



ORANJARRA

P A R T N E R S

**Librarians Are Not Hospice Workers:
Best Practice Strategies for Demonstrating Value and
Influence in Academic Libraries**

Fiesole 2012 | 14 April

Stephen Pugh | Oranjarra Partners | stephen@oranjarra.com | www.oranjarra.com

Current State of Play

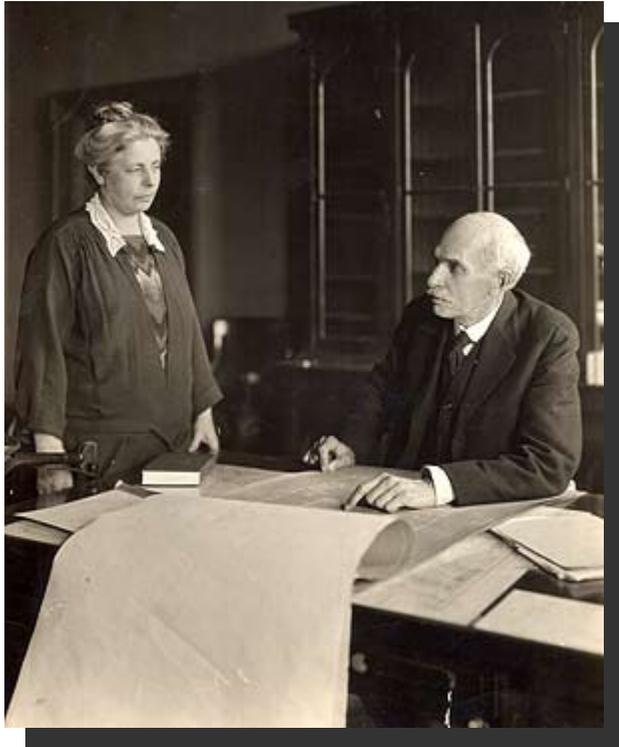


“Libraries may sometimes seem terminal, but librarians are not hospice workers”

- Growing interest in ROI and best practice
- Rising Resource Costs
- Contraction, Cuts & Outsourcing
- Reliance on High-Use Collections
- Push back on the “Big Deal”
- Pressure on small and mid-sized publishers



Concern About ROI is Not New



“All public institutions...should give returns for their cost; and those returns should be in good degree positive, definite, visible and measurable [...] Common sense demands that a publicly-supported institution do something for its supporters and that some part at least of what it does be capable of clear description and downright valuation.”

—John Cotton Dana, key figure in 20th century librarianship, writing in 1920



Asia-Pacific: New Zealand

The screenshot shows the Tertiary Education Commission (TEC) website. The header includes the TEC logo and navigation tabs for HOME, TERTIARY SECTOR, LEARNERS & ORGANISATIONS, FUNDING, RESOURCE CENTRE, and ABOUT US. The main content area is titled "Performance-Based Research Fund" and includes a table with the following information:

OVERVIEW	PURPOSE	PUBLICATIONS	RESOURCES	QUALITY EVALUATION
WHO APPLIES? ITPs, PTEs, Universities, Wānanga	FUND FOCUS: Capability funding, Research			
STATUS: Ongoing	AGREED THROUGH? Investment Plan (on Plan)			

Below the table, a yellow box states: "From 2011 the Performance Based Research Fund will be a stand-alone fund rather than part of the Tertiary Education Organisation Component fund, which is being disestablished."

The main text describes the primary purpose of the PBRF: "to ensure that excellent research in the tertiary education sector is encouraged and rewarded. This entails assessing the research performance of TEOs and then funding them on the basis of their performance." It also mentions that the PBRF is accessed by universities, ITPs, wānanga and PTEs, and that the 2012 Quality Evaluation is now underway. The size of the PBRF funding pool is determined by government through its annual Budget. PBRF funding is agreed through the Investment Plan. Delivery of the Plan is monitored by the TEC. The funding period for the PBRF is the calendar year from 1 January to 31 December and is calculated using an established formula. The PBRF model has three elements:

- Quality Evaluation: to reward and encourage the quality of researchers—60 percent of the fund

LIANZA Collection Management Workshop 2010

Margaret Ferguson
Head of Collection Services
Margaret.Ferguson@vuw.ac.nz

Emma Shephard-Walwyn
Collection Management Coordinator
Emma.Shephard-Walwyn@vuw.ac.nz

<http://www.tec.govt.nz/Funding/Fund-finder/Performance-Based-Research-Fund-PBRF/>



Asia-Pacific: Australia

MACQUARIE UNIVERSITY LIBRARY

Academic Consultations – Report

[Logistics: L09]

Author(s) : Maureen Kattau, Andrew Spencer
Sponsor: Glenys Oxlee
22 December 2010



Academic Consultations

22 Dec 2010

Page 1 of 57

Demonstrating Value for Money at Macquarie University Library Best Practice Strategies in Return on Investment (ROI)

Prepared for Maxine Brodie, University Librarian, Macquarie University by:

Oranjarra Partners
PO Box 1899
Aptos, CA 95001
USA
www.oranjarra.com

19 May 2011

Commercial in Confidence



Oranjarra Return on Investment/Value for Money Survey



Exit this survey

Return on Investment/Value for Money

Your Assistance for the Next 2-5 Minutes Is Greatly Appreciated!

17%

Stephen Pugh, Principal of Oranjarra Partners, will give a paper and presentation at the LIANZA (Library & Information Association of New Zealand Aotearoa) Conference in Wellington, New Zealand on 1 November 2011 in which he will discuss trends and best practice options in measuring and demonstrating Return on Investment or Value for Money in libraries.

Please take a just a few minutes to complete this short survey. Your feedback will contribute significantly to the usefulness of the presentation and the environmental scan used to determine the relevance and importance of this issue to libraries.

Your responses are anonymous and confidential.

With thanks—Oranjarra Partners

1. Do you know, or have you heard or read anything, about the concept of measuring or demonstrating Return on Investment or Value for Money as it is applied to libraries?

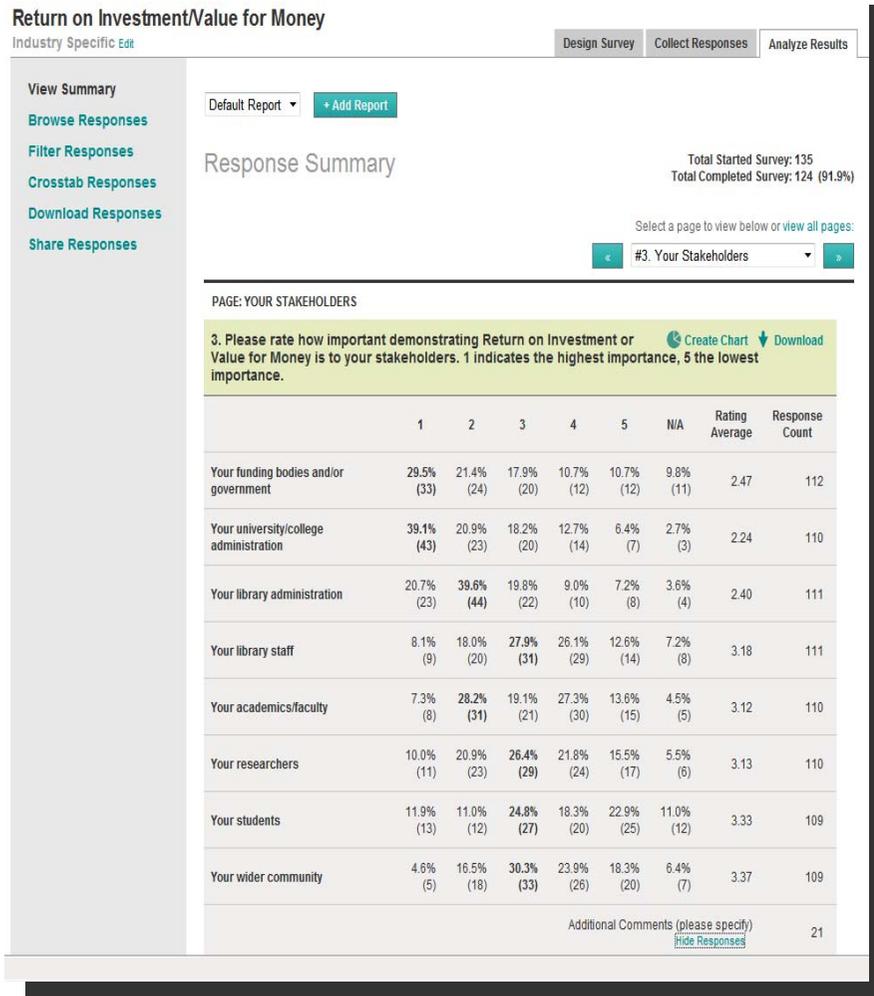
Note: If you answer NO to this question, you will automatically be redirected to the final two survey questions.

