



The Value of Military Libraries

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SLA
Connecting People
and Information

**Military Libraries
Division**

You are a Special Librarian!



THE VALUE OF ACADEMIC LIBRARIES

A Comprehensive Research Review and Report



ACRL Association of College
& Research Libraries
A Division of the American Library Association

*Prepared by Dr. Megan Oakleaf, Syracuse University
for the Association of College and Research Libraries*



Context for Value?

Few libraries exist in a vacuum, accountable only to themselves. There is always a larger context for assessing library quality, that is, what and how well does the library contribute to achieving the **overall goals of the parent constituencies?**

(S. Pritchard 1996)



What and how well does the library contribute to achieving the **overall goals of the parent constituencies?**



What exactly are the goals of *your* organization?

Data, Evidence, & Proof

Not only do stakeholders count on organizations to achieve their goals, they also require them to *demonstrate evidence* that they have achieved them.



The same is true for libraries; they too can provide evidence of their value.

(p 26)



The “Wrong” Kind of Proof?

- Inputs (resource counts)
- Outputs (use counts)
- Satisfaction
- Service quality
- Librarian time & effort



It's all about *outcomes*.



What difference do
you make for the user?



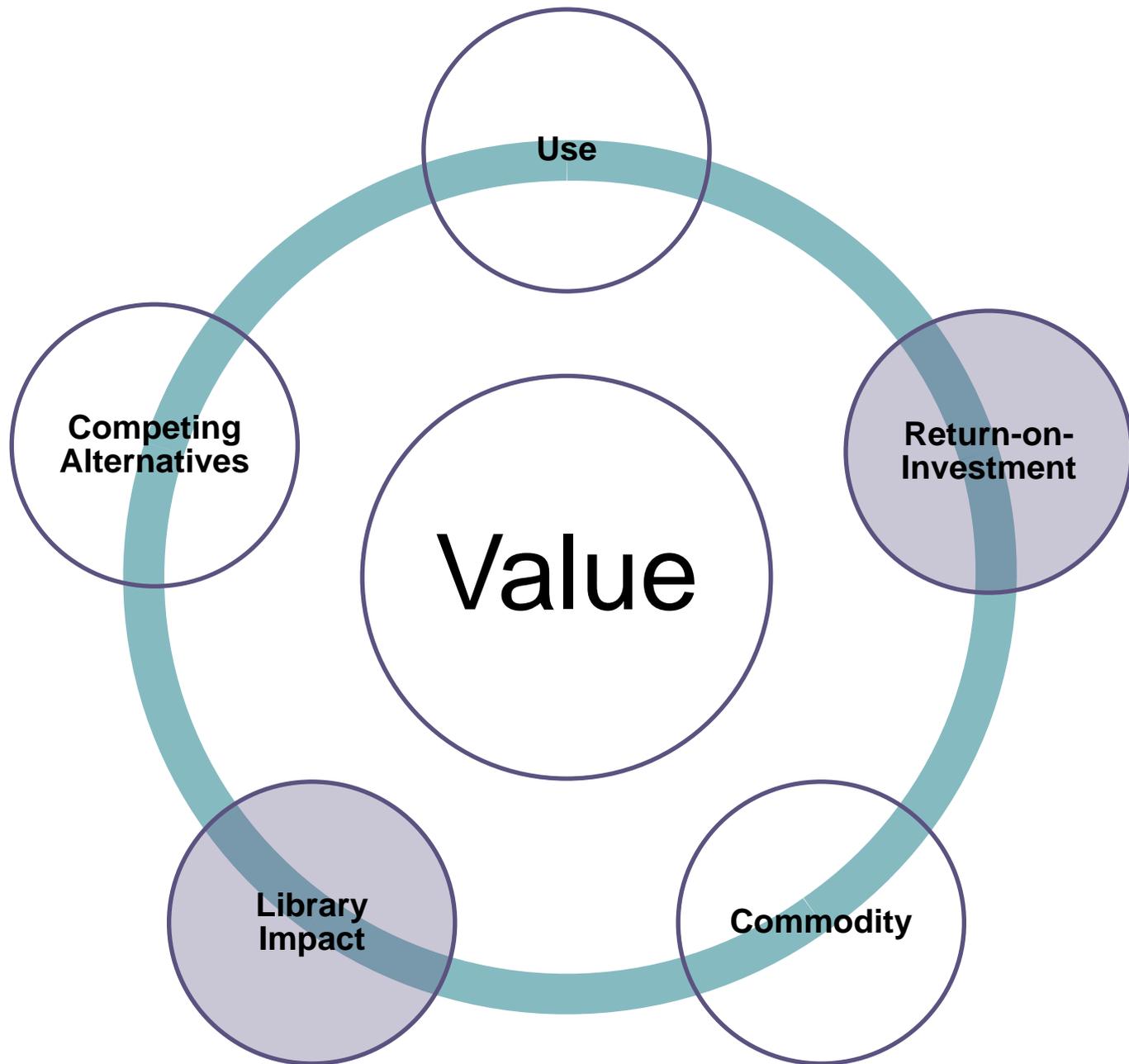


What difference do
you make
for the user?
Who is your user?



What difference do you make for the organization?





