Benchmark Service Area Review
Library
FY 2005-06

Completed by: Lisa Griest
Director of Library Services
Sheri Kinney
Verde Library Manager
June 2007

Yavapai College
Revised Spring 2007
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Introduction</td>
<td>2</td>
</tr>
<tr>
<td>B. Mission</td>
<td>2</td>
</tr>
<tr>
<td>C. Service Area Personnel</td>
<td>3</td>
</tr>
<tr>
<td>D. Service Area Outcomes</td>
<td>5</td>
</tr>
<tr>
<td>E. Strengths, Weakness, Opportunities, Threats</td>
<td>5</td>
</tr>
<tr>
<td>F. Budgets and Staffing</td>
<td>8</td>
</tr>
<tr>
<td>G. Benchmarks</td>
<td>9</td>
</tr>
<tr>
<td>H. Recommendations</td>
<td>11</td>
</tr>
<tr>
<td>I. Action Plan</td>
<td>12</td>
</tr>
</tbody>
</table>

## Appendices

*Appendix A-Benchmark Data*

*Appendix B-- Core Academic Support Functions/ Accomplishments  2006-2007*
A. Introduction

Benchmarking is a process of identifying and sharing best practices. Through this process Yavapai College will use the information gathered to better serve its students and community. Using enrollment, full-time faculty counts, and multiple campus status as selection criteria the following benchmark colleges were selected by the Service Area Review Committee: Arizona Western College, Central Arizona College, and Cochise College. (Mohave Community College, though selected as a benchmark college, did not submit library data.) Selection was carefully determined to best match Yavapai College characteristics.

The Library developed its benchmarking criteria for this study by referring to the Standards for Libraries in Higher Education, published by the Association of College and Research Libraries (ACRL) in 2004. The ACRL is the professional division of the American Library Association for college and university libraries. The benchmarking criteria selected include inputs (volumes held, volumes added, expenditures, instructional sessions, computer workstations, etc.) and outputs (circulation, interlibrary loan requests, reference questions, etc.) suggested as points of comparison in the Standards. Measurement of inputs and outputs include 1) electronic statistics generated through the Yavapai Library Network and database providers, and 2) manually generated statistics where electronic statistics were not available. Manual statistics collected by the YC Library follow the guidelines established by the U.S. Department of Education National Center for Education Statistics “Academic Libraries Survey” and the ACRL Statistics survey.

B. Mission

Mission Statement

The mission of the Yavapai College Library is to support and enhance the academic, professional, and lifelong learning needs of the Yavapai College community. We do this by:

- Providing information resources, technology, and support necessary for success in teaching and learning;
- Providing environments, services, and programs that promote discovery, engagement, and the value of lifelong learning.

Historical Sketch

In 1987 the Yavapai College Library joined with the Prescott Public Library to form the Yavapai Library Network. 20 years later, this network has grown to over 40 libraries with a shared collection of over 1 million titles. Nearly 2 million volumes were circulated within the YLN in 2006.
The YC Library is the second-largest member in the YLN and the largest lender of materials to other libraries. In 2005-2006, the Library loaned approximately 133,000 items, an increase of close to 60% from 2000-2001. In 2005-2006, new Library facilities were constructed on the Prescott and Verde campuses. Growth in services since the construction of these facilities has been equally impressive. The lending of materials is only one indicator of the Library’s success. The Library's other core service indicators reflect impressive delivery of all services as compared to the other institutions in this benchmark study.

C. Service Area Personnel

Description

**Director of Library Services**
Administers, directs, and provides overall leadership for all aspects of Library Services at the Prescott campus Library; develops, articulates, and promotes a campus-wide vision for Library Services throughout the YC District; coordinates, leads, and evaluates all planning efforts relating to District-level Library Services; provides leadership, direction, and support for Library Management Team.

**Verde Library Manager (Verde)**
Through collaboration with the Director of Library Services and library staff, plans, implements, and evaluates library programs and services on the Verde campus and in Sedona and Camp Verde. Member of the Library Management Team.

**Public Services Librarian/Manager**
Coordinates, develops and supervises services and staff for the Reference and Circulation Departments; supervises technology support functions; contributes to the overall management of the Prescott campus Library; provides reference, outreach, and instructional services. Member of the Library Management Team.

**Technical Services Librarian/Manager**
Coordinates, develops and supervises services and staff for Technical Services Department; responsible for the selection, acquisition and original cataloging of new print and digital materials; provides reference and outreach services. Member of the Library Management Team.

**Library Specialist**
Provides library instruction and reference services; oversees Archives, government documents, and map collections.

**Library Technician (Administrative Assistant)**
Performs general office support functions for the Library (purchasing, budget monitoring, building issues, payroll, etc); performs other related Library duties in circulation and technical services.
Library Technician (Circulation)
Oversees the Circulation Department; develops and provides circulation, academic reserves, and copyright services; promotes the Library’s resources and services.

Library Technician (Technical Support)
Provides technical and computer-related assistance and support to students, staff, faculty and community users; trains staff in technological-related issues; provides district-wide support for the library’s databases; supports development of digital library projects; provides circulation services.