- Yes
- No

Next



Survey Summary Results

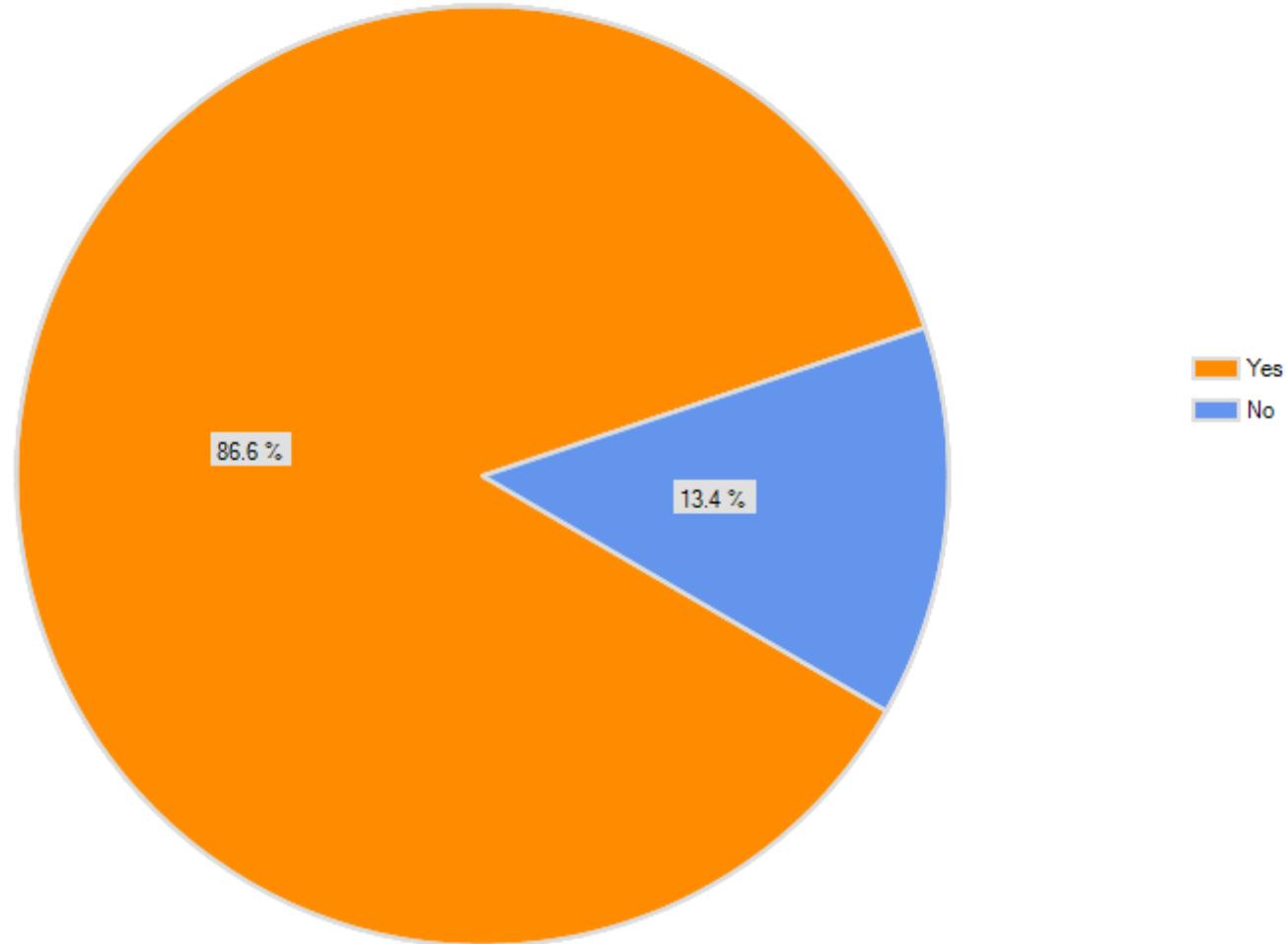


- 135 academic libraries and academic library suppliers (73% response)
- New Zealand, Australia, US, UK, Canada, China, Hong Kong, Macau, Singapore and Malaysia
- Complete summary at: www.oranjarra.com

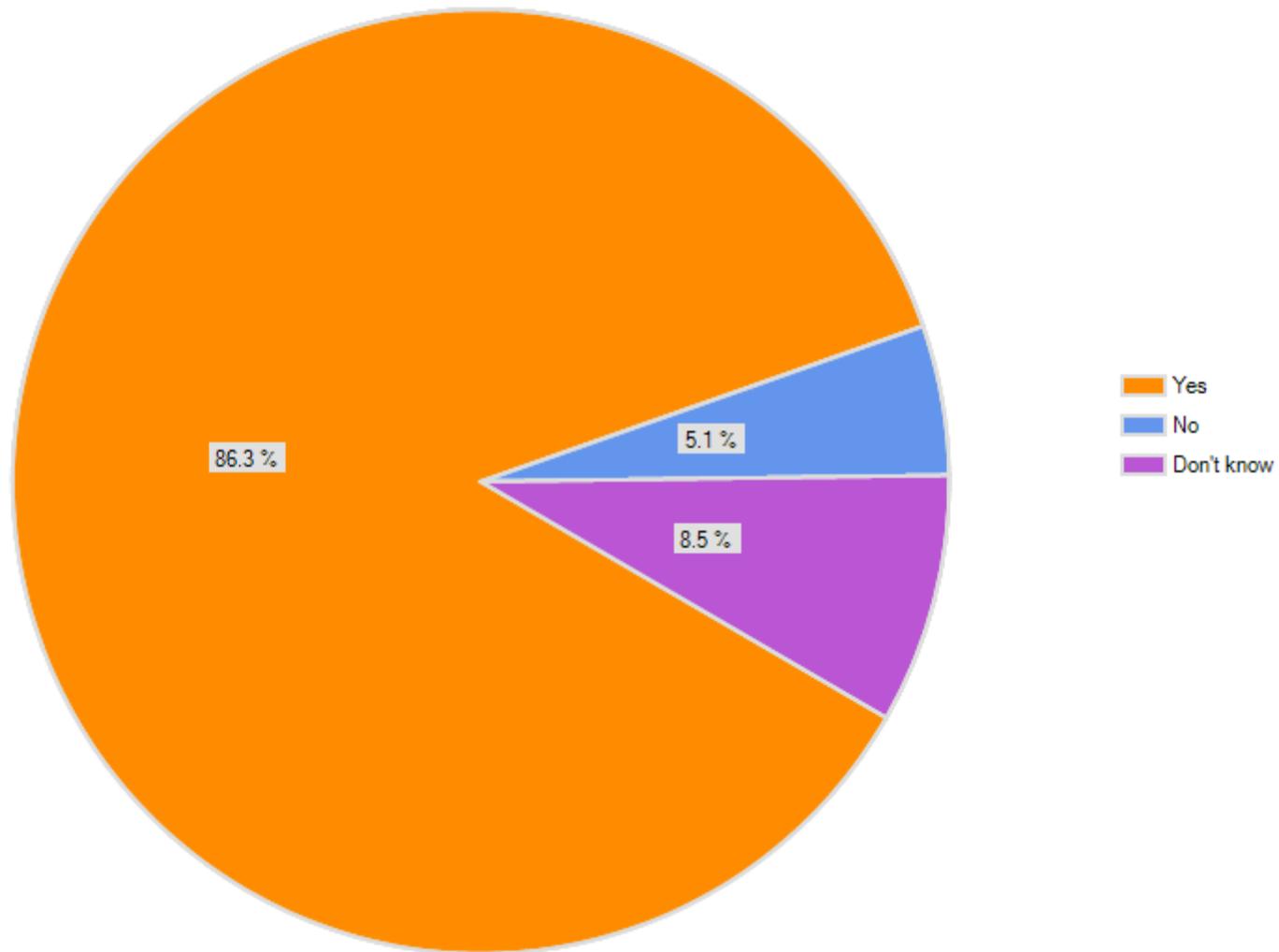
Accurately Applied Capture Depends Difficult Indicative
Library Methodology Qualitative Resources Return
ROI set Think University Usage Value