Products

Service

Collections

Experience

Mediation

Enabling

Resources

Educational Impact

Facility

People

Access

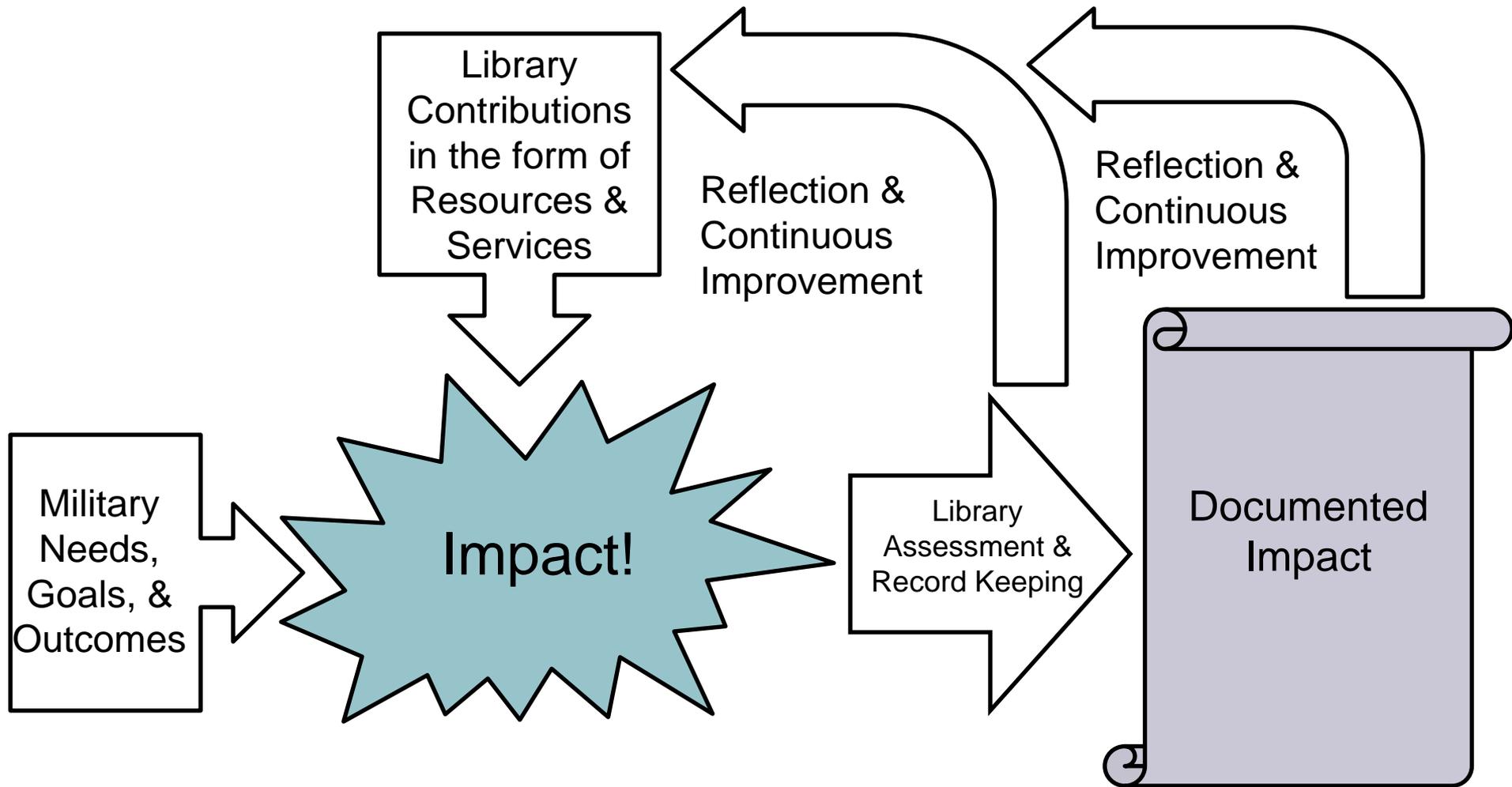
Sense-Making



This is not business as usual.

This is a
national reframing
of library value.





Oakleaf, Megan. "Are They Learning? Are We? Learning and the Academic Library." *Library Quarterly*. 81(1). 2011.