Library Technician (Copy cataloging)
Receives and catalogs incoming materials and supervises the processing of materials. Supports collection development functions such as withdraws and mending. Delivers reference service and library instructions.

Library Technician (Serials)
Acquires, processes and maintains the library’s serials and government documents collection and holdings; provides circulation assistance.

Library Technician (Verde)
Provides reference, circulation, and library instruction services; oversees interlibrary loans, holdings and processing of serials; leads part-time staff.

Library Technician (Verde)
Provides reference, circulation, and library instruction services; receives and catalogs incoming materials and supervises the processing of materials; leads part-time staff.

In addition to their above duties, Library staff participate on the following committees:

Library Committees-- Programs, Events, and Displays; E-Services Team; Library Management Committee; Public Services Team; Library Instruction Team; Library Web Team; Distance Learner Team

College Committees and Task Forces--Instructional Council; Strategic Planning Committee; DISC; Curriculum Committee; Performance Management Taskforce; SLOA; Signage; Employee Day Committee; Academic Policy Review; Campus Centers Task Force; Technology Advisory Committee; DIY (Defenders of Integrity @ YC); Verde Scholarship Committee; MECHA Club; Native American Club; Verde Campus Management Team; Student Publications Board (Rough Writer); search committees

External Committees--YLN Committees (Management, Migration, Cataloging, Vendor Subcommittee, Public Services, Circulation, Technology); ACCEL (Academic/Community College Electronic Library); AzCodi; American Library Association; Arizona Library Association College and University Library Division; Liaison to Census Bureau Affiliate Program; Arizona Depository Library Council
D. **Service Area Outcomes**

**Products and Services**

The Library fulfills its mission through its 3 core service areas: Public Services, Technical Services, and Instructional Services (see below). The Library supports the following programs in the academic area: General Education/AGEC; certificate programs; Adult Basic Education; Developmental Education; Career Skills; Veterans Upward Bound/TRIO; NAU/ODU/ASU; Dual Enrollment; area partnerships with schools and libraries; OLLI. The Library also supports administrative areas and the general public.

**Public Services:**
Reference and information retrieval and referral (direct/virtual); electronic services (database review, selection, and evaluation); government depository library services; web services; library technology projects; technology support for library labs; circulation control and maintenance; reserves; electronic reserves; copyright; and College archives and preservation services. *Related benchmarks:* annual circulation transactions; annual reference questions answered; average monthly gate count; average monthly technology support questions answered by library staff; total logins to library databases

**Technical Services:**
Acquisition, cataloging, and classification of print and electronic library collections; access to collection through participation in shared databases (OCLC/YLN); maintenance of collection through selection and withdrawals; interlibrary loan borrowing and lending; document delivery. *Related benchmarks:* total number of new items processed; total interlibrary loan items borrowed/loaned annually; total number of items withdrawn.

**Instructional Services:**
Development and implementation of instructional sessions for academic areas; integration of information literacy competencies into the curriculum; development of instructional applications of technology for delivery of services to distance learners and others; creation of instructional materials (tutorials, web resources, etc.); training; outreach to campus centers and others. *Related benchmarks:* annual number of instructional sessions; number of times library staff visit other campuses for instruction or library services

E. **Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis**

**Objective of Service Area**

The Library contributes to a high quality education for our students in many ways. The following components comprise the Library’s vision of success. These components also provide a framework for understanding the Library’s strategic goals and objectives:
The Learning Library--Every Yavapai College student, faculty, and staff member has the opportunity to develop information literacy skills for lifelong learning.

Information Resources and Access--The library provides prompt, seamless, reliable, and user-friendly access to high quality information to the Yavapai College community.

User-Centered Service--The library provides exceptional services that are guided by the changing needs of Yavapai College and the library’s users.

Information Technology--The library effectively utilizes technology to create and manage information, and to effectively deliver its services and resources to the Yavapai College community.

Strategic Partnerships--Through its membership in the Yavapai Library Network and other organizations, the library increases the resources available to Yavapai College students as well as to the citizens of Yavapai County.

Campus Hub--The library supports the community life of the College, and promotes positive relationships between the College and the citizens of Yavapai County.

Outreach and Communication--Through its outreach and communication activities, the library is recognized as essential to the College and to the citizens of Yavapai County.

Stewardship and Development of Resources and Staff--The library responsibly develops and manages its staff and resources in order to meet expanding needs, maximize its strengths, and respond to opportunities.

Strengths

The Library’s primary strengths include: a highly-trained staff and a recognized commitment to service; collections that are relevant and well-chosen (both print and digital); participation in a county-wide network that greatly expands the resources traditionally available to community college students in a rural setting; facilities that encourage learning and serve as a gateway to the College for the community-at-large; and an ongoing strategic and yearly planning process. These strengths are documented through the Library’s benchmark outputs as well as through feedback from the College community.

