Iowa State University Library Assessment Plan
Fiscal Year 2022 Report
September 2022

Iowa State University Library Assessment and Planning
(http://assess.lib.iastate.edu)

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Acknowledgement
Thank you to library staff member Susan Vega Garcia for her assistance and contributions to this report. Thank you to members of the Library Management Team and the Library Administrative Cabinet for their feedback and suggestions related to the library’s assessment plan and the development of the annual assessment report.

Special Notice
Starting in the 3rd quarter of FY20 (March 2020) and throughout FY21 and into FY22, the COVID-19 pandemic had a significant impact on library operations. Throughout this report we’ve attempted to point out this influence, especially in metrics comparing FY21 data with previous years.
Introduction
The Iowa State University Library Assessment Plan was developed over the course of 2017, and adopted in October of 2017. The plan provides a framework for efforts related to the creation, assembly, and analysis of library data and information. The assessment plan and supporting information related to it can be found on the Iowa State Library Assessment Website.

The assessment plan is aligned with the library’s strategic plan (adopted in 2015) and is intended to support strategic decision-making in the library. The assessment plan’s guiding principles are:

- Data-driven: Strive to stay objective, impartial, and grounded in research and analysis.
- Impactful: Focus on the usefulness and impact of library services on users and recommend library process changes based on expertise and findings.
- Productive: Produce and promote innovative, creative, user-friendly, trustworthy, and timely products.
- Efficient: Re-purpose assessment data to support the ongoing review of library operations and tell the Library’s story.
- Integrated: Help all ISUL units tell their stories and promote their services. Find and present relevant data in the most valid and effective ways.
- Open: Advance library communication and evidence-based librarianship by sharing and promoting work with the ISUL community.

At the heart of the Iowa State University Library Assessment Plan is a strategy map (Figure 1). A strategy map is a diagram that is used to document the primary strategic objectives being pursued by an organization. The strategy map provides a logic model for the strategy of the organization.

A well-designed strategy map provides a condensed (one side of one piece of paper) view of an organization’s strategic objectives. By providing a simple visual representation of the organization’s most important strategic objectives, the strategy map is useful as a tool to enable discussions within the library related to those objectives, and consideration of measured progress towards those objectives.
The Iowa State University Library advances the university's academic excellence and land-grant mission by collecting, disseminating, and preserving world knowledge.

The Iowa State University Library serves as a Knowledge Broker by creating, collecting, curating, and communicating information.
This report is the fourth annual Iowa State University Library Assessment Plan Report. It includes selected data visualizations along with narrative descriptions of measures and analysis in support of the library’s assessment plan. This report is intended to provide an update on the library’s progress related to the goals and objectives articulated in the library’s assessment plan strategy map.

The structure of this report has been aligned with the library’s strategy map. The strategy map contains thirteen objectives. The body of this report will contain a section for each strategy map objective. Those sections will contain a review of performance indicators and the associated targets that have been established for each strategy map objective.

Stop Light Indicators
Each performance metric identified in the report will have an accompanying target measure. Stop light indicators are used throughout the report to indicate the level of success for each performance metric. A green mark (▲) indicates measurable progress has been shown on this objective in fiscal year 2020 (FY20). A yellow mark (●) indicates measurable performance on this objective was flat in FY20. A red mark (▼) indicates measurable performance declined for this objective in FY22.

Figure 2 shows the complete list of performance metrics, target measures, and their stop light status at this time.
Figure 2. List of performance metrics

**Strategy Map Objective**
Strengthen information literacy skills for the ISU community and beyond

**Strategy Map Objective**
User needs and priorities are met and/or exceeded

**Strategy Map Objective**
Grow the use of archival and other university produced materials while expanding the scope of digital and special collection services

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library LibGuide Average Views</td>
<td>Maintain the average views in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library LibGuide Total Views</td>
<td>Maintain the total views in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Workshop Average Attendance</td>
<td>Maintain the average attendance in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Workshop Total Attendance</td>
<td>Maintain the total attendance in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Chat Statistics Totals</td>
<td>Maintain chat totals in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Chat Statistics Trends</td>
<td>Level trend in the number of chats from July 2015 through June 2018</td>
</tr>
<tr>
<td>Library Study Room Bookings</td>
<td>Maintain the total number of room bookings in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Website Pageview Comparison</td>
<td>Maintain a comparable number of library website pageview categories in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Digital Collections Pageview Trends</td>
<td>Maintain digital collection pageviews in FY22 compared to FY21</td>
</tr>
<tr>
<td>Library Digital Repository Pageview Trends</td>
<td>Maintain digital repository pageviews in FY22 compared to FY21</td>
</tr>
</tbody>
</table>
## Strategy Map Key Performance Indicator Summary - Financial Perspective FY22

**Strategy Map Objective**
Increase financial resources through partnerships with donors and stakeholders as well as consortiums.

<table>
<thead>
<tr>
<th>Indicator1</th>
<th>Target1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courier Service Partnership Savings</td>
<td>Maintain the total savings generated by the courier service in FY22 compared to FY21</td>
</tr>
</tbody>
</table>

| ISU Foundation Total Revenue Trend | Level trend in the total revenue provided by the ISU Foundation |

### Align financial resources with priorities

<table>
<thead>
<tr>
<th>Indicator2</th>
<th>Target2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trend in expenditures for print and electronic materials</td>
<td>Maintain the trend in the expenditures for print and electronic materials</td>
</tr>
</tbody>
</table>

| Trend in expenditures for salaries by employee classification | Maintain the trend in total salary expenditures |
| Trend in material expenditures | Maintain the trend in the total expenditures for materials |
| Trend in salary expenditures and FTE counts | Maintain the trend in salary expenditures and FTE counts |

### Be data driven when promoting the value of investment in the library

<table>
<thead>
<tr>
<th>Indicator3</th>
<th>Target3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Materials in Overall Expense Budget</td>
<td>Ranked at the mid-point of the ISU peer institutions for this metric</td>
</tr>
</tbody>
</table>

| Salary per Student | Ranked at the mid-point of the ISU peer institutions for this metric |
## Strategy Map Key Performance Indicator Summary - Internal Perspective FY22