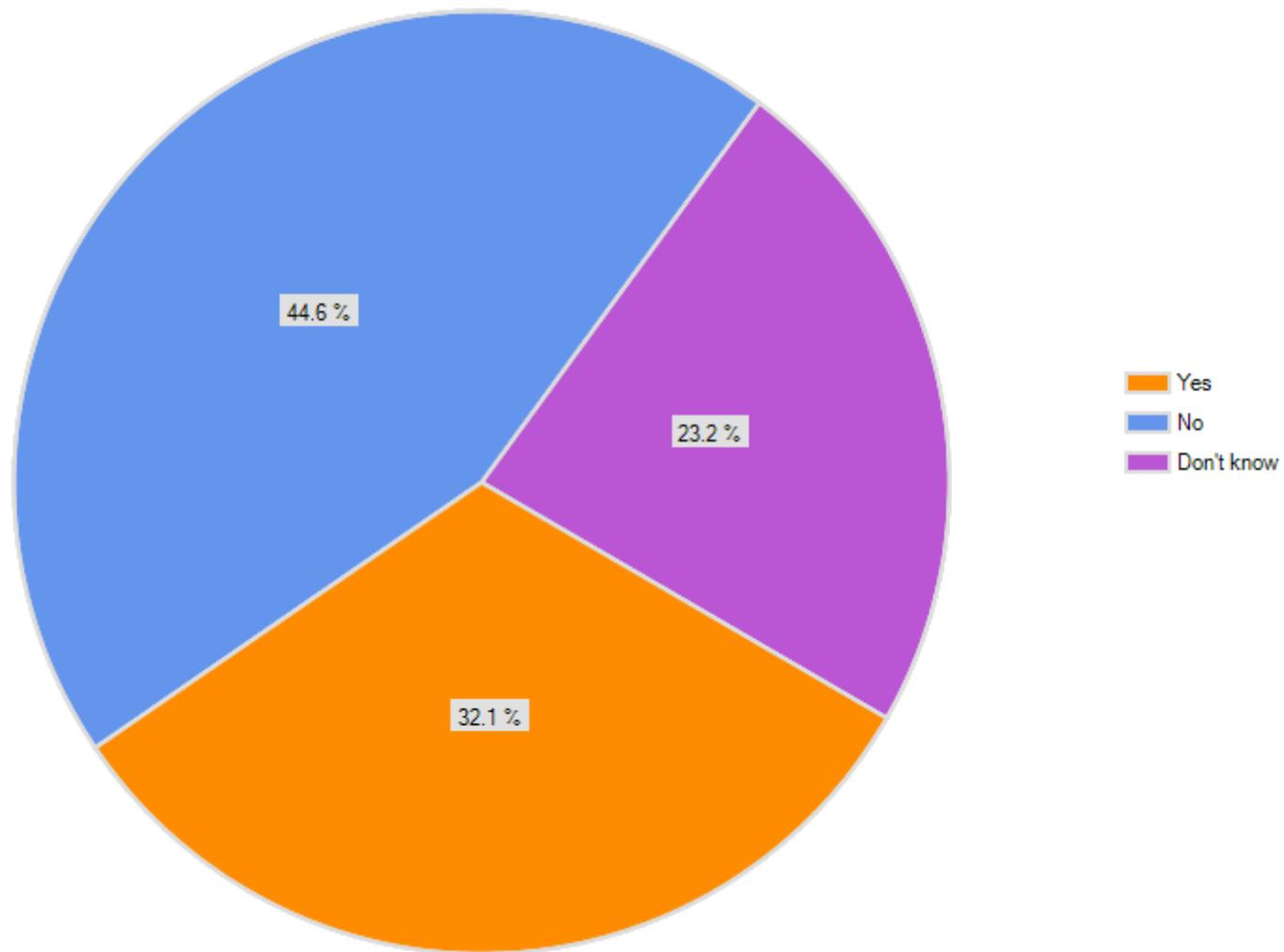
Do you know, or have you heard or read anything, about the concept of measuring or demonstrating Return on Investment or Value for Money as it is applied to libraries? Note: If you answer NO to this question, you will automatically be redirected to the final two survey questions.



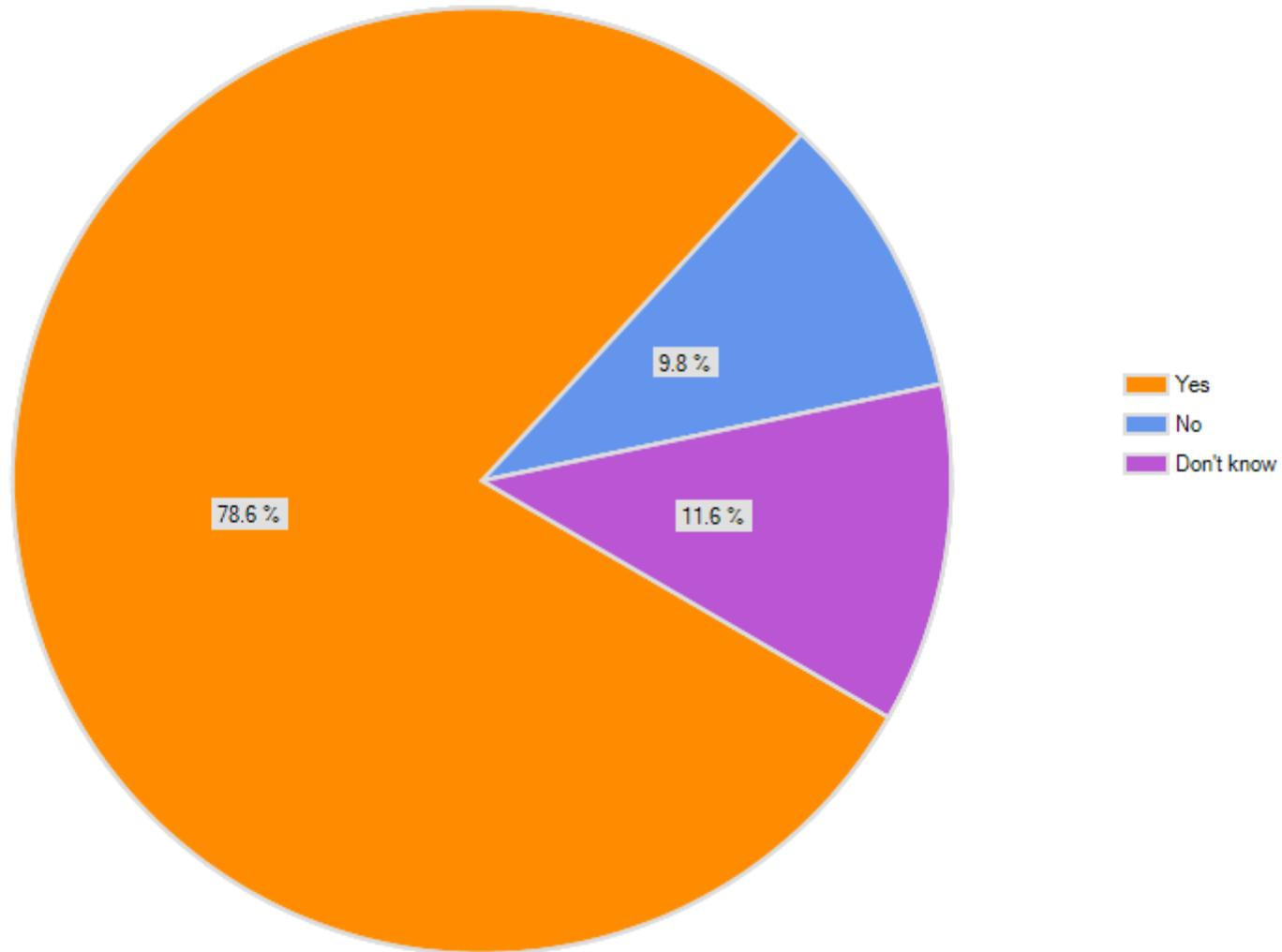
Do you think that requiring academic libraries to measure and demonstrate Return on Investment or Value for Money is a growing trend?



