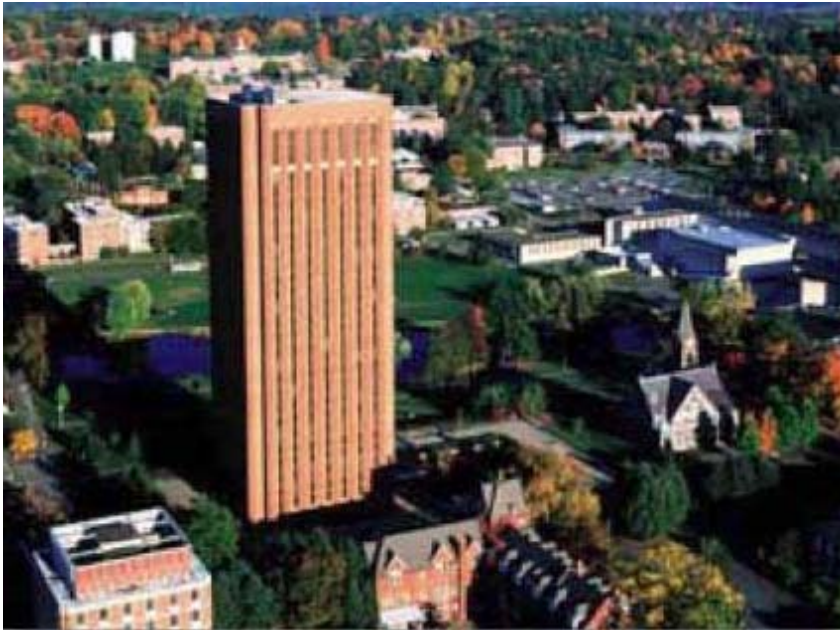
University of Massachusetts Amherst

- Founded 1863 as Land Grant University (Mass Aggie)
- 1,450 acre campus
- Currently 25,593 students
 - 19,823 undergraduate
 - 5,770 graduate
- 1,169 faculty
- 10 Schools & Colleges
 - 87 bachelors degrees
 - 73 masters degrees
 - 51 doctoral degrees
- \$ 244,681,262 campus base budget

UMass Amherst Libraries (FY 06)

- 3,230,697 volumes
- 40,749 current serial titles (including all electronic journals)
- \$14,680,447 total expenditures
- \$ 7,176,049 professional wages
 - 55 FTE librarians & professional staff
 - 76 FTE support staff
 - 46 FTE student staff
- \$5,579,248 total materials expenditures
 - \$ 974,487 monographs
 - \$ 4,339,742 serials (including electronic)
- \$1,836,714 operating budget