<table>
<thead>
<tr>
<th>Strategy Map Objective</th>
<th>Indicator</th>
<th>Target</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support a physical environment that inspires learning</td>
<td>Equipment Checkout Usage - Laptops</td>
<td>Maintain the number of laptop checkouts in FY22 compared to FY21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Equipment Checkout Usage - Unique Users</td>
<td>Maintain the number of unique users of equipment checkout services in FY22 compared to FY21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Ratings of Technology and Spaces</td>
<td>Maintain the overall average rating score in FY22 compared to FY21</td>
<td></td>
</tr>
<tr>
<td>Support both physical and online environments that are inclusive, accessible, and inspire scholarship</td>
<td>Happy/Sad Face Score</td>
<td>50% of responses are Excellent, Good, or Fair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Welcomeness Score from Student Survey</td>
<td>Mean score of 4.0 on 5 point scale for all respondents</td>
<td></td>
</tr>
<tr>
<td>Easy access to superb collections that enable transformational research and learning</td>
<td>eResource Platform Usage Trend</td>
<td>Level trend in eResource usage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Primo Search Statistics Totals</td>
<td>Maintain the number of Primo searches in FY22 compared to FY21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Primo Search Statistics Trend</td>
<td>Level trend in the Primo searches in FY17 through FY22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Top 10 eResource Platform Usage</td>
<td>Establish a baseline measure for this metric to use in future year comparisons</td>
<td></td>
</tr>
<tr>
<td>Communicate effectively with internal and external stakeholders</td>
<td>Improve the Library Website News Feature</td>
<td>Maintain the number of news item pageviews in FY22 compared to FY21</td>
<td></td>
</tr>
</tbody>
</table>
### Strategy Map Key Performance Indicator Summary - Learning Perspective FY22

<table>
<thead>
<tr>
<th>Strategy Map Objective</th>
<th>Indicator</th>
<th>Target</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner with users to stimulate new ways of working, thinking, and responding to their needs</td>
<td>Patron Surveys and Studies</td>
<td>Four patron related studies conducted in FY22</td>
<td></td>
</tr>
<tr>
<td>Create a workplace culture that invites collaboration, innovation, and continuous growth</td>
<td>Library DEI Annual Report</td>
<td>The library’s annual DEI report was published and linked on the library Assessment/DEI website</td>
<td></td>
</tr>
<tr>
<td>Promote and convey a culture of assessment and accountability</td>
<td>Alma Analytics Usage</td>
<td>Level trend in the number of Alma Analytics queries by library staff (non-IT)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Library Assessment</td>
<td>Maintain the number of assessment communication tasks in FY22 compared to FY21</td>
<td></td>
</tr>
</tbody>
</table>
Strategy Map – Service Perspective

**Objective S1. Strengthen information literacy skills for the ISU community and beyond**
This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal to “Empower users through teaching information literacy and research skills: Develop and strengthen the library’s information literacy instruction and outreach to support education and research at all levels of the university.”

The primary key performance indicator for this objective was the comparison of library workshop data and library LibGuide analytics from FY17 through FY22. A supplemental indicator for this objective was a listing of the top ten LibGuides based on usage in FY22.

The following figures show information related to the performance indicators for Objective S1.

- Figure 3. Objective S1 Performance Indicator – Library Workshops Total Attendance
- Figure 4. Objective S1 Performance Indicator – Library Workshops Average Attendance
- Figure 5. Objective S1 Performance Indicator – LibGuide Analytics Total Views
- Figure 6. Objective S1 Performance Indicator – LibGuide Analytics Average Views
- Figure 7. Objective S1 Supplemental Material – Top Ten LibGuides based on page views
Figure 3. Library workshops total attendance

This chart compares total library workshop attendance for FY17 through FY22. Total workshop attendance in FY21 was 415, up from 133 in FY21.

Figure 4. Library workshops average attendance

This chart compares average library workshop attendance for FY17 through FY22. Average attendance in FY22 was 14.8, down from 33 in FY21.
Figure 5. Library LibGuides total views

This chart compares the total number of LibGuide views for FY17 - FY22. In FY22 there were 523,167 LibGuide views, down from 593,998 views in FY21 (-12%).

Figure 6. Library LibGuides average views (Total views / Total number of Libguides)

This chart compares the average number of LibGuide views for FY17 - FY22. In FY22 there were an average of 879 views per LibGuide, down from 1045 in FY21 (-12%).
Objective S1 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective S1 are shown in Figure 8.

Figure 8. Objective S1 Indicators

Objective S1. Strengthen information literacy skills for the ISU community and beyond

Library Workshop Total Attendance
- Maintain the total attendance in FY22 compared to FY21
  - Exceeding Target

Library Workshop Average Attendance
- Maintain the average attendance in FY22 compared to FY21
  - Missed Target

Library LibGuide Total Views
- Maintain the total views in FY22 compared to FY21
  - Missed Target

Library LibGuide Average Views
- Maintain the average views in FY22 compared to FY21
  - Missed Target
Four performance indicators were developed for this objective. Two were based on library workshop attendance data (average workshop attendance, and total workshop attendance), and two were based on LibGuide usage data (average LibGuide views and total LibGuide views). Figure 3 & 4 shows the workshop related performance measures comparing FY17 through FY22, and Figure 4 & 5 shows the LibGuide performance measures comparing FY17 through FY22.

The expectation for these four performance measures were that levels attained in FY21 would be maintained in FY22. The LibGuide measures fell short of this goal in FY22. The workshop total attendance measure exceeded the goal in FY22, while average workshop attendance did not.

An added piece of information related to LibGuide usage was included in this section of the report. Figure 7 shows the top 10 most viewed LibGuides in FY22. The chart compares the number of views for each of these guides in FY22 with the number of views they had in previous fiscal years. Several guides had increases in the number of views in FY22.

**Objective S2. User needs and priorities are met and/or exceeded**

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal to provide “Responsible and anticipatory resources and services: Anticipate the diverse needs our users. Respect and respond to each user’s request.”