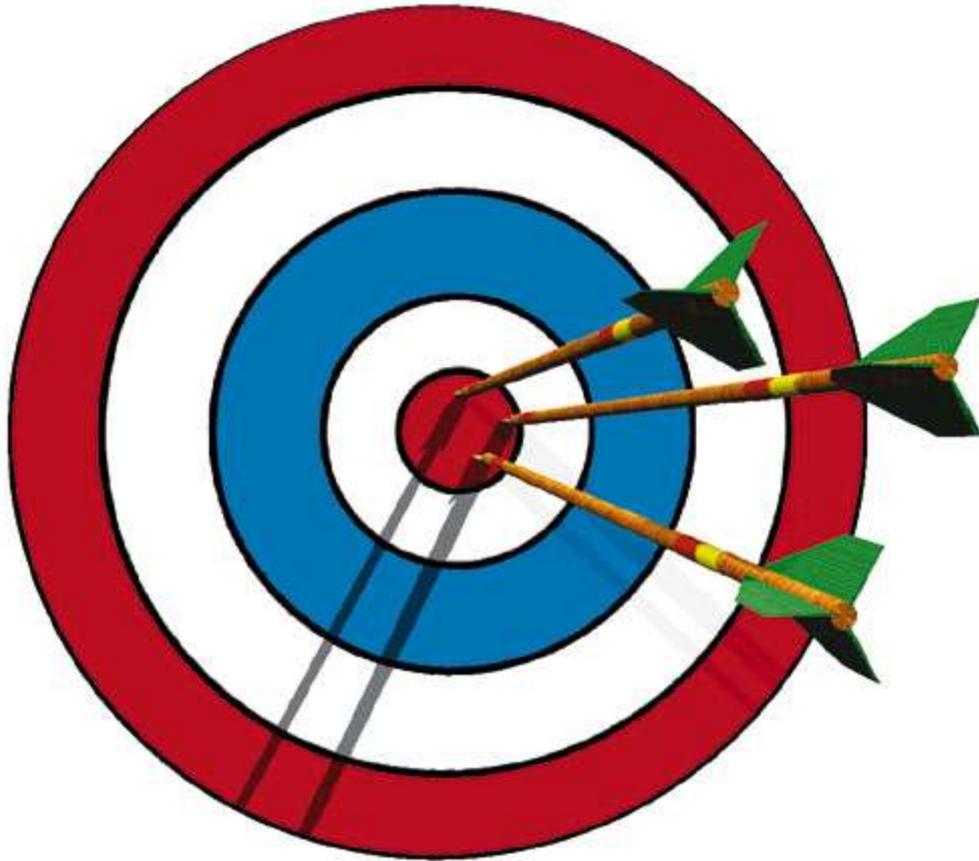
Military Users



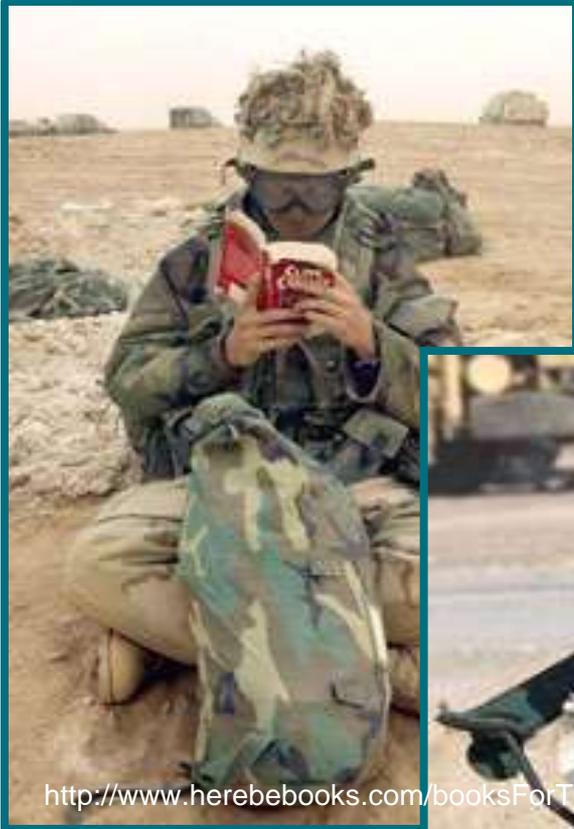
- Active/deployed/returning/retired service members
- Families & family support groups
- Civilian counterparts
- Public



Goals, Needs, Outcomes



Morale, Recreation



Yongsan Library



Some rights reserved by Morning Calm News



Photo by Pfc. Lee Min-hwi (USAG-Yongsan)



Personal Development

WHETHER YOU
THINK YOU CAN,
OR THINK YOU CAN'T,
YOU'RE RIGHT.

(HENRY FORD)