W.E.B. Du Bois Library



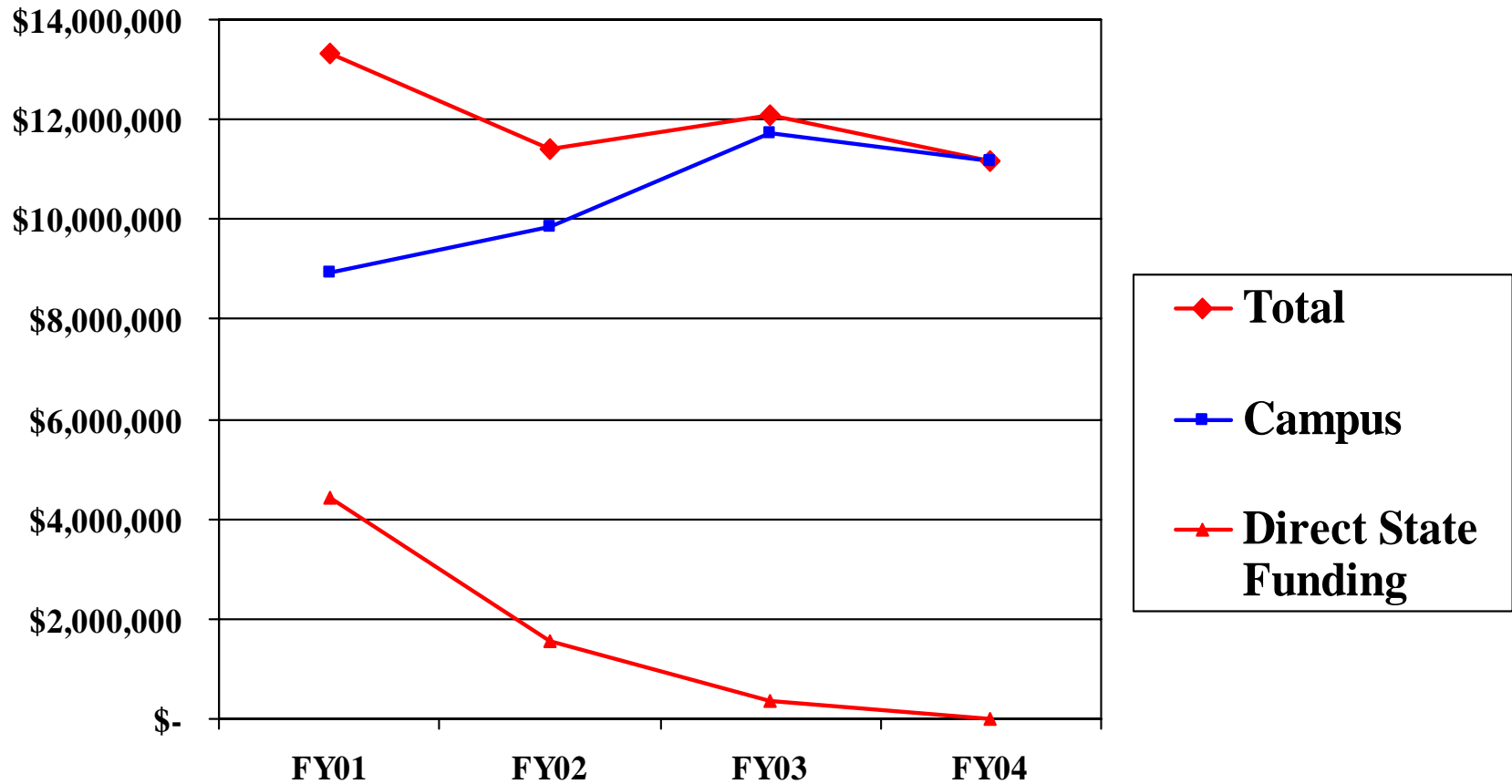
- Opened 1973
- Tallest academic library building in the world
- 28 floors
- 405,000 gross sq. ft.
- 286,000 net assign.