The primary key performance indicators for this objective were a comparison of the usage of the library’s chat service for FY12 through FY22, the comparison of library study room reservations for FY17 through FY22, and the comparison of website pageviews for FY18 through FY22.

A supplemental chart (Figure 14) was included in this section based on analysis using the EDUCAUSE Learning Space Rating (LSR) system. The EDUCAUSE tool was used to measure various spaces designed to support group learning activities. The chart shows and compares how these spaces scored on the assessment. Library learning spaces consistently scored high on the following LSR measures: Visual Displays, Sound Amplification, Proximities within Space, Access to Adjacent Informal Learning Areas, Network Connectivity, Audio/Visual Interface and Control.

The following figures show information related to the performance indicators for Objective S2.

- Figure 9. Objective S2 Performance Indicator – Study Room Usage
- Figure 10. Objective S2 Performance Indicator – Chat Counts FY20-FY22
- Figure 11. Objective S2 Performance Indicator – Chat Trend FY12-FY22
- Figure 12. Objective S2 Performance Indicator – Website pageviews
- Figure 13. Objective S2 Performance Indicator – Website pageviews for most used pages
- Figure 14. Objective S2 Supplemental Material – Library Group Learning Spaces Learning Assessment
Figure 9. Study room usage

This chart shows the comparison of the total number of study room bookings for FY17 - FY22. The metric used in this chart is the average total per month. Using this metric, the average total number of room bookings per month in FY22 was 1,940, up from 1,148 in FY21 (+70%).

Figure 10. Chat counts by month FY22

In August of FY20 the library switched to the LibChat tool from SpringShare. This chart shows the LibChat chat counts from FY20 through FY22. The number of missed chats (orange line) is also shown. For this reporting period the number of missed chats was less than 3% of the total chats.

Also in FY22 the type of chat, either “Ask a Librarian” or “Tech Lending” was tracked. For FY22, the number of Ask a Librarian chats was 1,035. The number of Tech Lending chats was 320.
The total chat count in FY22 was down 21% compared to FY21, from 1,719 to 1,346. The overall trend in chats from FY12-FY22 is on the increase.

This chart compares the number of pageviews for the library home page as reported by Google Analytics. Home page pageviews went from 339,271 in FY21 to 340,809 in FY22, a 0.4% increase.
**Figure 13. Website pageview comparison**

This chart compares the number of pageviews for various library website pages. Comparing FY21 and FY22, pageviews significantly increased for the page categories News (+86%) and Spaces and Tech (+46%).

**Figure 14. Group Learning Spaces Assessment**

In 2017 EDUCAUSE developed a learning space rating system. The Learning Space Rating System (LSRS) provides a framework to measure the potential performance of a learning space. Using Part B of the LSRS, the various Parks Library group learning spaces (classrooms/labs/study rooms) were assessed. The Learning Connection Center (LCC) Study Rooms, Room 198, and Room 32 received the highest scores, with a score of 25 out of 34.
Objective S2 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective S2 are shown in Figure 15.

*Figure 15. Objective S2 Indicators*

Objective S2. User needs and priorities are met and/or exceeded

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Description</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Chat Statistics Trends</td>
<td>Level trend in the number of chats from July 2015 through June 2018</td>
<td>Missed Target</td>
</tr>
<tr>
<td>Library Chat Statistics Totals</td>
<td>Maintain chat totals in FY22 compared to FY21</td>
<td>Missed Target</td>
</tr>
<tr>
<td>Library Study Room Bookings</td>
<td>Maintain the total number of room bookings in FY22 compared to FY21</td>
<td>Exceeding Target</td>
</tr>
<tr>
<td>Library Website Pageview Comparison</td>
<td>Maintain a comparable number of library website pageview categories in FY22 compared to FY21</td>
<td>Meeting Target</td>
</tr>
</tbody>
</table>

Five performance indicators were developed for this objective. One was based on library study room booking data (see Figure 9), two were based on library chat data (see Figure 10 & 11), and two were based on website page views (see Figures 12 & 13). A chart (Figure 14) showing results of an assessment of library learning spaces was included as supplemental information for this section of the report.

The target for the library study room bookings performance indicator was exceeded. The chat metrics declined. The total website pageview metric was steady.

Even though website page views were steady in FY22 compared to FY21, several specific types of library website content saw increases in page views in FY22. Examples of these page categories were spaces and tech, and news.
Objective S3. Grow the use of archival and other university produced materials while expanding the scope of digital and special collection services

This objective connects to the university’s strategic goal to “Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st century.” This objective also connects to the library’s strategic goal to provide “Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university’s strategy to produce and share transformational research and creativity.”

The primary key performance indicators for this objective were obtained from Google Analytics Pageview and Audience reports, for both the digital collections (served by Islandora) and the digital repository (served by Atmire).

The following figures show information related to the performance indicators for Objective S3.

- Figure 16. Objective S3 Performance Indicator – Digital Collection Pageview Trend
- Figure 17. Objective S3 Performance Indicator – Digital Repository Pageview Trend
- Figure 18. Objective S3 Supplemental Information – Digital Repository Google Analytics Audience Overview

Figure 16. Digital Collection Pageviews (Google Analytics)
**Figure 17. Digital Repository pageviews and users**

Trend in Digital Repository Page Views June 2022

**Figure 18. Digital Repository Google Analytics Audience Overview June 2022**

<table>
<thead>
<tr>
<th>Users</th>
<th>New Users</th>
<th>Sessions</th>
<th>Number of Sessions per User</th>
<th>Pageviews</th>
<th>Pages / Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>198,185</td>
<td>198,418</td>
<td>204,451</td>
<td>1.03</td>
<td>69,920</td>
<td>0.34</td>
</tr>
</tbody>
</table>

Avg. Session Duration: 00:00:18
Bounce Rate: 0.42%
Objective S3 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective S3 are shown in Figure 19.

Figure 19. Objective S3 Indicators

Based on the Google Analytics information, usage of digital collections materials is increasing.