Preparing for & Understanding Adjustment, Specific Post-Deployment Conditions



<http://www.dvidshub.net/video/25180/around-air-force-jun-14>



Understanding & Claiming Benefits



Course & Distance Learning Support



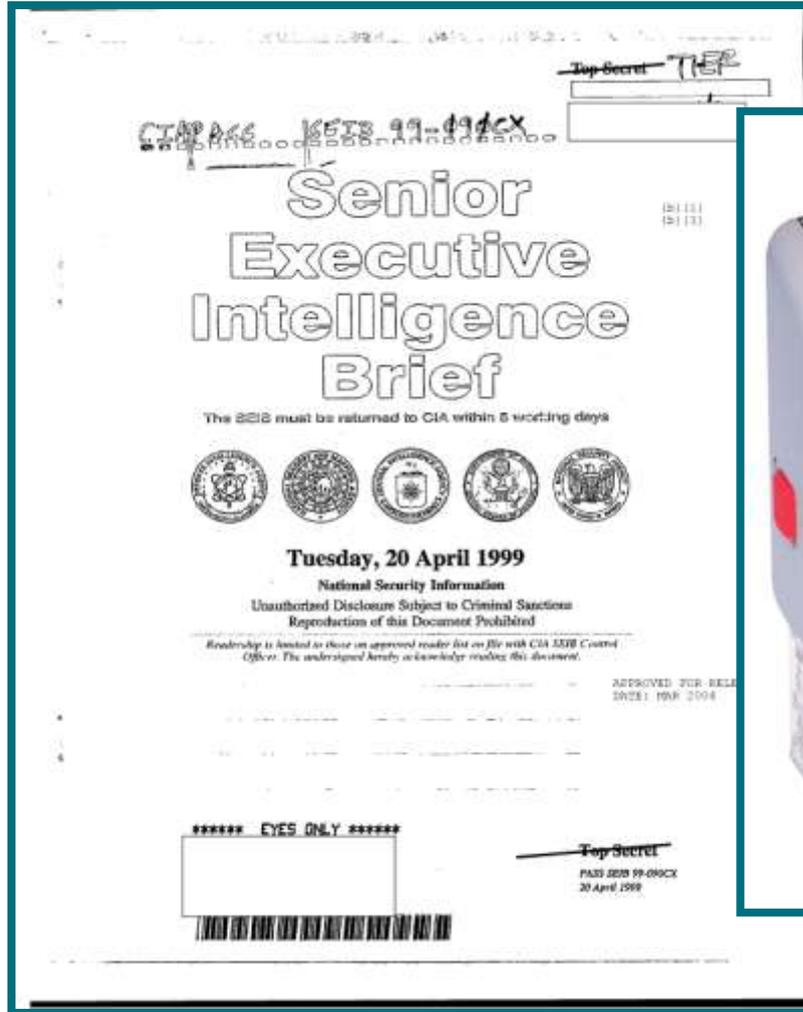
UMUC
OUTRANKS THE COMPETITION



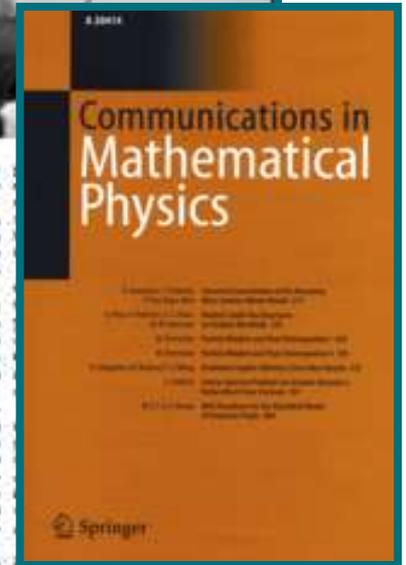
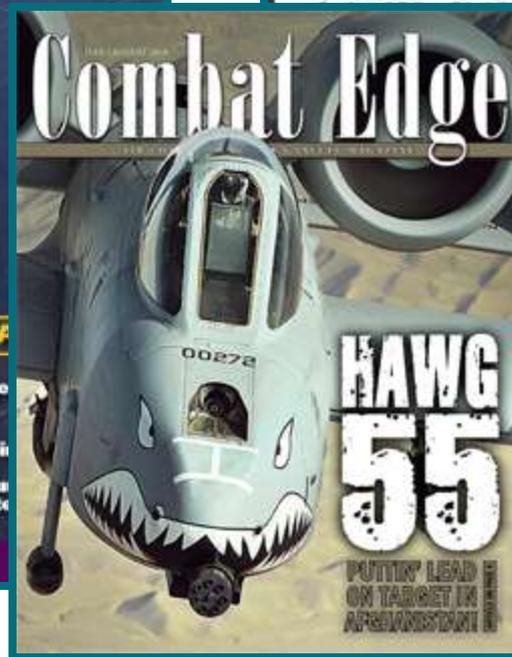
Mission Achievement, Operation Planning, & War-Fighting