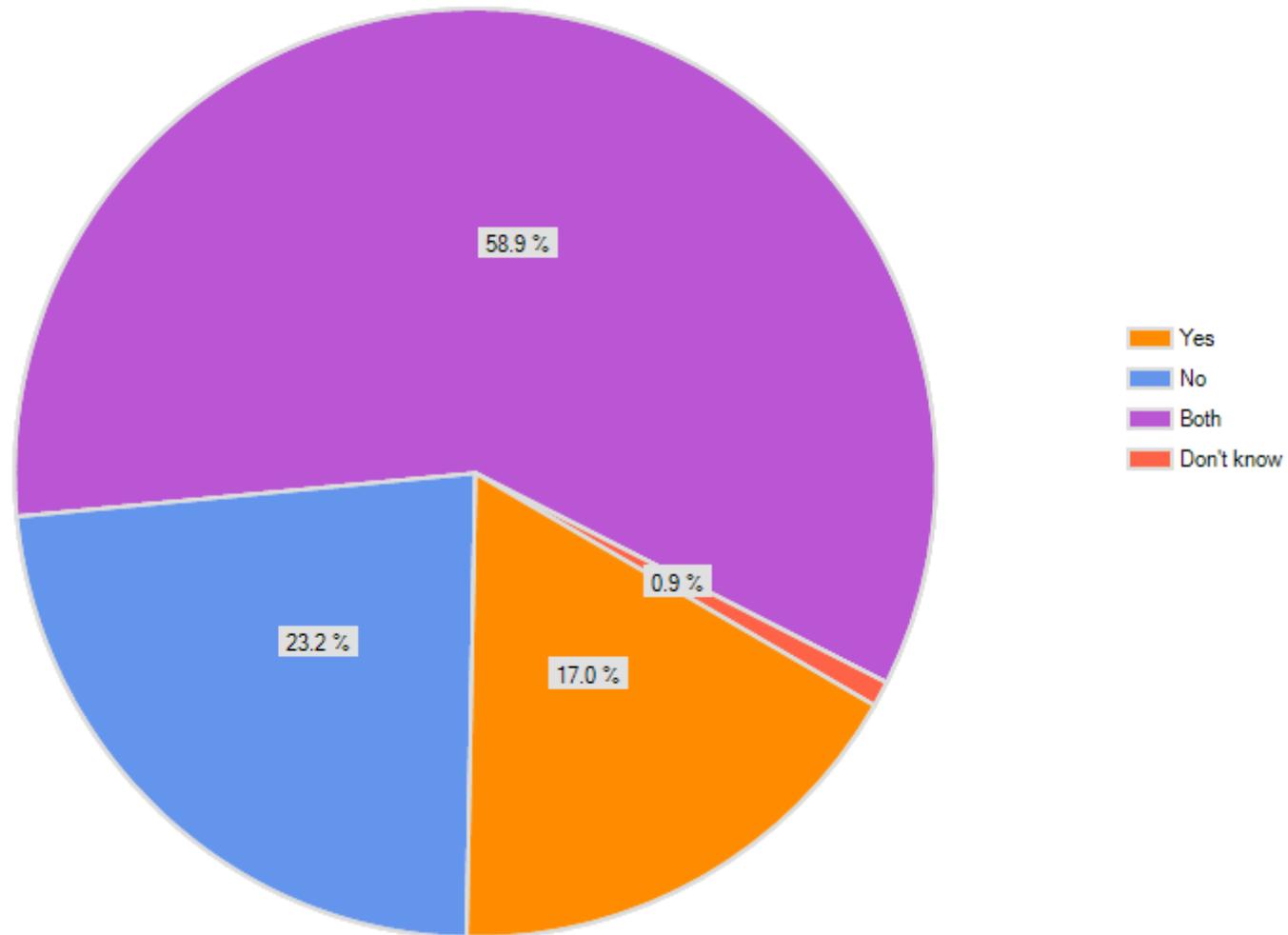
Do you think that Return on Investment or Value for Money can truly be accurately measured and demonstrated?



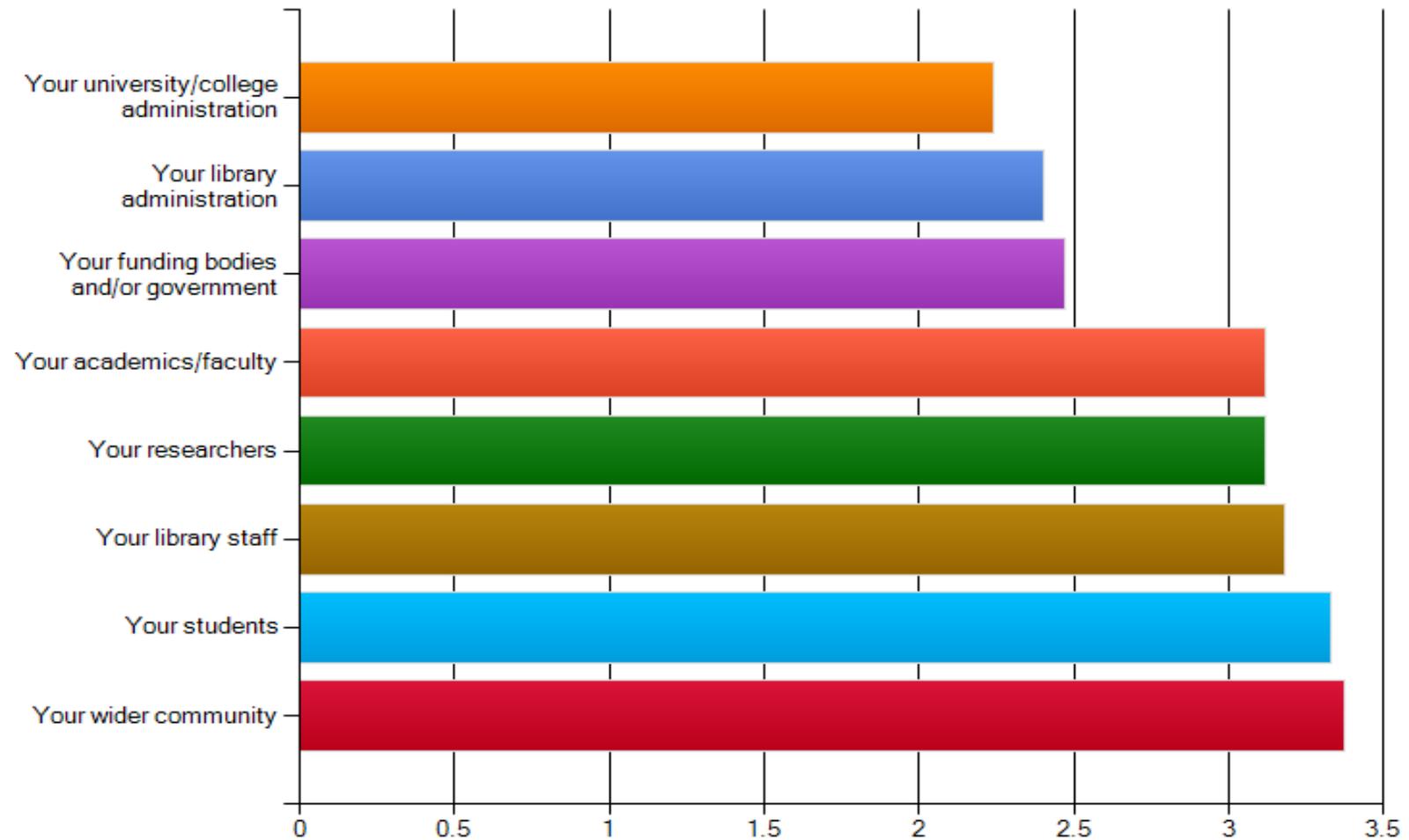
Do you think that metrics can be applied to Collection Development activities (i.e., the identification, selection and acquisition/access of relevant content)?



Do you think that measuring and demonstrating Return on Investment or Value for Money is a political and marketing exercise rather than an application of professional metrics or methodology?



Please rate how important demonstrating Return on Investment or Value for Money is to your stakeholders. 1 indicates the highest importance, 5 the lowest importance.



Stakeholder Pressure

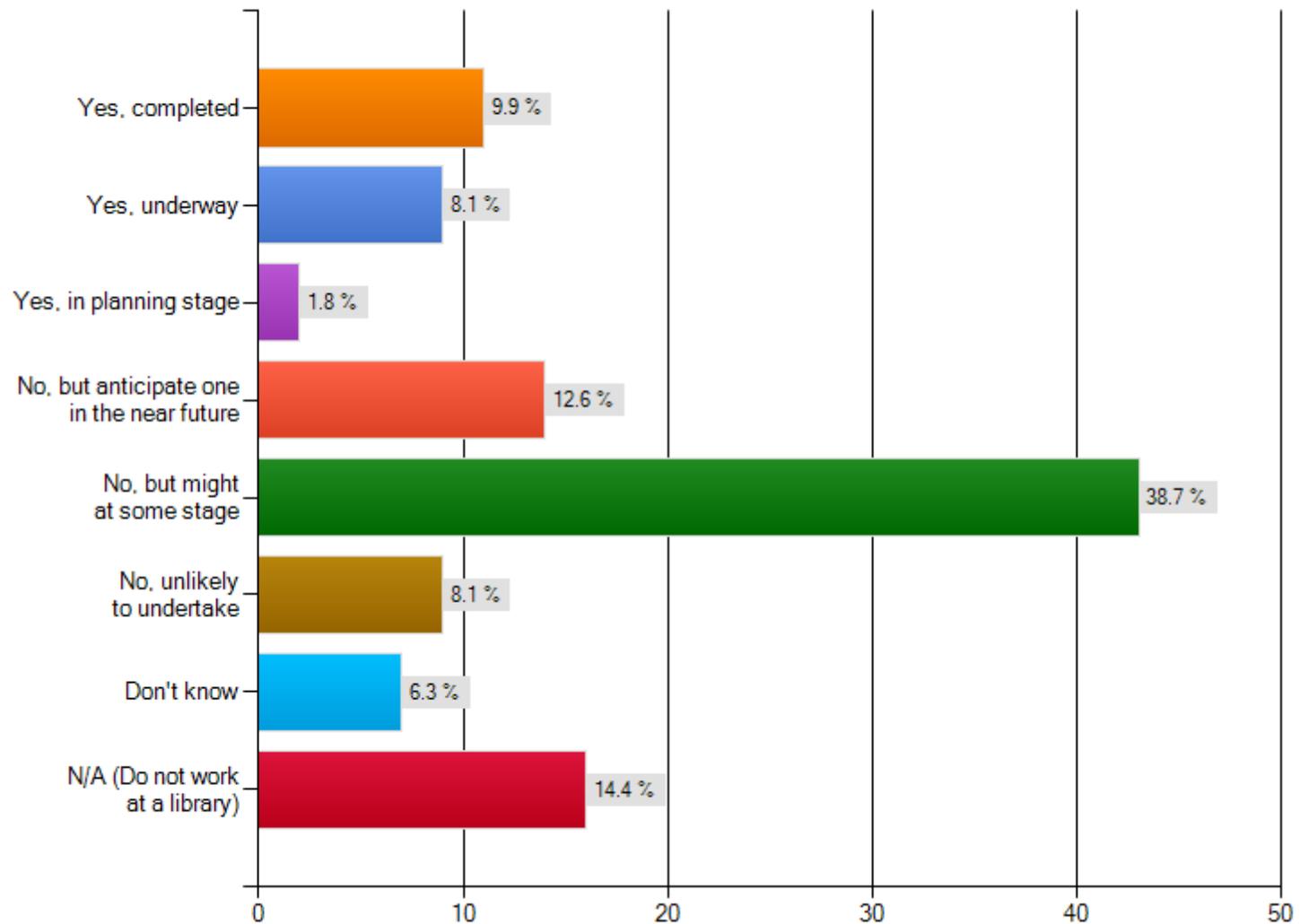
From: acqnet-l@lists.ibiblio.org
Reply-To: acqnet-l@lists.ibiblio.org
Date: Tue, 23 Aug 2011 17:45:34 +0000
To: acqnet-l@lists.ibiblio.org
Subject: [ACQNET-L] Justifying the position

ello.