Fiscal Years 2002 - 2004

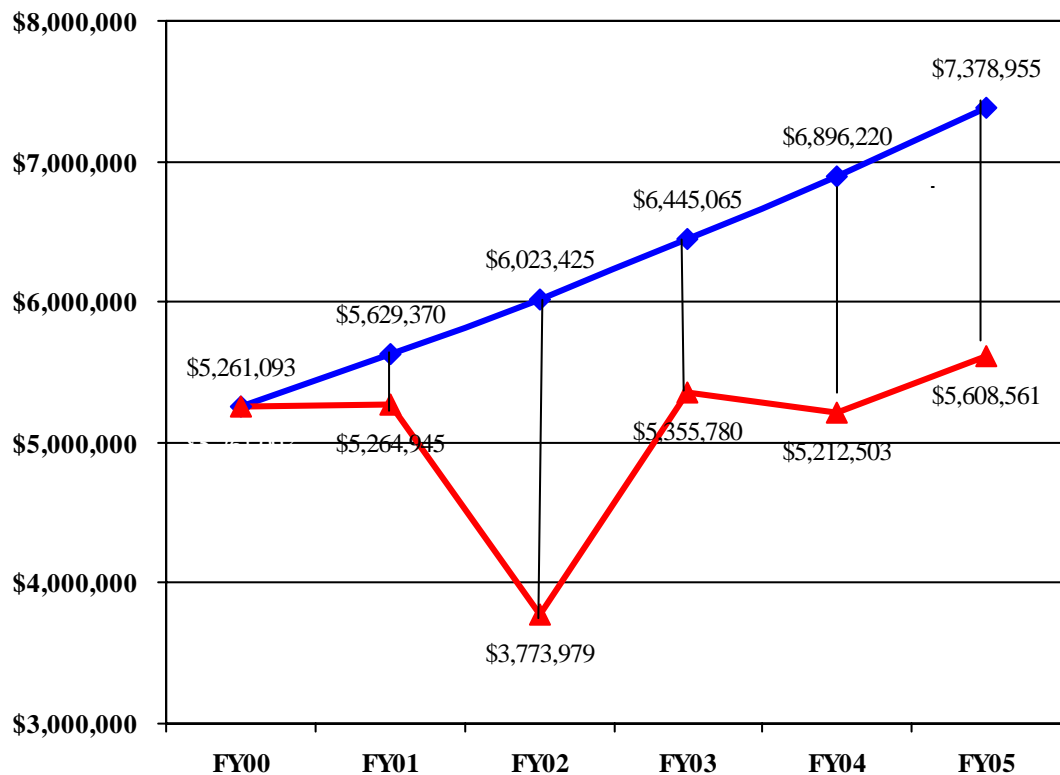
The Bad Years



Libraries Total Expenditures FY01 – FY04



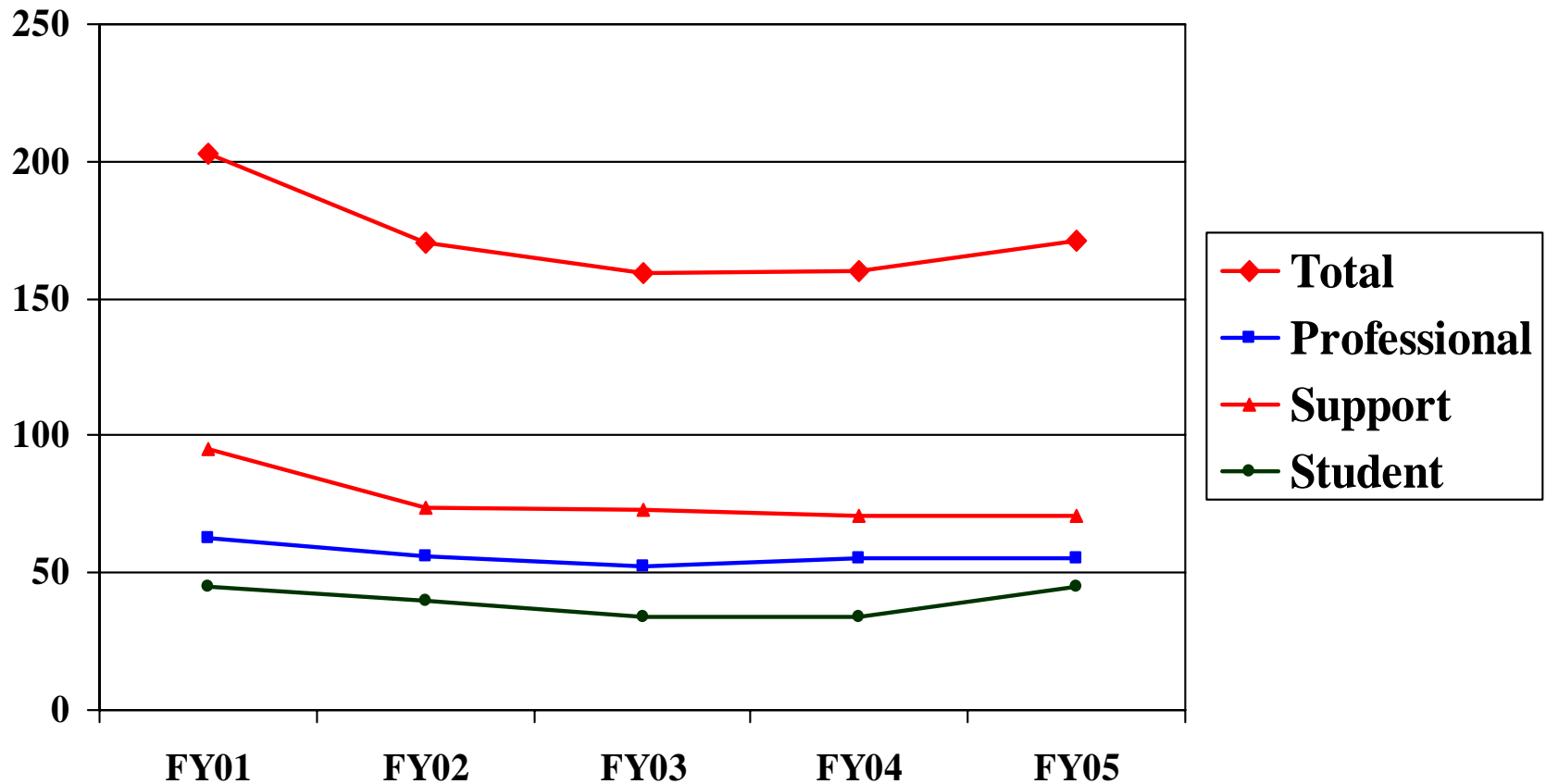
Libraries Acquisitions Spending FY 00 - FY 05