The use of Google Analytics information to provide usage statistics for the digital repository is in its beginning stages. A baseline has been established and the trend is digital repository usage will be tracked in future reports.
Strategy Map – Financial Perspective

**Objective F1. Increase financial resources through partnerships with donors and stakeholders as well as consortiums**

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Healthy Culture: Create a workplace culture that invites collaboration, innovation, and continuous growth, in line with the university’s strategy to foster a culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.”

The primary key performance indicator for this objective was produced by the ISU Foundation. A secondary indicator for this objective was the comparison of interlibrary loan expenditures associated with the new Iowa distribution network.

The following figures show information related to the performance indicators for Objective F1.

- Figure 20. Objective F1 Performance Indicator – Courier Partnership Savings
- Figure 21. Objective F1 Performance Indicator – ISU Foundation Revenue

**Figure 20. Courier partnership savings**

Academic libraries across the state of Iowa, including the Iowa State University Library, established a statewide courier service partnership in 2016. This partnership experienced an estimated savings $2,002 in FY22.
Objective F1 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective F1 are shown in Figure 22.

Figure 22. Objective F1 Indicators

Objective F1. Increase financial resources through partnerships with donors and stakeholders as well as consortiums.

- **Courier Service Partnership Savings**: Maintain the total savings generated by the courier service in FY22 compared to FY21.
- **Exceeding Target**

- **ISU Foundation Total Revenue Trend**: Level trend in the total revenue provided by the ISU Foundation.
- **Exceeding Target**

Figure 20 shows that the FY22 courier program savings exceeded the FY21 total.

Figure 21 shows ISU Foundation revenue for the library in FY22 was greater than revenue totals for FY20 and FY21.
Objective F2. Align financial resources with priorities

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Agile Organizational Structure: Work together to create and agile organizational structure that will stimulate new ways of working, thinking, and responding to user demands and a changing service environment.”

The primary key performance indicator for this objective was generated through a survey of the library’s management team designed to measure workplace priorities.

The following figures show information related to the performance indicators for Objective F2.

- Figure 23. Objective F2 Performance Indicator – Trend in material expenditures
- Figure 24. Objective F2 Performance Indicator – Trend in print and electronic expenditures
- Figure 25. Objective F2 Performance Indicator – Trend in salary expenditures
- Figure 26. Objective F2 Performance Indicator – Trend in salary expenditures and FTE counts

*Figure 23. Trend in library expenditures for materials*

This chart shows the overall trend for library materials is decreasing.
While expenditures on electronic format material resources increased 3% from FY21 to FY22, this chart shows the trend in electronic format material expenditures and print format related expenditures are both decreasing.

This chart shows the trend in total salary expenditures is increasing.
Objective F2 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective F2 are shown in Figure 27.

Figure 27. Objective F2 Indicators

Objective F2. Align financial resources with priorities

Trend in material expenditures
Maintain the trend in the total expenditures for materials

Trend in expenditures for print and electronic materials
Maintain the trend in the expenditures for print and electronic materials

Trend in expenditures for salaries by employee classification
Maintain the trend in total salary expenditures

Trend in salary expenditures and FTE counts
Maintain the trends in salary expenditures and FTE counts

Meeting Target

This chart shows the trends in FTE counts and total salary expenditures for the different employee classifications in place in the library.
Figure 23 shows the trend in library expenditures related to materials. Figure 22 compares the trend in print material expenditures with electronic material expenditures. The overall trend for both electronic and print material expenditures is declining.

Figure 24 shows the trend in library expenditures related to staff salaries. The overall trend has been slightly upward. But the FY22 total salary expenditures was below the trend line.

**Objective F3. Be data driven with material acquisition decisions and when promoting the value of investment in the library**

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university’s strategy to produce and share transformational research and creativity.”

The primary key performance indicators for this objective were created through comparisons of trends in selected monetized collection metrics for Iowa State University and our peer institutions.

The following figures show information related to the performance indicators for Objective F3.

- Figure 28. Objective F3 Performance Indicator – Peer Comparison Material Expenditures
- Figure 29. Objective F3 Performance Indicator – Peer Comparison Staff Compensation per Student
Figure 28. Peer comparison ratio of material to total library expense budget

This chart shows the ratio of library material expenditures to library total expenditures, for FY2022, for ISU and ISU's peer institutions. ISU had the highest percentage of all institutions in this comparison. (Source: ARL Statistics)

Note - The University of Wisconsin, an ISU peer institution, did not submit data to ARL for FY2022, and so they are not included in this analysis.

Figure 29. Peer comparison ratio total salary to student enrollment

This chart shows the ratio of library salary expenditures to total enrollment for FY2022, for ISU and ISU’s peer institutions. ISU had the third lowest ratio of all institutions in this comparison. (Source: ARL Statistics)

Note - The University of Wisconsin, an ISU peer institution, did not submit data to ARL for FY2022, and so they are not included in this analysis.
Objective F3 Performance Indicators Observations and Discussion
The collection of stoplight indicators for Objective F3 are shown in Figure 30.

In FY21 (the most current year available), the Iowa State University library had the highest percentage of material expenses to total expenses when compared with ISU peer institutions. Also, in FY21, the ISU Library had the lowest salary per student value when compared with ISU peer institutions.
**Strategy Map – Internal Perspective**

**Objective I1. Support a physical environment that inspires learning**

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Physical Space: Pursue continuous improvement of the library’s internal and external physical spaces to provide an ambience conducive to learning and an environment that is safe for all users.”

The primary key performance indicator for this objective was a comparison of results of the annual CAC survey of library student workers for FY17 through FY22. Secondary indicators related to the use of the library’s equipment checkout program were also developed for Objective I1.

The following figures show information related to the performance indicators for Objective I1.

- Figure 31. Objective I1 Performance Indicator – Student Rating Score Comparison
- Figure 32. Objective I1 Performance Indicator – Laptop Checkout
- Figure 33. Objective I1 Performance Indicator – Equipment Checkout Unique Users

**Figure 31. Student ratings comparison**

This chart shows the average student rating (5 point scale with 5 = high) for various library technology and space items. The overall average on these items stayed the same in FY22 compared to FY21.
The number of laptop check-outs through the library’s equipment checkout program increased from 2,461 in FY21 to 3,165 in FY22 (+29%).