Weaknesses

The Library's primary weakness is a historical lack of staff increases in the East County to accommodate substantial growth in services over time. At the Verde Campus Library, full-time library staffing has remained at 3 persons for 20 years. The following chart, from the Library’s recent staffing request, documents the substantial increases in services that have occurred without commensurate growth in Library support on the Verde campus.
Services Provided by Verde Campus Library

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers in library</td>
<td>12</td>
<td>40</td>
<td>233%</td>
</tr>
<tr>
<td>Collection size</td>
<td>47,753</td>
<td>69,809</td>
<td>46%</td>
</tr>
<tr>
<td>Circulation transactions</td>
<td>19,742</td>
<td>27,137</td>
<td>38%</td>
</tr>
<tr>
<td>Items loaned to other libraries</td>
<td>4,824</td>
<td>10,329</td>
<td>114%</td>
</tr>
<tr>
<td># of databases (District)</td>
<td>3</td>
<td>35</td>
<td>1067%</td>
</tr>
<tr>
<td># database searches (District)</td>
<td>679</td>
<td>239,268</td>
<td>35,138%</td>
</tr>
<tr>
<td># library instruction sessions</td>
<td>33</td>
<td>63</td>
<td>91%</td>
</tr>
</tbody>
</table>

The Library has also been unable to serve its campus centers and distance learning students and faculty in a manner that is equitable. Over 130 separate course outlines include research objectives, but direct instructional support to courses is provided primarily to students and faculty at the Prescott and Verde campuses. The Association of College and Research Libraries’ Guidelines for Distance Learning Library Services asserts that “effective and appropriate services for distance learning communities may differ from, but must be equivalent to, those services offered on a traditional campus.” This is not the case for Yavapai College.

Opportunities

Many of the Library’s opportunities include the redefinition of the Library’s role with an emphasis on the user in the digital age. As Deanna Marcum, past president of the Council on Library and Information Resources, has written, “The library of the future will have the daunting task of helping scholars discover what relevant information exists anywhere in the world and in a variety of formats and media. And the library of the future will concentrate on access and knowledge management rather than on physical ownership.” An increasingly complex and unregulated information environment calls attention to the need for information literacy (defined as the ability to find, retrieve, analyze, and use information) as an essential lifelong learning skill. The Library will continue to lead the institution in this endeavor.

Opportunities also exist for the Library to utilize its expertise to support the digitization and preservation of institutional information; and to lead the institution in the growing debate about intellectual property within academia. The Library can leverage its growing partnerships to further the success of the College in cost-effective ways.

Threats

A primary threat to the Library’s success can include the need to serve new programs and centers without commensurate support or resources. The Library’s primary
weakness (its inability to serve distance learners and students at campus centers equitably) is a result of this growth in needs across the District. While not every service or resource may need to be duplicated, we need to be more conscious of areas that are lacking.

High turnover of part-time staff will continue to pose a threat to the Library. In the current year (2006-2007), the Library has lost 11 part-timers, most to obtain full-time employment. In the past decade, the Library has grown from a limited information environment of books, audiovisual materials, and minimal standalone databases to an unlimited information environment with a far more complex and comprehensive role. Libraries are no longer places where the tools remain static. Information literacy, unlike the ability to decode (traditional literacy), has ongoing and constant learning requirements as new tools are introduced, hardware and software is updated, and the technology changes. The learning curve is constant. Part-time staff have less training, longevity, and less ability to keep up with the complex information environment.

The “Ephemeral Digital,” is a real threat to academia. Publishers continue to make business decisions that result in title removals, and information that is “born digital” can be difficult to find over time. The public will look to libraries to manage this content. Libraries will be increasingly responsible for finding ways to preserve access and manage content in a “here today, gone tomorrow” information environment.

Finally, increasing costs in academic materials pose a threat to the buying power of library collections.

F. Budgets and Staffing

YC expends 18% more in full-time staff, 56% more in part-time staff, and 9% more in benefits than the benchmark average. However, activity data reveals disproportional increased activity at YC. For instance, average annual circulation for benchmarked libraries is 363% less than YC, and technology-related support questions answered are 1092.3% less than YC. Hours and days of operation are also higher for the YC Library (see Section G, “Benchmarks,” below).

Historically, the YC Libraries have seen no increase in staffing for at least ten years prior to and including the years covered by the benchmark study. From 1996 to 2006, YC Prescott had 9 full-time employees and YC Verde has had 3 full-time employees. The monies appropriated for part-time staff and student employees have seen only very small increases during the same ten year timeframe. In order to increase hourly wages over time, actual staffing in these categories has been reduced.

In FY2006 – 2007, the YC Prescott Library requested an Instructional Librarian Manager position through the Budget Committee’s process and it was funded. YC Verde has not had an increase in full-time employees for 20 years.
G. Benchmarks

Benchmark data can be summarized within the following general categories: 1) campus locations, number, and size of libraries; 2) hours of operation; 3) types of services provided; and 4) number of service transactions. Key points in each general category include:

Campus locations, number, and size of libraries
- Total square footage of YC’s Libraries (26,000 sf) is 16.9% larger than benchmark average (22,227 sf)
- YC had 2 campus libraries; benchmark average was 2. Note: Benchmark data was incorrect; we obtained the corrected data through telephone queries.
- YC Library staff visited other campuses for instruction or other library services less than benchmark average. Library staff visited other campuses an average of <1 time/month; the benchmark average was 1 time/week. (See “Weaknesses” section of SWOT, above.)