◆ **Maintain FY00**
Buying Power (7%
Annual Inflationary
Increase)
▲ **Actual**

	\$ 364,425	\$2,249,446	\$1,089,285	\$1,512,552	\$1,770,394
	Lost	Lost	Lost	Lost	Lost
	Buying	Buying	Buying	Buying	Buyingestimated

Staffing FY01 – FY05



Estimated

Managing Change

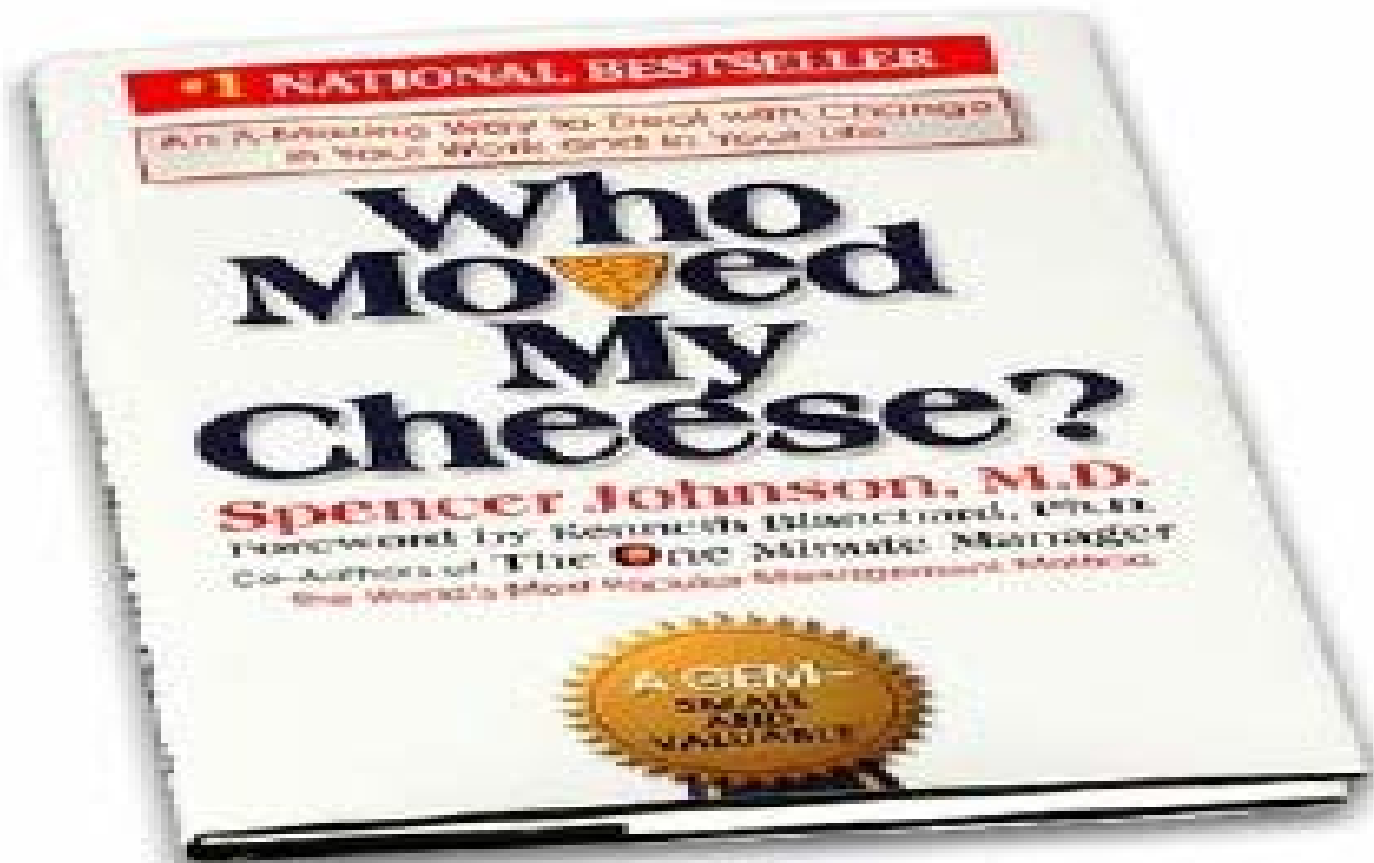
Working with the Remaining Staff



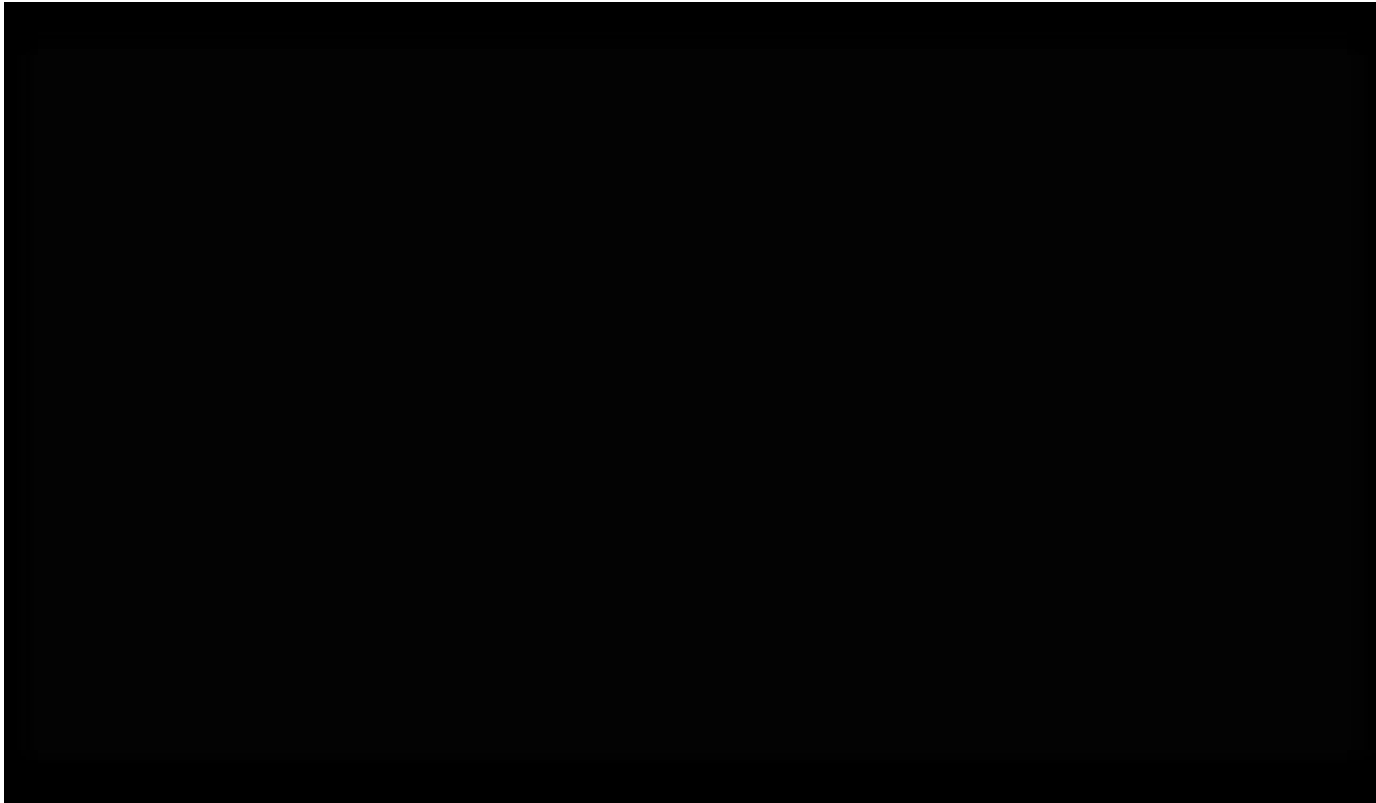
Library Staff Reaction to cuts ...

- Many staff who have worked in the library for 20+ years
- We are doing great work – why are we being punished ?
- Don't funders understand the importance of our work ?
- Will cuts continue ?
- How can we meet the needs of students and faculty with these reduced resources ?

Managing Change



Managing Change



- <http://www.whomovedmycheese.com/change/movie/index.html>

Shift in Organizational Thinking

- OLD CHEESE
 - Focused on print resources
 - Tradition of “perfection” in cataloging and other services
 - Comprehensive collection building and service (“just in case”)

- NEW CHEESE
 - Shift to digital (electronic) resources
 - Outsource acquisition of routine books
 - Approval plans
 - Cataloging/processing (Shelf-ready)
 - Concentrate staff resources on unique materials
 - Redirect staff to priority areas:
 - Interlibrary Loan/Document Delivery (“just in time”)
 - Electronic Reserves
 - Development (fund-raising) & Communications (telling our story)

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Re-Imagining

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Libraries



**UMass Amherst
Du Bois Library
Learning Commons**

Du Bois Library Deck Replacement Project 2004-2006



Du Bois Library Deck Replacement Project 2004-2006



Today's undergraduates...