The number of unique users of the library’s equipment checkout program decreased from 2,698 in FY21 to 1,597 in FY22 (-40%).
Objective I1 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective I1 are shown in Figure 34.

**Figure 34. Objective I1 Indicators**

Based on results of the library’s annual CASTLE survey of student employees, the average rating for satisfaction with library spaces and technology was essentially the same FY22 when compared with FY21. The library’s equipment checkout program saw an increase in the number of laptop checkouts. The number of unique users of the equipment checkout services declined in FY22 compared to FY21.

**Objective I2. Support both physical and online environments that are inclusive, accessible, and inspire scholarship**

This objective connects to the university’s strategic goal to “Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.” This objective also connects to the library’s strategic goal for “Responsible and anticipatory resources and services: Anticipate the diverse needs our users. Respect and respond to each user's request.”

The primary key performance indicator for this objective was obtained from student survey results. In these surveys, students were asked to rate four different welcomeness indicators:

- I am welcome in the library
- I am comfortable in the library
- I feel respected in the library
- I work best in the library

A secondary indicator was from a Happy/Sad face feedback device in the library. The device collects feedback to the question “How are you doing today?”

The following figure shows information related to the performance indicators for Objective I2.

- Figure 35. Objective I2 Performance Indicator – Welcomeness results from 2019 student survey
- Figure 36. Objective I2 Performance Indicator – Happy/Sad face survey results
When possible, the library includes questions related to welcomeness in surveys. These questions were included in the 2019 student survey, and also more recently in surveys of students related to their use of various library services, including technology lending and study room reservations. This chart compares the average welcomeness scores gathered from these two types of student feedback related surveys.

Starting in late 2019, a Happy/Sad face device has been used to collect climate feedback from users of the library. The device prompt was “How are you feeling today?” This chart compares the overall responses for the Spring 2021 and Spring 2022 semesters. (Excellent - Good - Fair - Poor - Very Poor).
Objective I2 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective I2 are shown in Figure 37.

*Figure 37. Objective I2 Indicators*

**Objective I2. Support both physical and online environments that are inclusive, accessible, and inspire scholarship**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcomeness Score from Student Survey</td>
<td>Mean score of 4.0 on 5 point scale for all respondents</td>
</tr>
<tr>
<td>Happy/Sad Face Score</td>
<td>50% of responses are Excellent, Good, or Fair</td>
</tr>
</tbody>
</table>

**During the Spring 2019 semester, the library acquired a survey kiosk from a company called ViewPoint.** The device is designed to use a simple happy/sad face interface to collect feedback about how users are feeling. Users are prompted with a question like “Overall, how satisfied were you with your visit today?” and they can select from five emoji faces in response.

In the Spring of 2022, over 75% of users using the device responded either excellent, good, or fair to the prompt “How are you feeling today?”

The Library conducts Project Outcome surveys of users of library study spaces and library technology each semester. Included in the survey are questions related to welcomeness.

- I feel welcome in the library
- I feel comfortable in the library
- I feel respected in the library
- I work best in the library

The mean score for all four questions on a five-point scale exceeded 4.0.
**Objective I3. Easy access to superb collections that enable transformational research and learning**

This objective connects to the university’s strategic goal to “Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st century.” This objective also connects to the library’s strategic goal for “Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university’s strategy to produce and share transformational research and creativity.”

The primary key performance indicator for this objective was a comparison of Primo search statistics for FY17 through FY22. Baseline information for key performance indicators for eResource usage were also established using data from the new OpenAthens system, and will be tracked going forward.

The following figures show information related to the performance indicators for Objective I3.

- Figure 38. Objective I3 Performance Indicator – Primo Searches
- Figure 39. Objective I3 Performance Indicator – Primo Searches Trend
- Figure 40. Objective I3 Performance Indicator – Top 10 eResource Platform Usage FY22
- Figure 41. Objective I3 Performance Indicator – eResource Platform Usage Trend FY22

**Figure 38. Primo searches FY17-FY22**

Primo Searches FY17 - FY22

This chart compares the number of Primo searches over the last six fiscal years. Total searches in FY22 were 515,315 compared to 592,104 in FY21 (-12%).
Figure 39. Primo searches trend FY17-FY22

This chart shows the declining trend in the number of Primo searches over the last six fiscal years.

Figure 40. Top 10 eResource Platform Usage FY21 - FY22

The trend of sum of Count for Data-Month. Color shows details about Resource. The data is filtered on Resource (copy), which keeps 10 members. The view is filtered on Resource, which keeps 13 of 718 members.
Objective I3 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective S3 are shown in Figure 42.

Figure 42. Objective I3 Indicators

Objective I3. Easy access to superb collections that enable transformational research and learning

<table>
<thead>
<tr>
<th>eResource Platform Usage Trend</th>
<th>Level trend in eResource usage</th>
<th>Missed Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primo Search Statistics Totals</td>
<td>Maintain the number of Primo searches in FY22 compared to FY21</td>
<td>Missed Target</td>
</tr>
<tr>
<td>Primo Search Statistics Trend</td>
<td>Level trend in the Primo searches in FY17 through FY22</td>
<td>Missed Target</td>
</tr>
<tr>
<td>Top 10 eResource Platform Usage</td>
<td>Establish a baseline measure for this metric to use in future year comparisons</td>
<td>Meeting Target</td>
</tr>
</tbody>
</table>
As shown in Figure 38 & 39, the number of searches using the library’s Primo discovery tool is declining. The decline in the use of the library search tool may simply be an indicator that library patrons are finding alternative paths to collection materials.

Note: In order to provide additional performance indicators for Objective I3 in future years, baseline measurements were taken based on OpenAthens eResource usage statistics. This information is shown in Figures 40 & 41.

**Objective I4. Communicate effectively with internal and external stakeholders**

This objective connects to the university’s strategic goal to “Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.” This objective also connects to the library’s strategic goal for “Engagement: Engage our stakeholders as we demonstrate the library’s value to the campus, in line with the university’s strategy to provide high quality experiences for students, faculty and staff.”

The primary key performance indicator for this objective was an analysis of the web analytics related to the news items posted on the library website.