Protection of National Security & Classified Information



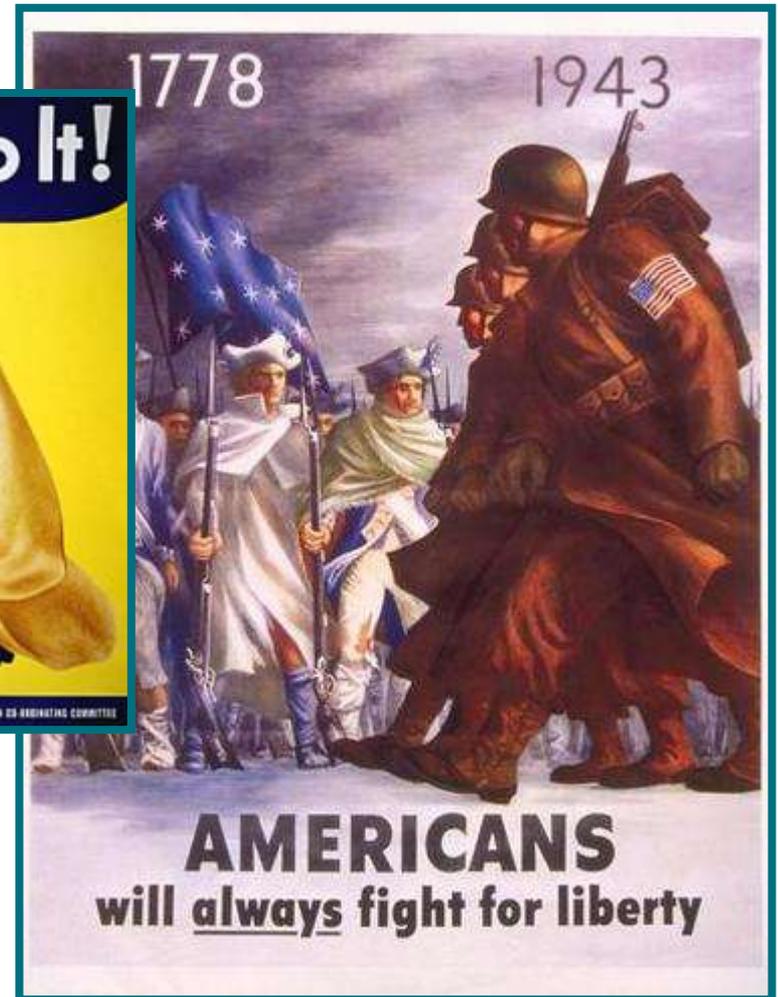
Study, Research, & Publication within specific scientific constituencies



Study, Research, & Publication which often lead to funding!



Archives & Special Collections





**Military Goals,
Needs, & Outcomes**

	Reference/ Consultations	Library Classes/ Workshops	Special Programs	General Interest Collections	Technical/Research Collections	Computer Access	Facilities/Spaces	Other:
User Succeeds in Current Job Tasks, Preps for New Tasks								
User Becomes More Self-Reliant, Better Problem Solver								
User Experiences Social Inclusion, Community Building								
User Succeeds in Academic Coursework								
Operations Planning is Efficient Effective								
National Security is Protected								
Unit Mission of _____ is Accomplished								
Other:								

Y = Yes, there is impact.
N = No, there is no impact.
CB = There could be impact
if we did something different
or better.

Rethinking the Focus

Joint Forces Staff College library mission:

- acquire materials relevant to curriculum and research requirements;
- catalog these materials for the permanent collection;
- maintain and update the online library catalogs;
- give reference and research assistance to JFSC students, staff, and faculty;
- prepare bibliographic resources to aid teaching, research, and professional development;
- search electronic report and literature databases;
- develop and conduct programs of library instruction for faculty and students;
- offer interlibrary loan service for research and professional development requirements;
- organize and circulate reserve materials;
- prepare targeted reading lists; and
- make available a balanced, accessible, and current collection of books, documents, periodicals, electronic resources and media.



So what?

**What do you
enable the user to do?**

Rethinking the Focus

Defense Technical Information Center's Mission Statement:

- To provide essential, technical research, development, testing and evaluation (RDT&E) information rapidly, accurately and reliably to support our DoD customers' needs.

We accomplish our mission by:

- Providing centralized operation of scientific, technical and related defense information services, databases, systems, or networks for the acquisition, organization, retrieval, and dissemination of information to support the Defense Community
- Developing and improving DoD Scientific and Technical Information (STI) and Defense Information systems through the continuous application of advanced, innovative processes, techniques and technologies for information discovery, analysis and dissemination
- Assuring information security and integrity while improving customer access through the enhancement and application of the latest guidance and technologies for system security, user authentication, access control and single sign on
- Managing the DoD Information Analysis Centers program
- Performing outstanding Customer Service including extensive user training and outreach programs

So what?

**What do you
enable the user to do?**

What Organizational Goals Do Library Services & Resources Impact?