- Thrive in a digital, graphical, gaming, noisy, and multitasking world
- Interactive life that blends the social and academic with food
- Multiple and integrated communication modes (cell phones, pdas, IM, RSS, blogs, podcasts, etc.)
- Learn experientially (by trial and error and through collaboration with their friends, normally in groups)
- High-achievers
- Expect choices, customization, self-service, and instant gratification

Today's undergraduate students require us to take risks and revolutionize library services and systems ...

- Consolidate service points (make most efficient use of staff and minimize frustration for students)
- Add convenience for users; self-service options
- Provide 24/7 access to resources, services, and facilities (remote and in building)
- Study new technologies our students are using to see if they have potential for enhancing our services (IM, texting, Facebook, Second Life, etc)
- Study emerging technologies; look at what other libraries are doing with technology

The seal of the Commonwealth of Massachusetts is partially visible on the left side of the slide. It features a shield with a Native American figure holding a bow and arrow, with a five-pointed star above. A ribbon below the shield contains the motto "LIBERTATE QUIETEM". The seal is encircled by the text "SIGILLUM REIPUBLICAE MASSACHUSETTENSIS".

Learning Commons or Information Commons

Integrated Services in a Learning Commons

- Integrates library and other campus services, staff, resources, collections, and technologies
- Brings services into the Library as the heart of the campus
- Integrates the social and academic
- Accommodates student lifestyles with long hours and food services
- Provides varied and flexible collaborative spaces that adapt to students' changing patterns of learning and innovating
- Connects students with the information, resources, and support they need to succeed on campus

A Learning Commons is not just more computers ...

Connecting to the academic mission ...

- Student success
- Student retention
- Inclusion of diverse populations
- Increased student learning

Before...

