

University Committee on Libraries
January 23, 2003

The meeting was called to order at 3:30 p.m. in Room 222A Hesburgh Library by Director of Libraries Jennifer Younger in the absence of chair Walter Pratt. Also in attendance were Wesley Calvert, Felipe Hernandez, Mark Pilkinton, Marsha Stevenson, David Smith, Gordon Wishon, Jennifer Younger, and secretary Melodie Eiteljorge.

The minutes of the meeting of November 21, 2002 were approved as written.

Director's report

* Library celebration September 18, 2003 and November 7, 2003:
We are in the preliminary planning process for two celebrations. The first is the opening of the basement, scheduled for Thursday, September 18. The second is a dedication of the basement with the Advisory Council, scheduled for the afternoon of November 7.

* New associate director:
Associate Director for User Services Nigel Butterwick will begin work on March 8.

* Hesburgh Library basement renovation:
The renovation is on schedule. One obstacle is that funding for microfilm cabinets was not included in the budget. We are looking at options for funding to acquire the cabinets.

* Report on library strategic plan to PAC, January 22:
The Provost Advisory Council met on January 22 and discussed strategic plans from the various colleges. A summary of the library's report was distributed and is included at the end of these minutes. Younger noted particularly the strategic challenges facing the library, of which the first three are both complementary and conflicting in nature. They are:

- achieving excellence in meeting information needs across all disciplines and in providing services to all campus constituencies
- building rich and unique research collections in areas that support Notre Dame's aspirations to be a scholarly destination
- defining our role and place within the global network of research libraries in acquiring, cataloging and preserving the record of scholarship for future generations
- creating a Catholic identity in a research library

She described these challenges as complementary because by achieving excellence in meeting information needs across all disciplines, we will in some subject areas build rich and unique research collections as the means of meeting information needs, and thus define our place within the global network of research libraries. The challenges are conflicting in nature because research libraries build comprehensive collections not only as the primary means for meeting the information needs of current campus faculty and students, but also because it is our *raison d'être*. Research libraries exist to acquire and preserve the intellectual heritage and culture of the world, a commitment research libraries have made for the last century. However, for Notre Dame as for many other research libraries, the goal of building comprehensive, rich and unique research collections in all disciplines is no longer affordable. Thus we have described two goals - meeting current information needs and building rich research collections - and in partnership with academic departments and colleges, will make choices that appropriately distinguish between and align library goals with department and college needs.

Monographs and serial costs in ARL libraries, 1986 - 2001

Younger referred to documentation on monograph and serial costs in ARL libraries from the Association for Research Libraries' web site at:

<http://www.arl.org/stats/arlstat/graphs/2001/2001t2.html> . Data shows that median serial unit cost declined from a high of over \$300 to slightly less than \$280. One contributing factor could be consortial licensing arrangements for electronic journals where the cost of the licenses is spread among participating libraries.

State of the Library, January 9, 2003

Younger presented her third annual state of the library address to library faculty and staff on January 9. Overall, the library is in excellent shape though there is a major cloud on our horizon. That cloud is the combined effect of decreasing income and continuing high inflation in the costs of books and serials. It challenges our capacity to meet the information needs of faculty and students because, despite our best efforts in managing our financial resources, the rate of inflation outpaces the rate of increase in our annual income with the completion of the post-Colloquy funding and downturn in the economy. The result is that we have both fewer dollars and significantly less purchasing power with which to meet the information needs.

In the past year, we conducted many assessments, including the LibQUAL+ survey, focus groups and interviews with department chairs. We have acted on their advice and taken numerous steps to enhance services, including redesign of library catalog pages and our web site. The full report will be sent to all UCL members.

Library priorities and strategies for FY03/04 budget

Younger reported that, because of the current economic situation, we expect a five percent budget cut for the next fiscal year. We are modeling 50% of those cuts from the non salary budget and 50% from the salary budgets, which would mean a reduction in faculty and staff positions and a cut in student assistant hours.

The Library Administrators and Managers Group (LAM) met in December, 2002 and January, 2003 and discussed action priorities. Younger would now like advice from UCL regarding next steps in discussions with deans, department/college library committees, and department chairs regarding library budget cuts for 03/04. Her purpose will be to discuss library priorities and strategies for budget cuts for FY03/04, particularly as these cuts will affect library collections and information resources, and second, collaboration between the colleges and the library on proposals for library collection and information resources in the University capital campaign. When scheduled, such meetings will include the appropriate people from the library, especially those who have collection development and liaison responsibilities to a department, center, institute or college. Younger asked LAM members to identify which departments and colleges have a department/college library committee or department/college library liaison.

Wishon noted that the Office of Information Technology is taking the same approach, working with colleges and deans to get a sense of where OIT priorities fit in with their planning. There was a general consensus that this is a good approach. Smith stressed the importance of getting departmental perspectives as well as those of deans and college administrators.

Younger reported that copying and printing have become cost issues in the library for different reasons. For printing, it is the increase in the volume of printing that is increasing costs. For copying, it is the decrease in volume that is reducing revenue, necessitating changes to reduce costs and/or increase revenue to continue this as a self-sustaining operation. We are looking at options, including reducing color printing for library users and limiting the volume of printing for non Notre Dame patrons. We will be working with the OIT to determine the feasibility of including printing done in library locations in the quotas for individual student printing. Some other

options include reducing the number of copy machines in the tower, cutting back on copy center services, and raising the cost of copying. Graduate student representative Wesley Calvert stated that he believes students would consider a price increase their least desirable solution. Fewer machines and less service would be preferable to a price increase, and color copying is not generally needed in his work.