My administration is asking why we need an acquisitions librarian. Has anyone else had to justify this position? Any advice would be welcome.



Has your library undertaken a Return on Investment or Value for Money project?



Selected Comments

- *“With diminished library acquisitions and operating budgets, libraries are under increasing pressure to operate as traditional businesses. Each dollar spent requires an unprecedented level of justification and future budget allocations will be justified from the proven ROI and value for money savings realized in the past and current years” — Vendor/Supplier*
- *“As a state-supported university in a state with major financial and employment difficulties, being able to show what we're getting for the state funding supplied to us is gaining importance. We are emphasizing metrics that show value for money--support for curriculum/major programs=usage of databases, article levels clicks, etc.” –US library*
- *“Absolutely. There are fewer questions raised in British acquisition departments at the moment. With the change in funding and the demand for 'value for money' for the student who now has to pay £9k a year on top of cost of living - that return on institutional spend is the stand out conversation. Many acq people are complaining of Procurement Officers (the university clones who count the beans) taking a shadowy control and insisting on ROI measures.” –UK library*
- *“This demand is made by administrators who do not understand libraries or the use re-use of information.” –Hong Kong library*
- *“Yes, because the ROI has an effect on the decision to approve or disapprove budget requests” –Philippines library*
- *“It's not the whole story and demonstrating value for money does not always mean complex applications of elaborate methodology -- some well chosen performance indicators and some client feedback can do the trick too” –Australian library*



Top Best Practice Trends

HOME WHY NOW? SEMINARS CUSTOMERS & PARTNERS ABOUT SCS WEED FEED CONTACT US

Sustainable Collection Services SCS

Data-Driven Deselection

Managing Low-Use Print Monographs

Sustainable Collection Services (SCS) offers deselection decision-support tools to academic libraries. SCS tools enable carefully managed drawdown of low-use print monograph collections while supporting shared print archiving efforts. Our uniquely tailored reports combine local circulation and item data with WorldCat holdings, Hathi Trust Digital Library holdings, and authoritative titles lists to provide an effective, evidence-based decisions.

Recent Webinar
Data-Driven Deselection for Monographs ASERL Webinar: Recorded 9/26/2011
This 37 minute presentation details the SCS approach to data-driven deselection.

SAMPLE SCS COLLECTION SUMMARY

Item	Local Circulation	WorldCat Holdings	Hathi Trust Holdings	Authoritative Titles
1	10	100	100	100
2	5	50	50	50
3	2	20	20	20
4	1	10	10	10
5	0	5	5	5

Within weeks, SCS can provide your library with an action plan to responsibly de-accessioned or stored—with confidence—remain accessible to your users. Items that are held scarce also be identified as candidates for retention and archiving.

See how it works Our process for supporting your deselection efforts.

Contact us To learn more about how we can help with your deselection efforts.

Subscribe to the Weed Feed and get deselection news.

Consulting Services

SCS can also assist you with the following tasks:

- Designing deselection workflows

[reports/sample-scs-summary.png](#)

Imagine Your Library's Future

Scenario planning for libraries and information organisations

From Planning to Action

CHANDLER PUBLISHING

- Return on Investment/Value for Money Projects
- Streamlining Collection Development
- Print: Selection vs. Deselection
- Digital: Collection discipline
- Adaptation of print methodologies to the digital environment



Relevant Content, Best Practice & ROI



World class collections are not created in a vacuum and they do not spring forth spontaneously. Focus on relevant content



Paying For Usage Only

“As a publisher I sense librarian dissatisfaction about how publishers offer their wares to libraries. Traditional single journal subscriptions are condemned as too expensive; discounted multi-journal ‘Big Deals’ often entail taking a proportion of unwanted, unused, content.”

Bill Hughes, Director, Multi-Science Publishing Co Ltd.
Posted at LibLicense-L Discussion Forum, 18 January
2012



Big Deal Pushback

THE CHRONICLE

of Higher Education

Home Blogs The Wired Campus

CASE WESTERN RESERVE think research

Previous ← Historically Black University Looks Online to Raise Enrollment Next U. of Alaska Slows Internet to Curb Illegal Downloading →

British Library Group Sticks With Elsevier and Wiley-Blackwell

December 1, 2011, 12:41 pm
By Jennifer Howard

A major British library group announced today that it has struck new deals with Elsevier and Wiley-Blackwell, two of the largest publishers of academic journals. The group, Research Libraries U.K., had threatened to discontinue with the two publishers because of what it called unsustainable price increases. U.S. librarians say that Big Deals are really worth what they cost.

The new deals with Elsevier and Wiley-Blackwell “serve as new benchmarks for our relations with publishers. We will no longer accept massive unjustified price rises,” Phil Sykes, chair of the group, said in a statement. “We will continue to offer carefully in the future to make sure we get best value for money and to ensure that our members get the best part of ‘all-or-nothing’ packages.” The new deal was negotiated on behalf of the group’s members, an organization that helps provide digital resources for British education and research.

Citing nondisclosure agreements, the library group offered few details about the new deals, which are worth more than £20 million. It added that changes to the publishers’ pricing policies “will be made to take account of currency fluctuations, making it easier to manage budgets.” When the group threatened to discontinue with Blackwell, it cited a 2008 currency crash that cut into British libraries’ buying power. The group said it would discontinue nondisclosure agreements from future agreements because it believes that “the interest in transparency.”

guardian.co.uk

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Academic publishers make Murdoch look like a socialist