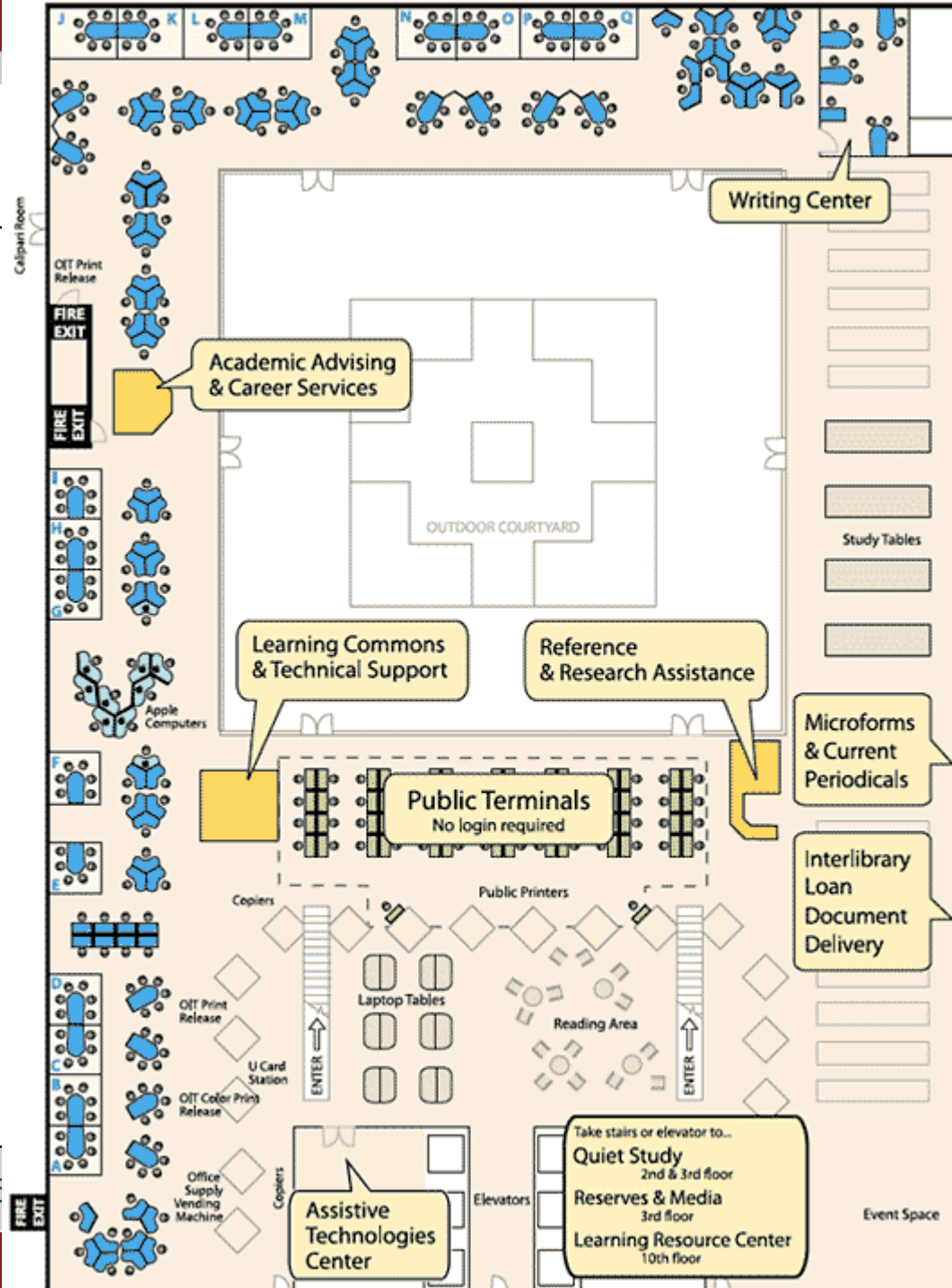


During...



After...used to be Reference Books...





Study Rooms
(group priority)

Set
Cell Phones
to Vibrate

OIT Wireless
Access
Throughout

it.umass.edu/wireless



Spaces...

- 25,000 square feet
- 17 group study rooms, each of which accommodates 4-10 people
- Combined total of over 250 seats
- Computer classroom for library instruction plus...

Resources...

- 200 computers (PCs and MACs)
- 400+ ports for laptop network access to campus network and the internet
- 50 laptop PCs & 2 projectors for student check-out
- Wireless on all floors
- Copying, printing, faxing, scanning, UCard transfer station





What can students do in the Learning Commons?

- Use library collections, databases and services
- Get help with technology, writing, career services, academic advising, and academic tutoring
- Study
- Collaborate
- Socialize
- Eat and drink
- Meet in group study rooms and spaces
- View exhibits
- Attend events and training
- Attend library instruction
- Make copies, print-outs
- Use wireless
- Borrow tablet PCs and projectors
- Buy office supplies







A variety of flexible spaces...



More spaces...



2nd & 3rd Floor Quiet Study



Cell Zone™ Cell Phone Booth



Service Points and Staffing



Campus Partners

- Academic Advising
- Campus Bookstore
- Campus Police
- Career Services
- Center for Teaching (Instructional Design)
- Disability Services
- Food Services (Café)
- Learning Resource Center (Student Tutoring)
- Janitorial Services
- New Student Orientation/Campus Tours
- Office of Information Technologies (Help Desk & Computer Classrooms)
- Writing Center

Help is always available...

Learning
Commons &
Technical Support
Desk →



- Building Security Desk
- Course Reserves & Media Desk (Laptop checkout)

Research help...



Other student support service...



Academic Advising
& Career Services



- Writing Center
- Assistive Technologies
- Learning Resource Center (10th floor)
- OIT Classrooms (7th & 16th floors)

Coffee and Food – Procrastination Station



- 75,600 cups of coffee
- 184,000 transactions
(\$2.20 average per sale)
- \$404,000 gross

How do you measure success?

- Positive comments from students, faculty, administrators, community
- Gate counts average 5,000 per day
- Procrastination Station sells most coffee on campus
- Long lines for computers
- Asking for 24 hours / 7 days per week
- All laptops checked out most of the time

Lessons Learned

- ***Create a space for students – not librarians***
- Partners the Library with the Teaching/Learning community as well as the Research community
- Involve students in planning (focus groups)
- More electricity and networking (especially wireless)
- Food & drink available during all open hours (vending machines)
- Events: a space everyone wants to use