The following figures show information related to the performance indicators for Objective I4.

- Figure 43. Objective I4 Performance Indicator – News item page views

*Figure 43. Library news item page views*
Objective I4 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective I4 are shown in Figure 44.

Figure 44. Objective I4 Indicators

Objective I4. Communicate effectively with internal and external stakeholders

- Improve the Library Website News Feature
- Maintain the number of news item pageviews in FY22 compared to FY21

Exceeding Target
Objective L1. Partner with users to stimulate new ways of working, thinking, and responding to their needs

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Engagement: Engage our stakeholders as we demonstrate the library’s value to the campus, in line with the university’s strategy to provide high quality experiences for students, faculty and staff.”

The primary key performance indicator for this objective was to track library user experience studies and surveys conducted in FY22.

Over the course of FY22, the library assessment team engaged patrons through a variety of surveys, studies, and data analysis. Here is a list of some of these activities:

- CASTLE Survey
- Project Outcome technology lending survey Fall and Spring
- Project Outcome group study room survey Fall and Spring
- Project Outcome individual study room survey Fall and Spring
- Project Outcome public technology usage survey Fall and Spring
- ARL Statistics Survey
- ACRL Library Metrics Survey
- Sensory friendly spaces survey

Objective L1 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective L1 are shown in Figure 45.

The FY22 target for Objective L1 was to conduct four surveys/studies seeking feedback from patrons and/or staff related to their needs and user experience with the library. The list of patron and staff surveys above shows selected examples of this work in FY22. The FY22 target was exceeded for this performance indicator.
Objective L2. Create a workplace culture that invites collaboration, innovation, and continuous growth

This objective connects to the university’s strategic goal to “Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.” This objective also connects to the library’s strategic goal for “Healthy Culture: Create a workplace culture that invites collaboration, innovation, and continuous growth, in line with the university’s strategy to foster a culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.”

The primary key performance indicator for this objective was related to work done by Susan Vega Garcia, Library Assistant Dean for Inclusion and Equity, along with the library’s DEI Committee. Their work was documented in the library’s annual DEI report.

Library Annual DEI Report FY22 (June 2022)
The University Library's annual DEI report; data gathered via survey to all library staff. Highlights include the library's Metadata Team's multifaceted work to create subject headings for Indigenous peoples with connections to what is now Iowa that accurately reflect how these peoples self-identify; the library's Accessibility Survey; outcomes from the Tracing Race @ ISU initiative; staff member Rosie Rowe winning the prestigious ISU Advancing One Community Award; improvements to the Mindfulness Room that have benefitted the underserved Muslim student community, and announcement of the Council on Library & Information Resources (CLIR) grant that will fund a 3-year project to digitize and document the histories and contributions of Black communities in Iowa.

Objective L2 Performance Indicators Observations and Discussion
The collection of stoplight indicators for Objective L2 are shown in Figure 46.

Figure 46. Objective L2 Indicators

The library’s annual DEI report for FY22 was published in June of 2022, and contains information related to the library’s DEI related goals and accomplishments.

Citation:
Objective L3. Promote and convey a culture of assessment and accountability

This objective connects to the university’s strategic goal to “Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.” This objective also connects to the library’s strategic goal for “Agile Organizational Structure: Work together to create and agile organizational structure that will stimulate new ways of working, thinking, and responding to user demands and a changing service environment.”

The primary key performance indicator for this objective was a comparison of library assessment related information sharing tasks in FY19 and FY20. A secondary indicator was a comparison of Alma Analytics usage in FY19 and FY20.

The following figures show information related to the performance indicators for Objective L3.

- Figure 47. Objective L3 Performance Indicator – Assessment Communication Tasks
- Figure 48. Objective L3 Performance Indicator – Alma Analytics Usage
Objective L3 Performance Indicators Observations and Discussion

The collection of stoplight indicators for Objective L3 are shown in Figure 49.

Library assessment related information is shared with library stakeholders using a variety of communication channels. Library assessment communication activities were similar in FY22 compared to FY21 (see Figure 47).

The collection of information related to the usage of Alma Analytics by library staff began in May of 2018. Figure 48 shows the increasing trend in the number of Alma Analytics reports being run by the ISU library. This trend in Alma Analytics usage by library staff is considered a good indicator of growth of “self-service” data analysis trends in the library.
Next Steps
Library assessment tasks can emerge quickly. The Library Assessment Team strives to be agile in our work. Our work cannot be complete without the assessment tasks completed by many of our colleagues in the library. For every task we are engaged with there are multiple colleagues that contribute their portion of time and effort engaging in assessment, evaluation, strategy, and wise data driven decision-making for the library operations, day in and day out.

It will be important in the coming year to revise and update the library’s assessment plan related to the library’s new strategic plan to be developed in FY23. Once the development of the new strategic plan is complete we expect to work to align the assessment strategy map with the new strategic plan.

The following Calendar of Actives provides an outline of assessment related work that is expected to be conducted throughout FY22.
Calendar of FY22 Assessment Activities

July
- Fiscal Year End Report Data Collection
- ARL RLIF Final Phase
- Library Strategic Framework Wrap-up

August
- Fiscal Year End Report Draft
- ARL RLIF Final Phase

September
- Library Strategic Planning
- Fiscal Year End Report Final
- ARL RLIF Final Phase

October
- ARL RLIF Final Phase
- Project Outcome Surveys
- Library policy review and updates

November
- Library Assessment Conference Poster
- Library Strategic Planning (cont.)
- Outcome Editorial Board
- ACRL Data Reporting
- ARL Data Reporting

December
- Library Strategic Planning (cont.)