Hours of operation

Note: The way that the Benchmark question was worded yielded confusing data; we obtained the corrected data through web searches and telephone queries.
- Fall/Spring hours open per week—YC Libraries were open 7% more hours per week (133) than the benchmark the average (124), and 12% more days per week (6.5) than the benchmark average (5.8)
- Summer hours open per week—YC Libraries were open 29% more hours per week (110) than benchmark average (85), and 51% more days per week (6.5) than the benchmark average (4.3). 83% of benchmarked libraries (5 of 6) are closed on Fridays and Sundays during the summer; 100% of benchmarked libraries are closed on Saturdays during the summer.

Types of services provided
- All benchmarked libraries provided the following services: Assistance and training with desktop applications and software; individual or group media viewing facilities; participation in a local network for resource sharing; electronic databases; library webpage maintained by library staff; partnerships with other academic institutions.
- 2/3 of benchmarked libraries provided the following services that YC Libraries provide: library instruction classroom; microfiche/film; federal depository library; Ask-a-Librarian online service; patron-initiated ILLs; e-books or other downloadable materials
- 1/3 of benchmarked libraries provided the following services that YC Libraries provide: College archives; online tutorials created and maintained by library staff.
- YC did not provide the following services that are provided by benchmarked libraries: laptop/iPod checkout (67%); virtual distance learner instruction (33%)
Number of service transactions

The following chart summarizes service transactions for 2005-2006:

Yavapai College Benchmark Survey Results

<table>
<thead>
<tr>
<th>Number of Service Transactions (actual or estimate for FY 2005-2006)</th>
<th>YC</th>
<th>Other institutions-Average</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual circulation transactions</td>
<td>132,984</td>
<td>28,739</td>
<td>362.7%</td>
</tr>
<tr>
<td>Annual reference questions answered</td>
<td>9,754</td>
<td>2,971</td>
<td>228.3%</td>
</tr>
<tr>
<td>Annual number of library instruction sessions</td>
<td>197</td>
<td>142</td>
<td>38.7%</td>
</tr>
<tr>
<td>Total interlibrary loan items borrowed annually*</td>
<td>683</td>
<td>323</td>
<td>111.4%</td>
</tr>
<tr>
<td>Total interlibrary loan items loaned annually*</td>
<td>2,852</td>
<td>819</td>
<td>248.2%</td>
</tr>
<tr>
<td>Average monthly gate count</td>
<td>22,419</td>
<td>6,325</td>
<td>254.4%</td>
</tr>
<tr>
<td>Average monthly technology support questions answered by library staff</td>
<td>775</td>
<td>65</td>
<td>1092.3%</td>
</tr>
<tr>
<td>Total annual logins to library databases</td>
<td>239,268</td>
<td>13,861</td>
<td>1626.3%</td>
</tr>
<tr>
<td>Total number of new items processed</td>
<td>5,309</td>
<td>1629</td>
<td>225.9%</td>
</tr>
</tbody>
</table>

*Does not include YLN borrowed and loaned items:

| YLN items borrowed annually                                      | 7,264     |
| YLN items loaned annually                                        | 28,761    |

Analysis of Benchmark Data

Yavapai College has two full-service libraries on the Prescott and the Verde campuses. Library facilities at the YC Libraries are larger in square footage than the average indicated by benchmark libraries. We question whether computer labs and learning centers were included in the library square footage by some of the other institutions in the survey. If so, then YC’s square footage devoted to Library services would be much larger by comparison.

Answers to questions about provision of additional services indicated that benchmark libraries offered between 33%-67% of services provided by the YC Libraries. These services are listed above under “Types of Services Provided,” above. YC did not provide the following services that are provided by benchmarked libraries: laptop/iPod checkout (67%); virtual distance learner instruction (33%). Virtual distance learner instruction is a key goal of the Library’s instructional program, and work began in this area in 2006-2007. Regarding the quality of the above services, on-site investigation would be required in order to make a valid comparison.
100% of survey respondents indicated that their libraries offered electronic databases. Although they were asked to include the number of databases purchased by the library, none of them did. YC provides 34 databases for our students. These are tremendous resources for research.

On the benchmark survey, libraries were asked to list a number of key service indicators that are standard benchmarking criteria as outlined by the Association of College and Research Libraries and the U.S. Department of Education National Center for Education Statistics (see “Introduction,” above). The only activity in which benchmark average service transactions was higher than YC was number of items withdrawn. (In 2005-2006, YC libraries did not engage in substantial withdrawals due to new library construction and move processes.) In virtually every other category, the numbers of service transactions for the YC Libraries were remarkably higher than those of the other libraries in the survey—in some cases, by more than 1000%.