Selected Reference Questions Received by the Joint Forces Staff College

- How do you measure success in the global war on terrorism?
- What are the causes of noncombatant casualties in Operation Iraqi Freedom and how can we reduce them?
- What initiatives are the services taking to increase the number of graduates with foreign language proficiency?
- How is the National Guard being transformed to meet national security needs?
- I'm looking for a cartoon on the human rights record in Uzbekistan. Would you fax it to me? —reported by Gail Nicula, director, JFSC library

FEBRUARY 2006 | **AMERICAN LIBRARIES**

Chepesiuk, Ron. "Mission: Access." *American Libraries*, 37.2 (2006): 24-27.



So what?

**What does answering these
questions
enable the user to do?**

A close-up profile of a person's face, showing their nose, mouth, and hand. The hand is cupped around the mouth, suggesting they are shouting or calling out. The person has a bright smile, showing their teeth. The background is plain white.

Recommendations

**Define
outcomes.**

A B C



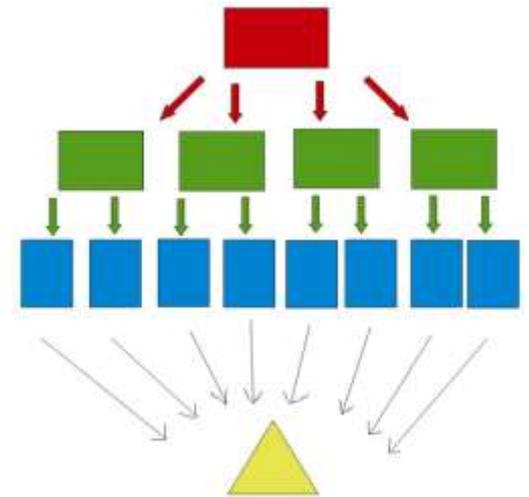


A B C

**Investigate
outcomes!**



**Determine
what libraries
enable service
members,
leaders,
families, &
others to do.**



The question is not, “How good is the library?”

**The question is,
“How much good does the library do?”**



- Time saved
- Reduced costs
- Faster work
- Improved quality of work
- Quicker response to threats
- Money saved over alternative information sources
- Risk of irrelevant or inappropriate information decreased

For example, medical libraries produce results that...

- Help physicians handle their cases
 - Diagnosis
 - Choice of tests
 - Choice of drugs
 - Length of hospital stay
 - Advice given to patients
- Avoid hospital admissions, hospital-acquired infections, surgeries
- Save physicians time, save general health care expenditures
- Avoid patient mortality

**K-12 focus?
Demonstrate and
develop library
impact on student
learning.**



**Develop systems
to collect data on individual
library user behavior, while
maintaining privacy.**





I can help!
I am a librarian
and an expert in
finding the
information you
need to make
decisions!



**Appoint librarians to
support senior
leadership as
appropriate...
It just makes sense.**



**Record and
share library
contributions
to overall
organizational
success.**



At the end of the day, this?

The Library's budget for last year was \$5 million. We have ten employees who are very busy, and we'd like to add three more to help with workload and turnaround times, so we need more money for added headcount. During last year, the Library performed 500 research projects. We updated intranet content 50 times each on four portal sites. The Library managed a collection of 230 periodicals, and 225 new books were bought and processed. Seven hundred items were circulated from the Library's collection. All this work is very time-consuming, but the Library staff works very hard and at 100% capacity, so we're happy to say we managed all this last year with only 10 on staff.



Or *this*?

The Library budget for last year was \$5 million, an investment for which the Company received a \$7.5 million return. Ten Library employees generated this \$2.5 million profit, and we believe adding three more employees will increase that margin. Last year, the Library performed 500 research projects. Library users tell us that the Library's participation on those projects saved them an average of 14 hours per project, which translates to \$168,000; that we saved them on average \$2,500 in direct costs per project (\$1,250,000); and that, on 50 of the projects, we found information that led to an average sale or increased sale of \$85,000 (\$4,250,000). Intranet site content, which the Library pays for and posts, resulted in 14 known new sales, each valued on average at \$131,000 (\$1,834,000).