January
- Library Strategic Planning complete
- ARL RLIF Complete

February
- Potential student and/or faculty surveys

March
- Special projects (TBD)

April
- Special projects (TBD)
- Project Outcome Surveys

May
- ELUNA
- Special projects (TBD)

June
- Prep for year-end report

Ongoing
- Tableau Visualization Maintenance
  - Library Services Metrics
  - Wireless Metrics
  - ARL Peer Comparisons
  - ACRL Metrics
  - ARL Statistics
  - Digital Initiatives Analytics
- TRAC monthly fulfillment report
- Alma and Primo Analytics Report Development
- Google Analytics Analysis
- Collection Development Support
- Open Initiatives Support
- Project Outcome related work

Project topics under consideration
- Library Outreach
- Library Policy Development
- Renew Library Assessment Plan
- Support of DEI related assessment and data collection
- Research data services support and assessment
- User Experience support and assessment
- Regent level outreach and collaboration
Appendix – Supplemental Materials

Appendix Figure 50. Library operational statistics gate counts FY22 by month

Counts by Month FY2022

Parks Library

<table>
<thead>
<tr>
<th>Month</th>
<th>Gate Count</th>
<th>% Chng Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>219</td>
<td>-48.1%</td>
</tr>
<tr>
<td>Aug</td>
<td>1,833</td>
<td>-96.0%</td>
</tr>
<tr>
<td>Sep</td>
<td>9,930</td>
<td>-86.5%</td>
</tr>
<tr>
<td>Oct</td>
<td>11,721</td>
<td>-83.5%</td>
</tr>
<tr>
<td>Nov</td>
<td>9,675</td>
<td>-83.6%</td>
</tr>
<tr>
<td>Dec</td>
<td>7,332</td>
<td>-79.6%</td>
</tr>
<tr>
<td>Jan</td>
<td>4,020</td>
<td>-70.0%</td>
</tr>
<tr>
<td>Feb</td>
<td>10,797</td>
<td>-87.4%</td>
</tr>
<tr>
<td>Mar</td>
<td>9,819</td>
<td>-83.8%</td>
</tr>
<tr>
<td>Apr</td>
<td>11,877</td>
<td>521.0%</td>
</tr>
<tr>
<td>May</td>
<td>6,117</td>
<td>521.0%</td>
</tr>
<tr>
<td>Jun</td>
<td>993</td>
<td>-5.5%</td>
</tr>
</tbody>
</table>

Design Reading Room

<table>
<thead>
<tr>
<th>Month</th>
<th>Gate Count</th>
<th>% Chng Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>523</td>
<td>523.0%</td>
</tr>
<tr>
<td>Aug</td>
<td>1,596</td>
<td>72.2%</td>
</tr>
<tr>
<td>Sep</td>
<td>2,546</td>
<td>84.1%</td>
</tr>
<tr>
<td>Oct</td>
<td>2,476</td>
<td>86.1%</td>
</tr>
<tr>
<td>Nov</td>
<td>2,476</td>
<td>100.2%</td>
</tr>
<tr>
<td>Dec</td>
<td>1,305</td>
<td>371.1%</td>
</tr>
<tr>
<td>Jan</td>
<td>1,323</td>
<td>167.3%</td>
</tr>
<tr>
<td>Feb</td>
<td>2,206</td>
<td>88.7%</td>
</tr>
<tr>
<td>Mar</td>
<td>2,024</td>
<td>43.0%</td>
</tr>
<tr>
<td>Apr</td>
<td>2,396</td>
<td>89.0%</td>
</tr>
<tr>
<td>May</td>
<td>1,365</td>
<td>88.8%</td>
</tr>
<tr>
<td>Jun</td>
<td>552</td>
<td>-5.5%</td>
</tr>
</tbody>
</table>

Vet Med Library

<table>
<thead>
<tr>
<th>Month</th>
<th>Gate Count</th>
<th>% Chng Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>521</td>
<td>521.0%</td>
</tr>
<tr>
<td>Aug</td>
<td>1,845</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Sep</td>
<td>5,399</td>
<td>30.4%</td>
</tr>
<tr>
<td>Oct</td>
<td>6,137</td>
<td>31.5%</td>
</tr>
<tr>
<td>Nov</td>
<td>4,710</td>
<td>5.6%</td>
</tr>
<tr>
<td>Dec</td>
<td>4,068</td>
<td>62.5%</td>
</tr>
<tr>
<td>Jan</td>
<td>1,930</td>
<td>43.2%</td>
</tr>
<tr>
<td>Feb</td>
<td>4,523</td>
<td>16.5%</td>
</tr>
<tr>
<td>Mar</td>
<td>4,764</td>
<td>38.4%</td>
</tr>
<tr>
<td>Apr</td>
<td>4,982</td>
<td>118.7%</td>
</tr>
<tr>
<td>May</td>
<td>3,808</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Jun</td>
<td></td>
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</tr>
</tbody>
</table>
Appendix Figure 51. Library operational statistics gate counts fiscal year comparison
User Consultations Per Year

Reference

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>% Chng Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>6,653</td>
<td>-0.54%</td>
</tr>
<tr>
<td>2019</td>
<td>5,691</td>
<td>-14.59%</td>
</tr>
<tr>
<td>2020</td>
<td>5,660</td>
<td>-47.56%</td>
</tr>
<tr>
<td>2021</td>
<td>2,968</td>
<td>-74.09%</td>
</tr>
<tr>
<td>2022</td>
<td>769</td>
<td></td>
</tr>
</tbody>
</table>

Directions

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>% Chng Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2,734</td>
<td>55.60%</td>
</tr>
<tr>
<td>2019</td>
<td>4,254</td>
<td>-71.09%</td>
</tr>
<tr>
<td>2020</td>
<td>1,230</td>
<td>-79.92%</td>
</tr>
<tr>
<td>2021</td>
<td>247</td>
<td>-100.00%</td>
</tr>
<tr>
<td>2022</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
Out-Of-Building by Month of Selected Fiscal Year

**Automated Charges**
- Cumulative by Month
- % Chg Prev FY this month

**Automated Renewals**
- Cumulative by Month
- % Chg Prev FY this month
Out-Of-Building by Year

Automated Charges

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>% Chg Prv Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>42,698</td>
<td>-23.00%</td>
</tr>
<tr>
<td>2019</td>
<td>41,106</td>
<td>-3.73%</td>
</tr>
<tr>
<td>2020</td>
<td>22,158</td>
<td>-46.10%</td>
</tr>
<tr>
<td>2021</td>
<td>23,162</td>
<td>4.53%</td>
</tr>
<tr>
<td>2022</td>
<td>16,453</td>
<td>-4.98%</td>
</tr>
</tbody>
</table>