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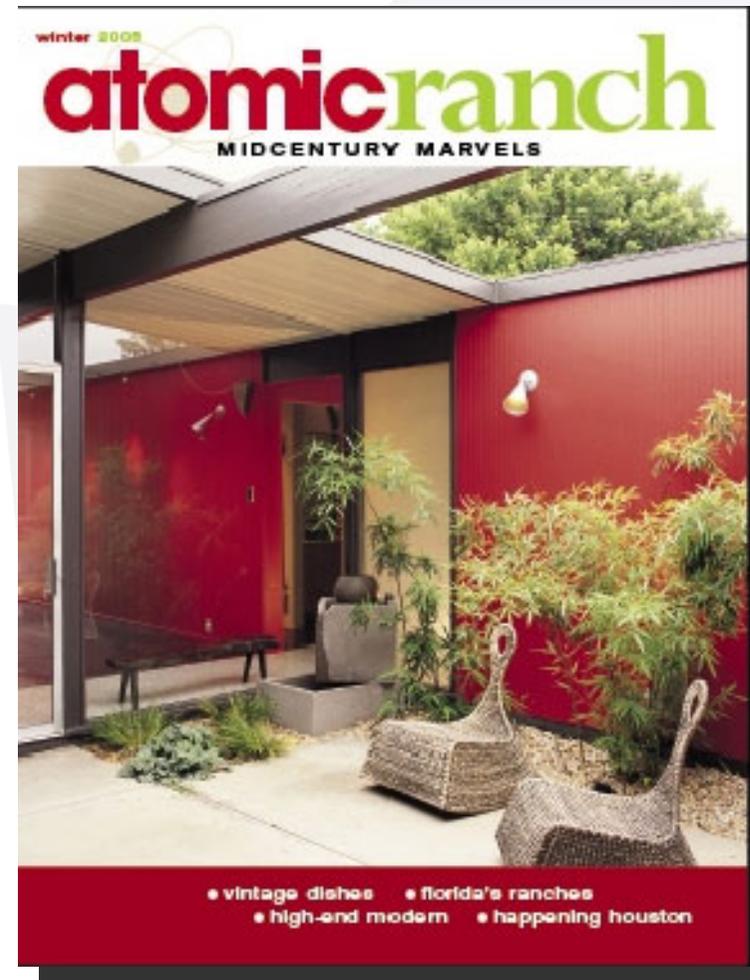
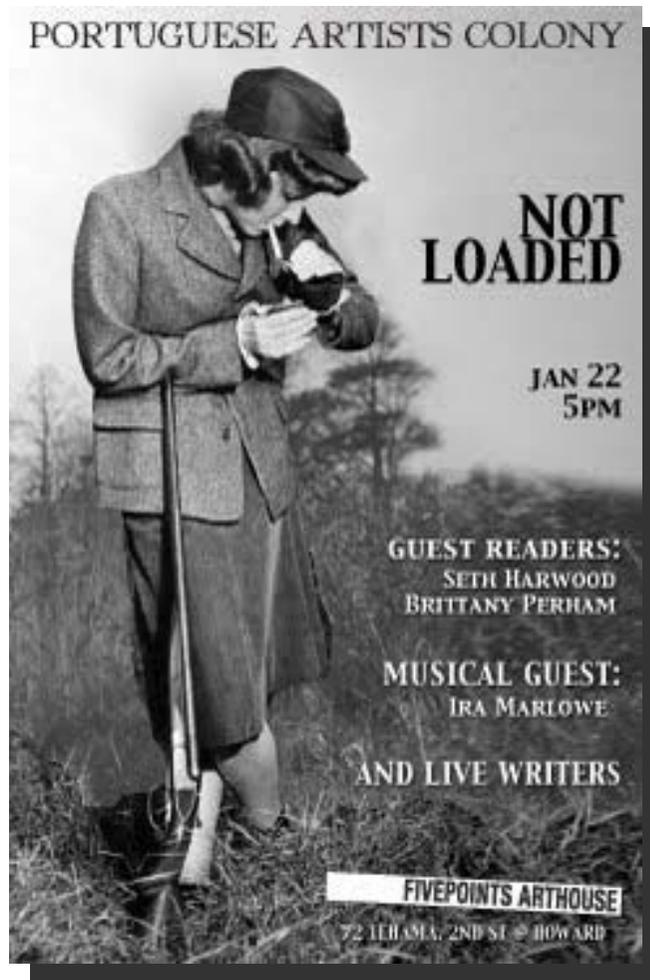
“We do not wish to cancel big deals, but we shall have no alternative unless the largest publishers substantially reduce their prices,” Research Libraries U.K. Executive Director David Prosser

The Science & Technology business of Elsevier is likely to face another disappointing year in 2012, as academic institutions around the world are still faced with a difficult funding environment. While summary evidence of changes in the funding of academic libraries is still sketchy, anecdotal evidence suggests that academic and research libraries are still affected by further budget cuts in 2011. We think that, in aggregate, overall Elsevier revenues will rise 1-2% annually in the best of circumstances, well below the historic 5 to 6% growth rate and consensual 4 to 5%, for some years, and that the risk to our forecast is steadily shifting to the downside.

- **The "Big Deal" commercial model worked well for over a decade, but is becoming unsustainable in the current funding environment.** Librarians have been complaining for a long period of time that the "Big Deal" contract model (in which publishers granted academic libraries the electronic access to most or all their journals at a substantial discount to retail subscription rates) was constraining their resources to fund other areas of activity. Ultimately, however, academic libraries have continued renewing (and funding) "Big Deal" contracts: Elsevier claims that less than 10% of their revenues derive from individual subscriptions. We think this will become less tenable over time, as librarians are increasingly constrained by budgets which cannot keep pace with the spending increases called for by contracts. This means that librarians will increasingly scrutinize the portfolio of publications of each publisher and appraise the usefulness of each title on the basis of factors like usage, which opens up the risk that librarians may decide they can "live" without the lower "value" publications.
- **Universities which have started to renounce their "Big Deals" seem able to cope, and this experience, coupled with budget pressures around the world, represents a significant threat to the "Big Deal" model.** We have spoken to a large university which discontinued two of its "Big Deals" and



Journal Articles Are A Really Big Deal



Journal Article Profiling

Journal Article Profiling



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Profile Settings

Title:	<input type="text"/>	Publisher:	<input type="text"/>
Author:	<input type="text"/>		
Pub Date:	<input type="text" value="01/01/2000"/> to <input type="text" value="01/01/2012"/>	LC Class:	<input type="text"/>
Readership:	<input type="text"/>	Region:	Asia-Pacific South Asia
Format:	<input type="text"/>	Dewey:	<input type="text"/>
Language:	<input type="text"/>		
Interdisciplinary:	<input type="text"/>		
Journal:	<input type="text"/>		

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Journal Article Profiling



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Profile Results - 14 Journals Matched

Profile Criteria: Geo-regional: Asia-Pacific OR South Asia

A new business model for the gift industry in Taiwan
By Benjamin Jian Chung Yuan; Henrik Tai Ping Chiu; Kun Ming Kao; Ching Wei Lin

Publisher: Emerald
Keywords: Business planning; Small enterprises; Taiwan
LC Class: HF **Dewey:** 658
Interdisciplinary: Business
Region: Asia-Pacific

[Preview](#)

In the gift industry, there are many large enterprises with strong brand image, customer loyalty, marketing, or service, and they are also rich in retail channels and resources. In this situation, how can brand‐new or small companies thrive in a competitive market? The purpose of this paper is to present a case study from the experiences in Taiwan. Design/methodology/approach – The paper uses intensive interviews with company managers; considers the opinions of experts; and collects useful historical data for analysis. Findings – The paper summarizes eight key success factors for Franz: products and places; unique technology and process; unique business model; cost control capability; high growth in the gift market and popularity of orientalism; access to clients; small organizations; and human resources. Research limitations/implications – An intensive interview is a kind of oral questionnaire. The interviewee responds to the questions in his/her own way to provide significant answers but this may be considered too subjective. Practical implications – In order to launch a global brand in the shortest time possible through open innovation strategy, some basic prerequisites need to be met. This must be achieved by creating an open company culture fostering the sharing of ideas and promoting innovative and creative skills, along with flexible management strategies leading to a flat organization structure. Only with the existence of such prerequisites an open innovation system can be integrated properly. Originality/value – Franz is a classic example of Taiwan's brand‐new companies, which accumulate original equipment manufacturer, original design manufacturer, and own branding and manufacturing experience to succeed in their chosen market ...

Comparing R&D consortia in Taiwan and the Chinese mainland
By Qiang Xu; Renyong Chi

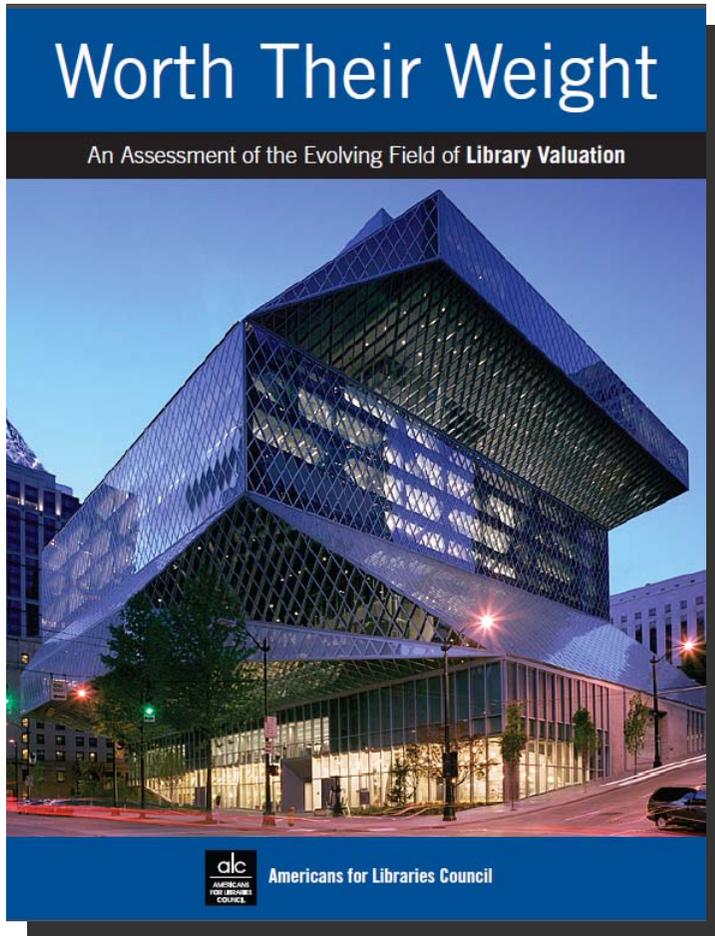
Publisher: Emerald
Keywords: Research and development; Innovation; Taiwan; China
LC Class: HC **Dewey:** 330
Interdisciplinary: Business
Region: Asia-Pacific

[Preview](#)