Discuss

- What are the next steps we could take to integrate libraries into organizational mission/impact/value conversations?
- What skills & strategies would we need to learn?
- How might we go about learning these skills & strategies?



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CHOOSE YOUR OWN ADVENTURE # 2
 YOU'RE THE HERO OF THE STORY!
 CHOOSE FROM 42 POSSIBLE ENDINGS.
JOURNEY UNDER THE SEA
 BY R.A. MONTGOMERY



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 3
 YOU'RE THE HERO OF THE STORY!
 CHOOSE FROM 40 POSSIBLE ENDINGS.
BY BALLOON TO THE SAHARA
 BY D. TEASDALE



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 4
 YOU'RE THE HERO OF THE STORY!
 CHOOSE FROM 40 POSSIBLE ENDINGS.
SPACE AND BEYOND
 BY R.A. MONTGOMERY



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 5
 YOU'RE THE HERO OF THE STORY!
 CHOOSE FROM 40 POSSIBLE ENDINGS.
THE MYSTERY OF CHIMNEY ROCK
 BY EDWARD ENCKARD



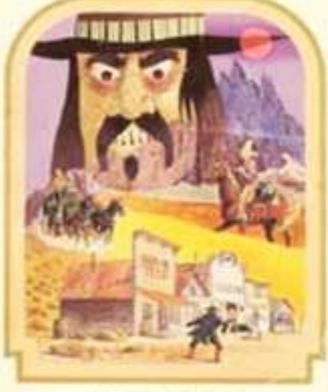
ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 6
 YOU'RE THE HERO OF THE STORY!
 CHOOSE FROM 40 POSSIBLE ENDINGS.
YOUR NAME IS...
 BY EDWARD ENCKARD



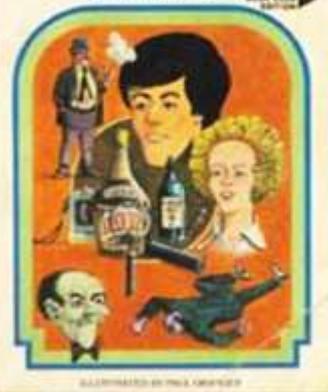
ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 8
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 57 POSSIBLE ENDINGS.
DEADWOOD CITY
 BY EDWARD ENCKARD



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 9
 YOU'RE THE DETECTIVE
 AND IT'S YOUR BIGGEST PERIODIC CASE!
WHO KILLED HARLOWE THROMBEY?
 BY EDWARD ENCKARD



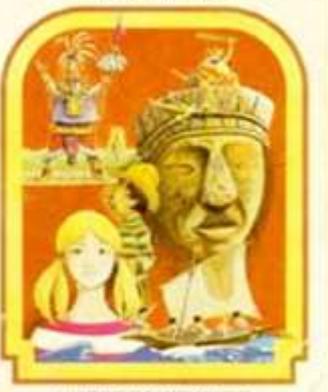
ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 10
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 36 POSSIBLE ENDINGS.
THE LOST JEWELS OF NABOTH
 BY R.A. MONTGOMERY



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 11
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 44 POSSIBLE ENDINGS.
MYSTERY OF THE MAYA
 BY R.A. MONTGOMERY



ILLUSTRATED BY RICHARD WOODRUM

CHOOSE YOUR OWN ADVENTURE # 12
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 40 POSSIBLE ENDINGS.
INS UFO
 BY EDWARD ENCKARD



ILLUSTRATED BY PAUL GRANGER

CHOOSE YOUR OWN ADVENTURE # 14
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 22 POSSIBLE ENDINGS.
THE FORBIDDEN

CHOOSE YOUR OWN ADVENTURE # 15
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 20 POSSIBLE ENDINGS.

CHOOSE YOUR OWN ADVENTURE # 16
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 20 POSSIBLE ENDINGS.

CHOOSE YOUR OWN ADVENTURE # 17
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 22 POSSIBLE ENDINGS.

CHOOSE YOUR OWN ADVENTURE # 18
 YOU'RE THE STAR OF THE STORY!
 CHOOSE FROM 20 POSSIBLE ENDINGS.



Fortune favors the **bold**.





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