Automated Renewals

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>% Chg Prv Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>38,057</td>
<td>-12.17%</td>
</tr>
<tr>
<td>2019</td>
<td>29,787</td>
<td>-21.73%</td>
</tr>
<tr>
<td>2020</td>
<td>23,101</td>
<td>-22.45%</td>
</tr>
<tr>
<td>2021</td>
<td>18,641</td>
<td>-19.31%</td>
</tr>
<tr>
<td>2022</td>
<td>10,028</td>
<td>-43.83%</td>
</tr>
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</table>
Appendix Figure 55. Library operational statistics: Interlibrary Loans FY22 by month

**Lending FY2022**

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Per Month</th>
<th>% Chang from Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun</td>
<td>1,748</td>
<td>57.3%</td>
</tr>
<tr>
<td>May</td>
<td>1,883</td>
<td>28.9%</td>
</tr>
<tr>
<td>Apr</td>
<td>1,963</td>
<td>21.5%</td>
</tr>
<tr>
<td>Mar</td>
<td>1,933</td>
<td>14.7%</td>
</tr>
<tr>
<td>Feb</td>
<td>1,842</td>
<td>13.1%</td>
</tr>
<tr>
<td>Jan</td>
<td>2,454</td>
<td>8.1%</td>
</tr>
<tr>
<td>Dec</td>
<td>1,570</td>
<td>9.3%</td>
</tr>
<tr>
<td>Nov</td>
<td>2,337</td>
<td>8.5%</td>
</tr>
<tr>
<td>Oct</td>
<td>2,002</td>
<td>7.1%</td>
</tr>
<tr>
<td>Sep</td>
<td>1,893</td>
<td>6.3%</td>
</tr>
<tr>
<td>Aug</td>
<td>1,693</td>
<td>3.2%</td>
</tr>
<tr>
<td>Jul</td>
<td>1,111</td>
<td>1.1%</td>
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</table>

**Borrowing**

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Per Month</th>
<th>% Chang from Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun</td>
<td>1,300</td>
<td>225.8%</td>
</tr>
<tr>
<td>May</td>
<td>1,288</td>
<td>176.8%</td>
</tr>
<tr>
<td>Apr</td>
<td>1,186</td>
<td>95.3%</td>
</tr>
<tr>
<td>Mar</td>
<td>1,201</td>
<td>75.5%</td>
</tr>
<tr>
<td>Feb</td>
<td>1,363</td>
<td>65.5%</td>
</tr>
<tr>
<td>Jan</td>
<td>1,002</td>
<td>47.4%</td>
</tr>
<tr>
<td>Dec</td>
<td>1,082</td>
<td>36.3%</td>
</tr>
<tr>
<td>Nov</td>
<td>1,047</td>
<td>28.1%</td>
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<tr>
<td>Oct</td>
<td>1,170</td>
<td>20.2%</td>
</tr>
<tr>
<td>Sep</td>
<td>1,086</td>
<td>15.1%</td>
</tr>
<tr>
<td>Aug</td>
<td>1,105</td>
<td>11.7%</td>
</tr>
<tr>
<td>Jul</td>
<td>747</td>
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</tr>
</tbody>
</table>

**DDS-Filled Requests**

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Per Month</th>
<th>% Chang from Previous FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun</td>
<td>518</td>
<td>-9.0%</td>
</tr>
<tr>
<td>May</td>
<td>516</td>
<td>-10.4%</td>
</tr>
<tr>
<td>Apr</td>
<td>391</td>
<td>-15.3%</td>
</tr>
<tr>
<td>Mar</td>
<td>463</td>
<td>-13.1%</td>
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<td>Feb</td>
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<td>-17.3%</td>
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<tr>
<td>Jan</td>
<td>414</td>
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<tr>
<td>Dec</td>
<td>430</td>
<td>-18.1%</td>
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<tr>
<td>Nov</td>
<td>451</td>
<td>-22.5%</td>
</tr>
<tr>
<td>Oct</td>
<td>437</td>
<td>-26.3%</td>
</tr>
<tr>
<td>Sep</td>
<td>395</td>
<td>-28.8%</td>
</tr>
<tr>
<td>Aug</td>
<td>317</td>
<td>-28.9%</td>
</tr>
<tr>
<td>Jul</td>
<td>340</td>
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</tbody>
</table>
Appendix Figure 56. Library operational statistics Interlibrary Loans year comparison

**Lending By Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Loaned</th>
<th>% Chg Prv Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>10,834</td>
<td>-12.21%</td>
</tr>
<tr>
<td>2019</td>
<td>11,821</td>
<td>-3.20%</td>
</tr>
<tr>
<td>2020</td>
<td>12,048</td>
<td>-10.71%</td>
</tr>
<tr>
<td>2021</td>
<td>24,741</td>
<td>+22.31%</td>
</tr>
<tr>
<td>2022</td>
<td>15,639</td>
<td>-36.79%</td>
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</tbody>
</table>

**Borrowing**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Borrowed</th>
<th>% Chg Prv Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>5,000</td>
<td>-36.79%</td>
</tr>
<tr>
<td>2019</td>
<td>6,000</td>
<td>+36.79%</td>
</tr>
<tr>
<td>2020</td>
<td>8,524</td>
<td>+15.90%</td>
</tr>
<tr>
<td>2021</td>
<td>14,966</td>
<td>+81.57%</td>
</tr>
<tr>
<td>2022</td>
<td>5,353</td>
<td>-62.85%</td>
</tr>
</tbody>
</table>

**DDS-Filled Requests**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Filled</th>
<th>% Chg Prv Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>10,530</td>
<td>+45.19%</td>
</tr>
<tr>
<td>2019</td>
<td>6,364</td>
<td>-45.19%</td>
</tr>
<tr>
<td>2020</td>
<td>6,364</td>
<td>0%</td>
</tr>
<tr>
<td>2021</td>
<td>6,628</td>
<td>+4.15%</td>
</tr>
<tr>
<td>2022</td>
<td>2,908</td>
<td>-56.13%</td>
</tr>
</tbody>
</table>