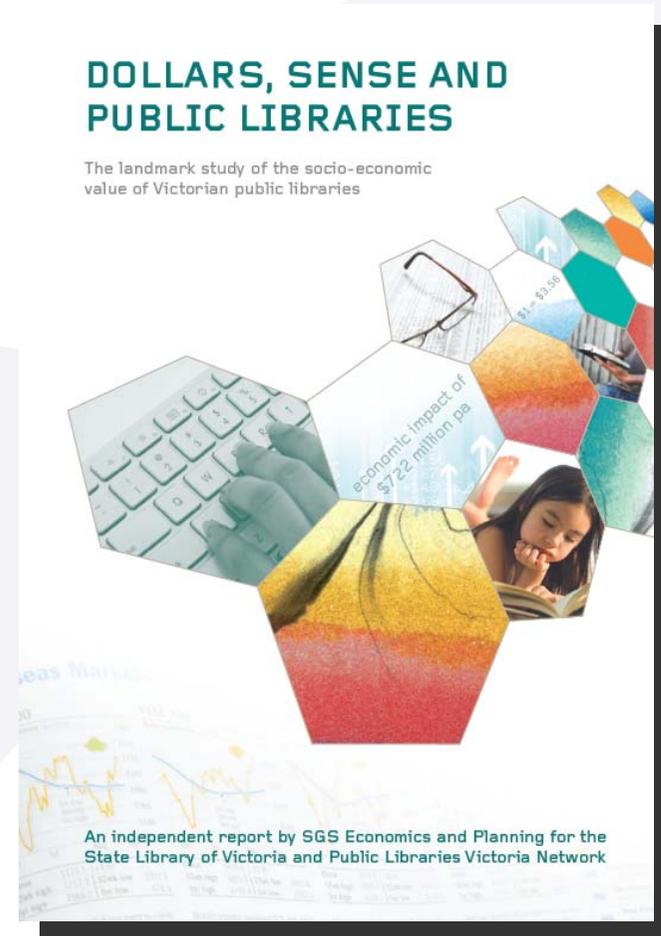
R&D consortia as a new R&D cooperative form flourished in Japan, the USA, and Europe and can be regarded as a major tool for promoting industrial technological innovation and enhancing industry competitiveness. Inspired by R&D consortia in advanced countries, Taiwan and the Chinese mainland seek to develop the cooperative R&D mechanism in their own distinctive contexts. The purpose of this paper is to identify the patterns of their formation and development and to reveal the dynamics of R&D consortia ∥ termed "public technological platforms" – PTPs∥ in the Chinese mainland∥ to give some implications for other developing countries that try to model the cooperative R&D policy for their own technology catch‐up programmes. Design/methodology/approach – The paper provides an explanatory framework for analyzing how Taiwan and the Chinese mainland seek to develop R&D consortia based on comparative analysis and case study. Findings – R&D consortia in Taiwan and PTPs in the Chinese mainland have unique structural characteristics with their common catch‐up goals and have been developing in different ways reflecting the relationships and interaction between academia, industry, and government. The effectiveness of R&D



Practical Studies of ROI



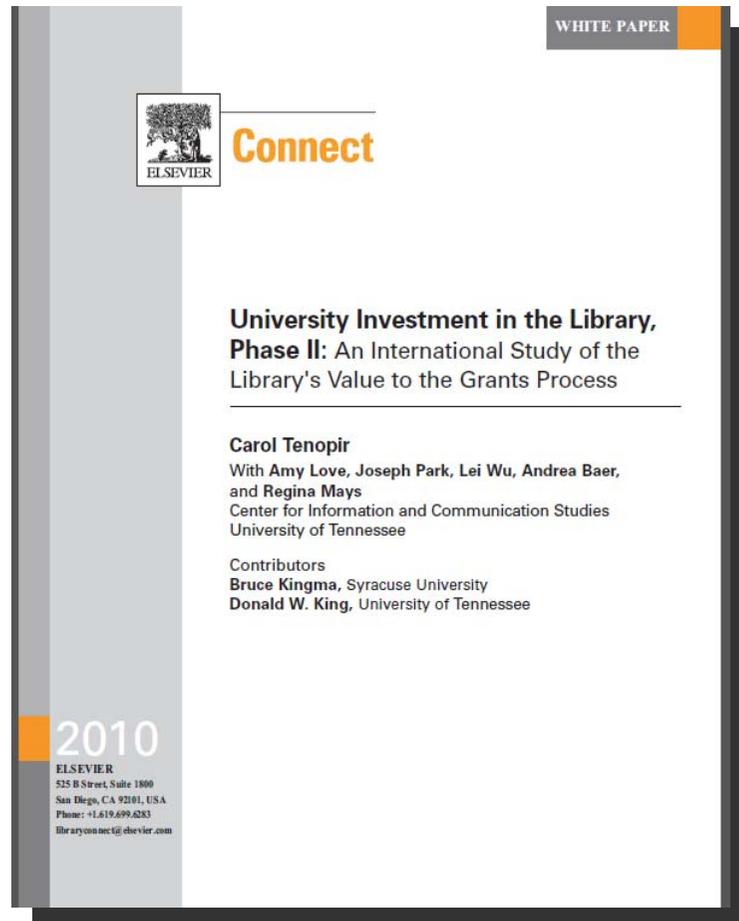
2007



2011



Elsevier White Papers



- Phase One (2008):
University of Illinois UC

$$\left(\frac{\text{Percentage of faculty who use citations in grant proposals who are also PIs:}}{\left(\frac{\text{number of PIs} \times \% \text{ of faculty who use citations in grant proposals}}{\text{number of tenure system faculty}} \right)} \right) \times \left(\frac{\text{Percentage of proposals that are successful and use citations obtained through library:}}{\left(\frac{\text{number of grant awards} \times \% \text{ of faculty who say citations are important to grant awards}}{\text{number of grant proposals} \times \% \text{ of proposals that include citations obtained through library}} \right)} \right) \times \frac{\text{average size of grant} \times \text{number of grants expended in one year}}{\text{total library budget}}$$

- Phase Two (2010): Eight international libraries

$$\left(\frac{\left(\frac{\text{number of grant awards} \times \% \text{ of faculty who say citations are important to grant awards}}{\text{number of grant proposals} \times \% \text{ of proposals that include citations obtained through library}} \right)}{\text{average size of grant} \times \text{number of grants expended in one year}} \right) \times \text{total library budget}$$



ACRL Summit



Association of College & Research
Libraries (ALA)

Association of Public & Land-grant
Universities

Council of Independent Colleges

Association for Institutional Research

- 22 US libraries
- Grant from the Institute of Museum & Library Services
- Part of Building Capacity for Demonstrating the Value of Academic Libraries Project of ACRL
- Megan Oakleaf and Karen Brown authors of *Value of Academic Libraries: a Comprehensive Research Review and Report*

http://www.ala.org/ala/mgrps/divs/acrl/issues/value/val_report.pdf



Evaluation has to do with standards Assessment has to do with goals

The screenshot shows the LIBvalue website interface. At the top left is the LIBvalue logo with the tagline "Value, Outcomes, and Return on Investment of Academic Libraries". A search bar is located at the top right. Below the logo is a navigation menu with links for NEWS, RELATED LINKS, ABOUT US, and CONTACT US. The main content area features a central "ROI & Value DATABASE" section with a search bar and a "Subject Area Citation Map" link. To the left, there is a "LIB-VALUE" sidebar with links to Lib-Value Project, Bibliographic Database, Keywords/Descriptors, Authors, Publications and Presentations, JISC Project, and Suggestions / Comments. Below this is a "ROI IN THE GRANTS PROCESS" section with a link to "University Investment in the Library: What's the Return? A Case Study at the University of Illinois at Urbana-Champaign". To the right of the database section is an "RSS FEED" with a list of recent articles and a "CALENDAR" showing the month of October.

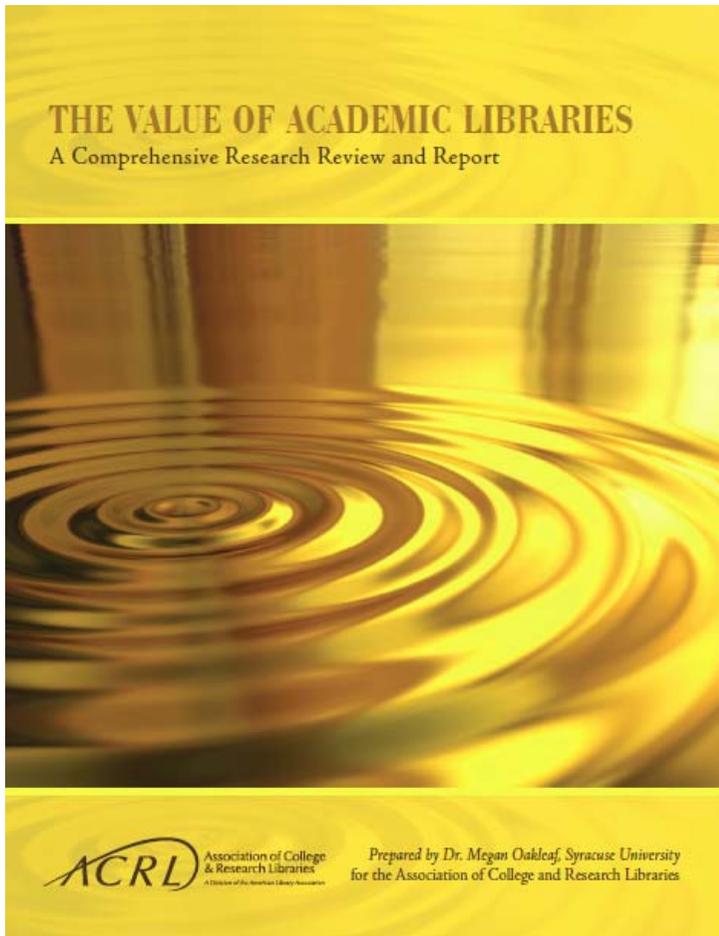
Usage, Peer Comparison,
and other Measures =
Implied/Empirical Value

Stakeholder Testimonials =
Explicit Value

Time and Cost Savings =
Contingent Value



Questions for Your Toolkit: How does the library contribute to...