Typically, statistics of service transactions are tracked as indicators of staff workload, usage of resources, and service to patrons. The large numbers of circulation transactions and IntraLibrary Loans borrowed and loaned can be directly attributed to membership in the Yavapai Library Network. Undeniably, YLN has a huge impact on the YC Libraries. We are a “net lender” to the Network. That is, we loan more items to other libraries than we borrow from them. This translates to exponentially higher numbers of items moving in and out of the YC Libraries—and an increase in other activities provided by the Library. Ultimately, this means much more work for staff.

High numbers of reference and technology questions answered, library instruction sessions, average monthly gate count, and logins to databases all indicate that our services are being heavily utilized by students, faculty, and staff of YC, as well as community patrons. Again, YC’s numbers are far larger than those of other libraries in the benchmark study.

H. Recommendations

The Yavapai College Library has recorded consistent, substantial increases in the types of services offered and the number of services delivered over the past decade. Until recently, with the addition of a full-time position at the Prescott campus, this growth in services has not been matched by a growth in staff to meet increasing needs. While the staff of the YC Library is higher than the benchmark average, its services are exponentially higher. It is clear that the Library is an important asset not only to our students (86% rated the Library as important/very important in the latest College student survey), faculty and staff, but to the greater community of Yavapai College.

The Library’s strategic plan (2006-2010) outlines its major goals:
1. Provide every Yavapai College student, faculty, and staff member with the opportunity to develop information literacy skills for lifelong learning.
2. Deliver equivalent services and support to students studying via distance education, at campus centers, and in educational partnership programs with Yavapai College.
3. Expand the library’s capability to provide information resources, tools, and support to the Yavapai College community.
4. Develop and implement a comprehensive outreach and marketing plan with the aim of ensuring optimal use of the library’s resources, developing strategic relationships, and securing the support necessary to achieve superior results.
5. Develop a continuous process for evaluating library programs, resources, and services in light of the changing needs of users, alignment with academic plans, and financial realities.

In order to achieve our strategic goals, we must increase services to our distance learners and students at off-campus centers. Our first 2 recommendations of this Service Area Review support strategic objectives 1-3. The Library must also articulate more aggressively the true costs of high turnover in part-time staff, who serve in front-line positions that directly impact our students. Our 3rd recommendation supports our strategic objective 5.

Because the Service Area Review recommendations are intended to outline areas of concern specific to the report, we are not including detailed action plans for the strategic plan. The Library's annual Departmental Action Plan identifies activities which support our strategic plan. This DAP can be furnished upon request.

I. Action Plan

Objective 1

*Increase the delivery of Library services to distance learners and students at off-campus centers.*

As noted above, over 130 separate course outlines include research objectives, but direct instructional support to courses is provided primarily to students and faculty at the Prescott and Verde campuses. In order to fulfill our mission, we must substantially increase the services we provide to these key constituents. YC Library staff visited other campuses for instruction or other library services less than the benchmark average. In addition, the Library must increase activities designed to provide virtual Library services to these students.

Activities

Expand distributed tools and services in order to increase access throughout the District (completion of distance learners and plagiarism web tutorials, integration of Library into Blackboard, etc.); increase instructional services manager position from 9 to 12 month;
continue to develop Academic Library Suite for new PV center; establish regular schedule for instructional services outreach at centers; etc.

Responsibility
Library Instruction Team

Timeline
June 2008

Objective 2
Fund full-time librarian position based on Verde campus to serve the East County's increasing instructional and informational needs (budget request submitted; pending review of Service Area Review)

Increasing the Library staff on the Verde campus is essential to achieving our goal of increasing delivery of services to campus centers and distance learners and continuing to meet demands for services on the Verde campus. A recent request for resources reflects that the Verde campus Library has not added a full-time staff person for 20 years. At the Verde campus, FTSE has increased 40% since 1999-2000. The increase in Library services at the Verde campus during this time can be seen in section E, “Weaknesses,” above.

The Library has responded to consistent increased needs and demands with a number of reallocations of workload in its staff. It has been estimated that some staff workloads have increased by 25% over the past several years. This estimate has been made by analysis of duties prior to and post completion of the Job Analysis Questionnaire process.

Activities
Pursue funding for position at Verde Campus Library (in process).

Responsibility
Verde Campus Library Manager; Director of Library Services

Timeline
July 1, 2007

Assessment
n/a

Objective 3
Analyze true costs of high turnover in part-time staff.

In the past year, the Library has lost 11 part-timers; most left to obtain full-time employment or more gainful employment. High turnover of part-time staff will continue to pose a threat to the Library. Part-time staff deliver many front-line services including
circulation and reference. High turnover poses great challenges as part-time staff have less training, longevity, and less ability to keep up with the complex information environment of a modern library. (See section E, “Threats,” above.)

Activities
Document training time required to bring new part-time staff up to entry-level provision of duties; document time required to fill part-time positions; meet with part-time staff to determine their ongoing training needs and associated costs.

