

**Morehouse Library
at the University of Cape May
Cape May, New Jersey
Needs Assessment & Action Plan
Conducted and advised
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1. Situation Overview (as taken from the case study outlines)

The University of Cape May in Cape May, New Jersey, with an enrollment of 1,000 full and part time students, is facing severe budget cuts due to the loss of revenue from poor retention and slowed enrollment. Tuition funds that usually support the administrative units of the University, particularly the Morehouse Library, have fallen in the past two years and the administration has alerted the Director of the Library that once again 8% of their annual budget will be cut.

Morehouse Library is a 50 year old facility of 36,000 square feet, a staff of 4-- 2 librarians, one cataloger and one public services manager. Daily challenges are deferred maintenance in infrastructure such as heating and air conditioning, roof leaks, and bathroom plumbing.

The collection of materials at Morehouse Library consists of books, print serials, microforms, CD-ROMs, and bound periodicals. The materials budget has dwindled over the last five years and the Library staff has tried to protect the strength of their collection, the print books, by adding at least 1000 books per year that directly relate to the academic programs that require certification such as nursing and education.

2. Summary of Over-Arching Issues

Morehouse Library currently faces a budgetary shortfall of 8% from FY 2013-2014 to FY 2014-2015 and has seen their building, staff development, and collection development fall by the wayside. They need to not only address the lack of maintenance provided by the university, but the lack of ample staffing and the scope of their collection as well.

3. Identified Issues

1. Budgetary shortfall of 8% for the upcoming fiscal year
2. Building maintenance and conditions are not optimal for continued space use
3. Lack of proper staffing
4. Lack of collection management policy/procedure for acquiring/deselecting materials
5. Lack of focus towards modern, sustainable, space-conscious materials

4. Context of the Issues

1. Budgetary shortfall of 8% for the upcoming fiscal year

As per the director of the library, the operating budget for Morehouse Library is projected to decline 8% from FY 2013-2014 to FY 2014-2015. This mirrors a similar series of declines that occurred between FY 2011-2012 to the current FY. This is in conjunction with unilateral budgetary cuts across the administrative division of the university.

2. Building maintenance and conditions are not optimal for continued space use

Morehouse Library is housed in a 50 year old, 36,000 square foot building that, according to sources, is not maintained in a timely manner. Leaks in the roof, faulty plumbing, and HVAC issues are included in these infrastructure issues. The introduction of moisture, as all of the aforementioned problems are directly tied to it, wreaks havoc on a library's collection and maintenance.

3. Lack of proper staffing

For a university of 1,000 full and part time students, Morehouse has four (4) library professionals; two (2) librarians, one (1) cataloguer, and one (1) public services manager. This is inadequate to maintain a facility/collection this large and serve a student body that populous.

4. Lack of collection management policy/procedure for acquiring/deselecting materials

The bulk of Morehouse Library's collection skews towards print/physical media, including books, print serials, microforms, CD-ROMs, and bound periodicals. They also pour most of their dwindling materials budget into purchasing more physical books in two primary areas, education and nursing, citing the prevalence of certifications required by these two fields. This is an unsustainable practice, as there is no mention of collections management.

5. Lack of focus towards modern, sustainable, space-conscious materials

As mentioned in Section IV, Subsection D, Morehouse Library's collection skews heavily towards print/physical media rather than online/digital media. Digital media is much more modern, sustainable, space-conscious, and (of utmost importance in this situation) budget-friendly than print media.

5. Action Plan

1. Revise the budgetary structure of the library to expand staffing and shift towards digital/online media and the expansion of a colloquia model and/or Inter-Library Loan.

Rather than spend a bulk of its materials budget on physical media, a shift towards digital holdings will allow a small budget to be stretched further. Restructure the hierarchy of library staffing to include staff that concentrates on acquisitions and collections management, as well as outreach to further expand the role of Morehouse Library in the University of Cape May community.

2. Work with the University of Cape May administration to stress building maintenance.

The University should be providing building maintenance. Work with them to ensure proper building maintenance. Also, take care to ensure that your building has the infrastructure to support the twenty-first century learner, including updated wiring, wireless access points, and progressive and adaptive technologies.

3. Revise the current collections management policy/author a comprehensive collections management policy that includes ALL academic departments and a shift towards sustainable acquisitions and de-selection procedures.

A shift towards digital media will allow for a more diverse set of holdings. Consider online database subscriptions rather than print serials, microforms, and CD-ROMS, print periodicals. Also, the practice of only updating materials in two fields limits the presence of the library among all academic majors and programs. Take care to include all faculty.

4. Expand the Morehouse Library community presence through a Friends of the Library program that helps raise funds for the library.

Work with the university's alumni branch to establish a community group tied to the library. This will facilitate better relations and provide a potential revenue stream for the library.

6. **Summary of the recommendations**

Morehouse Library has the potential to grow past budgetary and building concerns and play an integral role in the community of UCM. By bringing the facility, staff, and collections into the twenty-first century, you are creating a positive environment of collaborative learning and engaged learners.