- Student retention and graduation
- Student success
- Student achievement
- Student learning
- The student experience
- Faculty research productivity
- Faculty grant proposals & funding
- Faculty teaching
- Institutional reputation or prestige



New Public Library Methodologies: Algorithms for Academics Too?

Transfer Performance Summary

East Ayrshire

In January 2011 - **1,471** "Dead" items were transferred using the transfer tools within smartsm, generating an impressive total of **5,699** additional uses.

Had the additional items been purchased to meet this demand rather than transferred, The costs would have been in the order of **£10,297** (assuming average fiction price of £7).

"The transfer tools have given our book budget a huge boost by replacing worn out books with almost new stock, and all for the cost of running a few reports."

Hugh MacLean, Community Librarian (Operations)



The Value of Retention & Graduation

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THE CHRONICLE

of Higher Education

Monday, April 9, 2012
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Commentary

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E-mail Print Comments (17) Share

March 2, 2012

Do College-Completion Rates Really Measure Quality?



'First, Figure Out Why We Are Failing'

By Judith Ramaley

In his inaugural speech, President Obama declared that "our schools fail too many." Few would disagree with the fundamental premise that we must promote greater educational attainment for everyone if we are to meet the challenges of today's world. The United States once led the world in the percentage of young adults with college degrees, but in recent years, 15 other nations have surpassed us in that measure. Some nations are already pulling ahead of us in the proportion of their total adult population that holds college degrees.

Concerns about our nation's declining position in the global education race and what that may mean for our competitiveness have led us to a focus on college completion. Policy makers are setting goals for degree attainment, designing ways to measure the progress of students and how quickly they earn a degree, and asking colleges and universities to shorten degree programs and remove barriers to academic success. Few of these efforts include a discussion about what it means to be educated and why we are failing to serve all of our students well.

A focus on "completion" will not be enough to help us increase our competitiveness, prepare our students to be responsible citizens, and protect and enhance our nation's role in the world. We must first figure out *why* we are failing so many students, and then we must do something about

College Completion

Who graduates from college, who doesn't, and why it matters.

Find a college or state

Browse the data

[California](#) [Overview](#) [Table](#)

Join the discussion

News & resources

About this project

4.3 million freshmen started college in fall 2004.

What colleges did they graduate from?

Public universities	Community colleges	Private colleges	For-profits
487,000	119,000	292,000	121,000

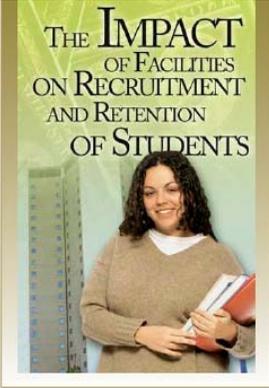
1 of 4

What happened to the rest of them?

These numbers are estimates based on a *Chronicle* analysis of the entering fall 2004 class at 3,800 colleges. [More information.](#)



Library Value and Facilities



THE IMPACT OF FACILITIES ON RECRUITMENT AND RETENTION OF STUDENTS

by David Cain, Ph.D. & Gary L. Reynolds, Ph.D.

PART I: RESEARCH FINDINGS

This article is a summary of the full research report that will be available this summer. Over the past 30 years considerable research has been done to understand the issues that impact the decision of a student's choice of a higher education institution. This research has focused on understanding the phases of the decision process, the timing of the phases in the decision process and the personal, financial, and environmental factors that influence institutional choice. While many of these studies include some aspect of the institution's physical environment, these physical aspects are usually secondary to the main thrust of the research. (See the references at the end of Part II of this article for further details.)

Key questions in these research projects are, "What factors influence a student's choice of higher education institution? When and how do students obtain their information about an institution? What institutional factors influence a student to stay at their original institution of choice? What are the differences between demographic groups in this decision process?"

Through the support of APPA's Center for Facilities Research (CFaR) our research has attempted to determine the level of importance of facilities relative to other institutional characteristics and then to explore various facilities influences. In other words, "What can the physical assets (buildings, grounds, landscape, and other tangible resources) do to help recruit students?"

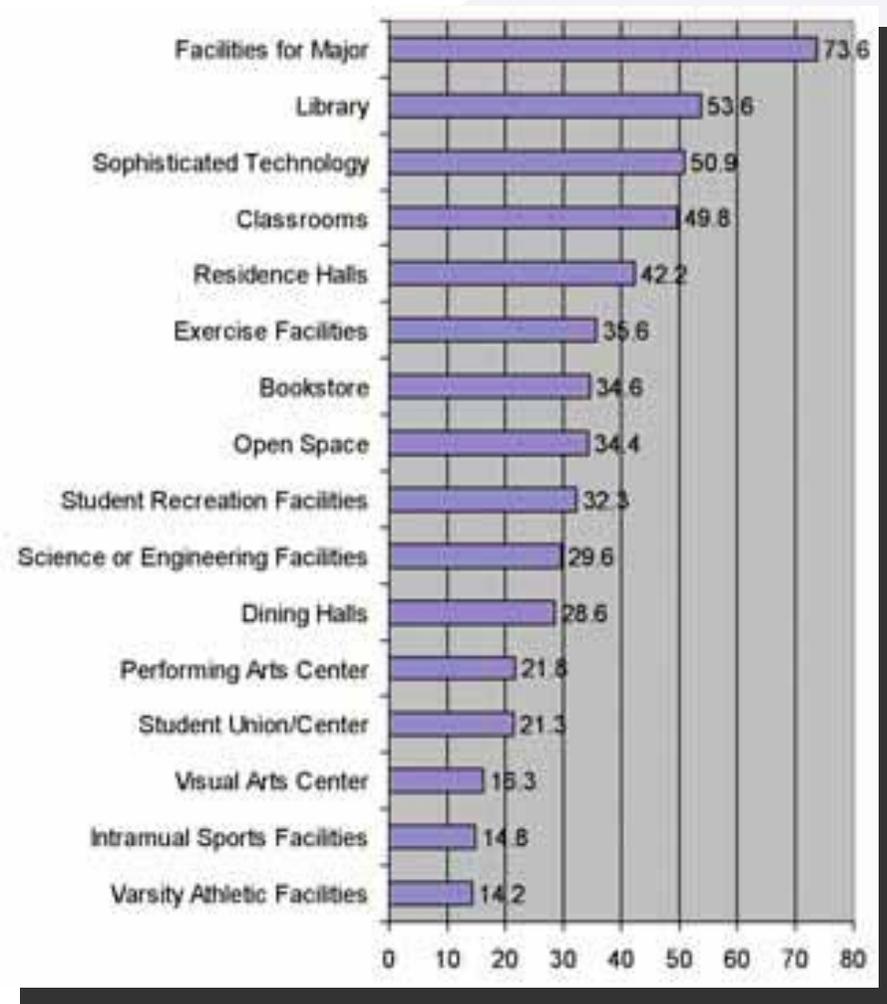
Simply put, "What is the benefit of facilities in the recruitment process?" As a follow-up, "What, if any, impact does facilities have on retaining students?" and "Are there demographic differences in the impact of facilities on recruitment and retention?" The relationship and linkages between physical assets and outcomes are explored and examined in this study.

- Does the physical environment:
 - Improve the institution's recruitment efforts?
 - Have a different impact on various demographic groups on recruitment?

David Cain is vice president and associate, Higher Education Sector, for Carter & Burgess, Inc., Phoenix, Arizona; he can be reached at david.cain@c-b.com. Gary Reynolds is director of facilities services at Colorado College, Colorado Springs, Colorado; he can be reached at greynolds@coloradocollege.edu. This article is an executive summary of the authors' research project sponsored by APPA's Center for Facilities Research. Part II will appear in the May/June issue.

54 www.appa.org March/April 2006 Facilities Manager

Cain, David, and Gary L. Reynolds. "The Impact of Facilities on Recruitment and Retention of Students." *Facilities Manager (APPA)* March/April 2006 (2006): 54-60.





ORANJARRA

P A R T N E R S

**Librarians Are Not Hospice Workers:
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Influence in Academic Libraries**

Fiesole 2012 | 14 April

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