Timeline
May 2008

Resource Allocation
Report requires no additional funds

Assessment
Report
### Library Services FY 2005-2006 Budget

<table>
<thead>
<tr>
<th>Function</th>
<th>YC Budget</th>
<th>Average Budget w/o Yavapai</th>
<th>Difference</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$440,372</td>
<td>$373,875 349,866</td>
<td>$66,497 90,546</td>
<td>18%</td>
</tr>
<tr>
<td>Part-time Salaries</td>
<td>106,903</td>
<td>136,903            68,313 72,115</td>
<td>38,590 59,768</td>
<td>56%</td>
</tr>
<tr>
<td>Benefits</td>
<td>144,713</td>
<td>114,713            133,013 120,970</td>
<td>11,700 (6,257)</td>
<td>9%</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>170,604</td>
<td>126,545            120,068 120,068</td>
<td>44,059 49,736</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$862,592</td>
<td>$701,746            668,809 160,846</td>
<td>193,783</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Staffing

<table>
<thead>
<tr>
<th></th>
<th>Yavapai</th>
<th>Average w/o Yavapai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Headcount</td>
<td>11.8</td>
<td>12.0</td>
</tr>
<tr>
<td></td>
<td>9.3</td>
<td>8.8</td>
</tr>
</tbody>
</table>

This survey was compiled relative to Yavapai College's organizational structure. It may not compare directly to your college.

Included in the above headcount are the following positions or departments: Director; Assistant Director; Librarian; Technician; Specialist; Manager; Supervisor; Administrative Support.

### Instructions - Please respond as indicated.

- Use "X" to indicate work performed.
- Use n/a if the function is not applicable.
- Use n/d if the function is performed, but no data is available.
- Use "O" if the function is outsourced (outside vendor).

This questionnaire is for library services only. Please do not include learning centers, tutoring, AV/media production or writing centers.

1. Is any portion of your Library Services outsourced?
   - no
   - 3
   - 33%

2. If yes, please list areas -
   - Minimal cataloging and processing
   - 1

---

2006 Community College Benchmark Survey

Yavapai College Benchmark Survey

Library Services

Page 35 of 42
# 2006 Community College Benchmark Survey
## Library Services

<table>
<thead>
<tr>
<th>Name/Department</th>
<th>Yavapai</th>
<th># of Colleges That Responded</th>
<th>Average w/o Yavapai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library # 2</td>
<td>7,000</td>
<td>Verde</td>
<td>1</td>
</tr>
<tr>
<td>Library # 3</td>
<td>n/a</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Library # 4</td>
<td>n/a</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**How many hours per week are your libraries open?**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall / Spring</td>
<td>133</td>
<td>3</td>
<td>124</td>
</tr>
<tr>
<td>Summer</td>
<td>110</td>
<td>3</td>
<td>85</td>
</tr>
</tbody>
</table>

**How many days per week are your libraries open?**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall / Spring</td>
<td>6.5</td>
<td>3</td>
<td>5.8</td>
</tr>
<tr>
<td>Summer</td>
<td>6.5</td>
<td>3</td>
<td>4.3</td>
</tr>
</tbody>
</table>

**Number of staffed service points in your libraries?**

| Library # 1 | Library # 2 | Library # 3 | Library # 4 | Prescott | Verde |        |
|-------------|-------------|-------------|-------------|---------|-------|
| 2           | 1.0         | n/a         | n/a         | 3       | 2     |

**Are reference services provided during all open hours of your libraries?**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>yes</td>
<td></td>
<td>3</td>
<td>100%yes</td>
</tr>
</tbody>
</table>

**How many open-access computers are located in all of your libraries?**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>54</td>
<td>P=34</td>
<td>V=20</td>
<td>t=54</td>
</tr>
</tbody>
</table>

**Service Transactions - Please use data for FY 2005 - 2006:**

| Annual circulation transactions | 132,984 | P=105,847 | V=27,137 | t=132,984 | 3 | 28,739 |
| Annual reference questions answered | 9,754 | P=7,120 | V=2,634 | t=9,754 | 2 | 2,971 |
| Annual number of library instruction sessions | 197 | P=134 | V=63 | t=197 | 3 | 142 |
| Total interlibrary loan items borrowed annually | 683 | P=662 | V=21 | t=603 | 3 | 323 |
| Total interlibrary loan items loaned annually | 2,852 | P=2,678 | V=174 | t=2,852 | 3 | 819 |
| Average monthly gate count | 22,419 | P=13,592 | V=8,827 | t=22,419 | 2 | 6,325 |
| Average monthly technology support questions answered by library staff | 775 | P=690 | V=85 | t=775 | 1 | 65 |
| Total annual logins to library databases | 239,268 | 2 | 189,306 |
### 2006 Community College Benchmark Survey
#### Library Services

<table>
<thead>
<tr>
<th>Name/Department</th>
<th>Yavapai</th>
<th># of Colleges that Responded</th>
<th>Average w/o Yavapai</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of new items processed</td>
<td>5,309</td>
<td>3</td>
<td>1,629</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(P=2,753) (V=2,575) (t=5,309)</td>
<td></td>
</tr>
<tr>
<td>Total number of items withdrawn</td>
<td>669</td>
<td>2</td>
<td>4,047</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(P=624) (V=45) (t=669)</td>
<td></td>
</tr>
<tr>
<td>Total annual logins to library websites</td>
<td>n/a</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**Does your library provide the following services?**