Designed for students not librarians



Post Script

Administrators Support
Winners
Not
Whiners

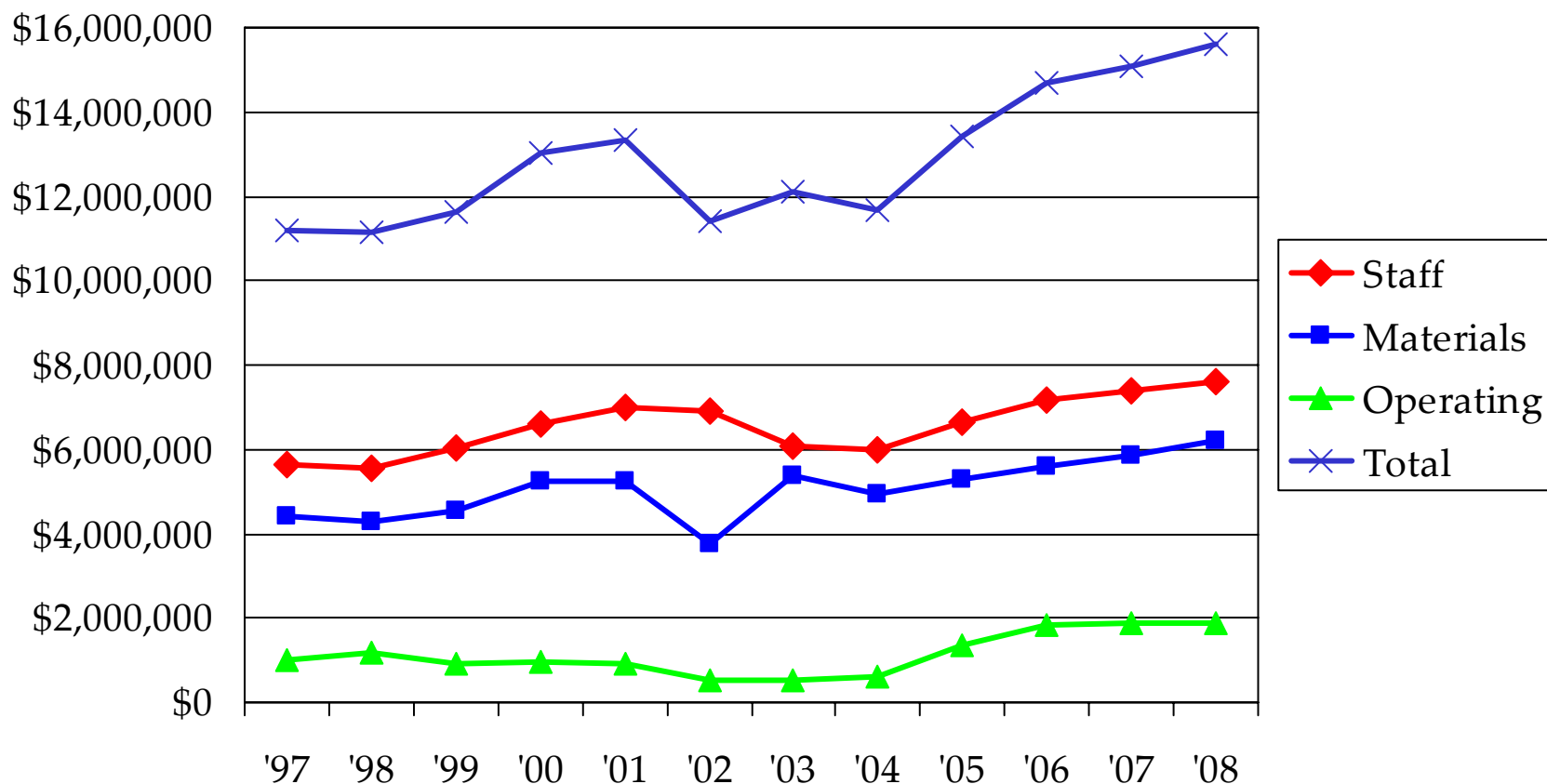


“A campus library is the soul of the academic institution and we want our students to spend quality time there, transforming information into learning, exploring ideas and sharing insights with other students as they blur the line between studying and socializing

-- Provost Charlena Seymour



Libraries Total Expenditures 1997 - 2008



Conclusion and Beginning

The transformation of the UMass Libraries in four short years is remarkable to those who have experienced it.

The dedication and hard work of library staff and the synergies of reorganization forced by:

- Budget Reductions
- A commitment to excellence in providing information resources and services
- The challenges of technological change, and
- Opportunities to create 21st Century facilities

have allowed the phoenix to rise renewed from its ashes.



Thank You

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