- **Assistance and training with desktop applications and software:**
  - Other than library databases: yes 3 100%yes
  - Microfilm/fiche reader/printer: yes 3 67%yes
  - Laptop and/or download handheld devices (iPod, etc) for checkout: no 3 67%yes
  - Individual or group media viewing facilities: yes \(P=10\) \(V=4\) \(t=14\) 3 100%yes
  - Individual or group media viewing facilities (include number of stations): 14 1 7
  - Library instruction classroom: yes 3 67%yes
  - Combined reference/circulation desk: yes Verde only 3 100%yes
  - Participation in a local network/consortia for resource sharing purposes: yes 3 100%yes
  - Federal Depository Library: yes Prescott campus 3 67%yes
  - College archives?: yes 2 33%yes

**Does your library provide the following digital/virtual services?**

- Electronic databases (include number of databases purchased by library): yes, 34 3 100%yes
- Ask a librarian service: yes 3 67%yes
- Virtual reference service: yes 3 33%yes
- Virtual distance-learner instruction: no 3 33%yes
- Electronic reserves: no 3 33%yes
- Patron-initiated ILL's through FirstSearch: yes 3 67%yes
- E-books and/or other downloadable library materials: yes 3 67%yes
- Library webpage maintained by library staff: yes 3 100%yes
- Online tutorials created and maintained by library staff: yes 3 33%yes
- Other: Electronic reserves starting 06-07 0
Notes to changes in benchmark data

1-6 Mohave Community College Library did not complete the benchmark survey. After consultation with the Service Area Review Coordinators, it was determined that salary and budget data for Mohave should therefore not be included. The new numbers reflect data from the 3 participating benchmarked libraries.

2-3 Budget for YC part-time salaries and Library benefits was inaccurate.

6 1 full-time staff member works 9 months.

7 Data was inaccurate. Accurate data is presented based on discussions with staff at benchmarked libraries.

8-11 Data was inconclusive due to how the question was asked. Accurate data is presented based on posted web hours and discussions with staff at benchmarked libraries.
Public Services Accomplishments

Reference Services
✓ Planned “Academic Library Suite” with PV Public Library to serve students in PV Center
✓ Created new web page with emphasis on distance learners and students at campus centers (online forms, tutorials, etc.)
✓ Negotiated reduced pricing for databases through California Community College Consortium in response to State Library’s revocation of database funding for colleges
✓ Began collaborative efforts with ACCEL (Arizona Community College Electronic Library) statewide community college consortium to obtain consortia pricing for databases
✓ Instituted monthly Public Services meetings to share information and deliver training
✓ Created Verde Campus timeline for 40th anniversary celebration
✓ Obtained budget funding for Envisionware print control system

Circulation Services
✓ Implemented Electronic Reserves (Docutek) with adherence to copyright regulations
✓ Rearranged circulation desk and created backup system to improve response time to library patrons

Instructional Services Accomplishments

Information Literacy
✓ Created Information Literacy Goals & Objectives Plan to guide consistent and integrated efforts to deliver IL across curriculum
✓ Led District process to revise AGEC Information Literacy competencies
✓ Led District DIY (Defenders of Integrity) committee to establish goals for 2006-2007. Goals for DIY include: plagiarism tutorial (in progress); workshops for faculty on academic integrity and plagiarism (ongoing)
✓ Created 3 Blackboard guides for distance learners (students and staff)
✓ Created “World of War craft” gaming tutorial on the Library’s catalog
✓ Initiated dual-enrollment library instruction
✓ Initiated first-ever instructional session at Camp Verde
✓ Delivered 185 information literacy sessions to 2,600 students
✓ Began development of training schedule and sessions for LSTA grant-funded PALS (Public/Academic Library Services) Lab in Prescott Valley

**Outreach**
✓ Planned and hosted 2-day Evergreen Open Source Mini-Conference for Yavapai Library Network and libraries in Arizona
✓ Presented New Faculty Orientation Workshop on “Academic Integrity: Library Services and Anti-Plagiarism Techniques”
✓ InfoPortal intern created 3 presentations highlighting campus programs
✓ InfoPortal volunteer worked on District-wide presentation on campuses and centers
✓ Participated in College programs including: Welcome Week, Halfway There, New Faculty Welcome, Graduation, Master Plan celebrations
✓ Participated in DGB Community Forum for Verde Campus
✓ Obtained budget funding for Verde Campus InfoPortal
✓ Created marketing timeline for outreach to distance learners
✓ Delivered orientations to faculty at campus centers
✓ Presented Instructional Services goals to DADs
✓ Supported Hassayampa Writers’ Institute
✓ Discussed library services on local radio and television (2 times)

**Technical Services Accomplishments**

**Collections Management**
✓ Successfully completed an inventory of library collection, in record time
✓ Re-negotiated a 54% invoice increase from American Chemical Society down to an 8% increase
✓ Realigned Tech Services staff responsibilities to maximize efficiency, value and employees’ skills
✓ Created tracking mechanism for faculty and patron requests for new purchases
✓ Initiated several process improvements to reduce through-put time of acquisition, cataloging, and processing of new materials
✓ Negotiated a change in purchasing requirements for LaBarbara funds to benefit broader spectrum of informational needs
✓ Began keeping track of circulation data by Library of Congress call number to ascertain usage by department and subject area
✓ Initiated a periodical subscription review with the Nursing department that benefited the two campus libraries with an additional $4,500 in funds while still meeting the needs of the Nursing students and faculty.
✓ Participated in the Prescott High School Special Education Work Program
✓ Developed children’s literature collections to support instructional programs and FEC

**Interlibrary Loan**
✓ Created and implemented online request form via OCLC FirstSearch
✓ Eliminated the $1 article fee to improve customer service
✓ Eliminated unnecessary statistics to improve cataloging and processing time
Professional Development/Training

Professional Development Scholarships
✓ Obtained $5400 in external scholarships to attend professional development activities

Workshops Presented by Library Staff
✓ Wikipedia: Friend or Foe (Summer Institute)
✓ Strategies to Promote Student Integrity (Summer Institute)
✓ Library Services and Academic Integrity (New Faculty)
✓ Adjunct Faculty database training
✓ The Wall is a Window to the World: YC’s InfoPortal (Arizona Library Association)
✓ Planning for Your Library Move (Embry Riddle)

Professional Development/Training
✓ The Classroom Will Now Be Podcast (webinar)
✓ 2 staff retreats (Personality & Work Style/Planning/Marketing)
✓ Part-time staff training day (Databases/IPAC/Blackboard)
✓ Higher Learning Commission
✓ Chair Academy
✓ LOEX Conference
✓ Internet Librarian annual conference
✓ 4th Tuesday meetings covered topics including: Safety; Student Affairs One-Stop; Learning Center Services; Disability Services, etc.
✓ AMIGOS Reference Skills: From Questions to Answers
✓ OHIO Reference Skills Online Course
✓ AzLA Regional Forum: “The Making of a Dynamic Library”
✓ YLN Weeding Workshop
✓ AMIGOS OCLC Connexion: Local Holdings Maintenance
✓ YC Excel Class
✓ Association of College and Research Libraries annual conference
✓ Supervisor trainings offered by HR
✓ Computer applications trainings (WebStudy, Camtasia, Tegrity, Firefox, IE 7.0)
✓ Winter and Summer Institutes—various trainings
✓ ACRL Technology Trends (webinar)
✓ Basic Legal Research (State Library)
✓ Using Census Data for Grantwriting
✓ American Library Association annual conference
✓ Gaming tutorial
✓ Community College Strategic Planner training
✓ Plagiarism (webinar)
✓ Persistence of Memory (Northeast Document Conservation Center)
✓ Best Practices Exchange (digital preservation)
✓ Government Documents: Train-the-Trainer
✓ LSTA Grant Applicant Training
Committee Participation

**Library Committees**
- Programs, Events, and Displays
- E-Services Team
- Library Management Committee
- Public Services Team
- Library Instruction Team
- Library Web Team
- Distance Learner Team

**College Committees and Task Forces**
- Instructional Council
- Strategic Planning Committee
- DISC
- Curriculum Committee
- Performance Management Taskforce
- SLOA
- Signage
- Employee Day Committee
- Academic Policy Review
- Campus Centers Task Force
- Technology Advisory Committee
- DIY (Defenders of Integrity @ YC)
- Verde Scholarship Committee
- MECHA Club
- Native American Club
- Verde Campus Management Team
- Student Publications Board (Rough Writer)

**Search Committees**
- Provost
- Dean of Student Affairs
- DAD Liberal Arts
- Faculty (4)
- Roughrider Student Publication Board

**External Committees**
- YLN Committees (Management, Migration, Cataloging, Vendor Subcommittee, Public Services, Circulation, Technology)
- ACCEL (Academic/Community College Electronic Library)
- AzCodi
- American Library Association
- Arizona Library Association College and University Library Division
- Liaison to Census Bureau Affiliate Program
✓ Arizona Depository Library Council

**Grants/Scholarships**

✓ Awarded Library Services and Technology Act grant -$57,300
✓ Obtained $5400 in external scholarships to attend professional development activities

**Internships Sponsored**

✓ University of Arizona Master’s degree student internship—Grants for Libraries
✓ YC Graphic Design intern--InfoPortal

**Programs, Events and Displays**

✓ Completed over 25 displays on topics including: National Poetry Month; Hassayampa Writing Institute; Early Childhood Education Student Projects; Veterans’ History Project, etc.
✓ Hosted 10 programs and events including: Banned Books Week; author and poetry readings; Prescott Stage Company’s Shakespeare readings, etc.
✓ Created/exhibited 20 InfoPortal displays including: Veterans’ History Project; YC Artists; American Authors; YC Artists, etc.