Wishon added that the OIT is dealing with these same issues. For the next meeting he will bring some statistics on printing volume.

Other Announcements

Stevenson distributed bookmarks advertising "My ILL Account", which enables patrons to check the status of their interlibrary loan requests online. The Web site is at <http://www.nd.edu/~ill> .

Stevenson also noted that UCL discussed the recall process at an earlier meeting. Since then staff did a sample of 139 requests and found that 3/4 were back within two weeks, on schedule. The majority of those not returning a recalled book were faculty members. Pilkinton noted that these might be people who are on leave. He suggested we focus our education efforts on the 25% who do not respond to provide more information on the process.

Stevenson also reported that we will get new windows on floors 4-14 of the Hesburgh Library between May 20 and November 1. All carrel holders will be notified in advance as the window replacement project moves throughout the building.

Stevenson also noted that the second floor of the Hesburgh Library has been configured for wireless computer use, and the basement will be wireless when opened. Next we will work on the first floor and eventually the tower and the branch libraries.

There being no further business, the meeting adjourned at 4:50 p.m.

Respectfully submitted,

Melodie Eiteljorge
Secretary

Summary Report to Provosts Advisory Committee (PAC) on the *Report on University Libraries Strategic Planning, November 7, 2002*

Jennifer Younger

January 23, 2003

The *Report on University Libraries Strategic Planning, November 7, 2002* has 8 sections:

- Section 1. Vision and aspirations, strategic challenges, rankings and right size
- Section 2. Overview of strategic areas
- Section 3. Facilitator of learning and teaching
- Section 4. Center for research and scholarship
- Section 5. Intellectual commons
- Section 6. Creative and knowledgeable organization
- Section 7. Rationalization and redirection of existing resources
- Section 8. Assessment of library services, collections, information resources and facilities

Great research libraries have for years been known by their most distinguished, complete or unique collections. Today, however, greatness comes from many roles:

- distinguished research collections and access to information resources
- services that connect users to library resources and enhance scholarly productivity
- support for the development of teaching and learning activities
- fostering of intellectual engagement, an intellectual commons
- an agile and knowledgeable organization one step ahead of its users
- and, at Notre Dame, support through collections and services for the Catholic intellectual heritage and an expression of the Catholic identity of Notre Dame

We face several strategic challenges, of which the first three are both complementary and conflicting in nature. They are:

- achieving excellence in meeting information needs across all disciplines and in providing services to all campus constituencies
- building rich and unique research collections in areas that support Notre Dame's aspirations to be a scholarly destination

- defining our role and place within the global network of research libraries in acquiring, cataloging and preserving the record of scholarship for future generations
- creating a Catholic identity in a research library

The challenges are complementary because by achieving excellence in meeting information needs across all disciplines, we will in some subject areas the build rich and unique research collections as the means of meeting information needs, and thus define our place within the global network of research libraries. The challenges are conflicting in nature because research libraries build comprehensive collections not only as the primary means for meeting the information needs of current campus faculty and students, but also because it is our *raison d'être*. Research libraries exist to acquire and preserve the intellectual heritage and culture of the world, a commitment research libraries have made for the last century. However, for Notre Dame as for many other research libraries, the goal of building comprehensive, rich and unique research collections in all disciplines is no longer affordable. Thus we have described two goals - meeting current information needs and building rich research collections - and in partnership with academic departments and colleges, will make choices that appropriately distinguish between and align library goals with department and college needs.

The right size for the library is largely a function of University goals for graduate programs and faculty research. More funding is needed to support graduate programs and research than is needed to support undergraduate learning and research. It is a critical issue because the recent University investments might suggest the job is done. However, the aspirations of Notre Dame to attain greater stature as a teaching *and research* university will require additional funds for library collections, information resources, services, people and space. Moving up in the rankings would reflect to the academic community the seriousness of Notre Dame's ambitions.

We have articulated four areas of library responsibilities.

1) Facilitator of learning and teaching

Academic programs at the University are changing in curricular content and instructional styles. Information technologies are changing classroom instruction and learning; the Web is dramatically expanding the availability of information. To help prepare students for their academic studies and employment in the information age, the Libraries will teach information seeking skills and concepts in classes and in the library. The Libraries will seek to:

- 3.1 endow the undergraduate library experience
- 3.2 integrate library services into the delivery of courses
- 3.3 create a digital visual resources collection
- 3.4 develop services to Notre Dame alumni
- 3.5 endow positions for library faculty in areas of University priorities
- 3.6 provide enhanced data services

2) Center for research and scholarship

Physical and virtual library collections and library services ensure that information and sources of scholarly knowledge are provided to our faculty, staff and students. Recognizing that faculty and student needs change over time, the library will establish goals in partnership with colleges and departments for the appropriate mix of building library collections, including subscriptions to information resources, and borrowing or purchasing information on request. Differentiating between various means of meeting information needs is a worthy goal on its own recognizance and will assist us to deliver information in the most cost-effective manner. Nevertheless, additional financial resources are absolutely required. The costs of journals have completely outstripped our ability to maintain the subscriptions considered necessary by our faculties, while simultaneously decreasing the acquisition of books and limiting our ability to seek special opportunities for unique acquisitions.

In our interviews of academic department chairs, faculty in 37 departments identified collection growth as a high priority for the library. We wrote the statements of need in broad terms only. We will build on our partnerships with colleges and departments, developed a joint statement of needs and proposals for additional funding. The integration of the assessment and prioritizing of library needs by the Law School in its strategic plan is a good model. The Libraries will seek to:

- 4.1 build research collections on existing strengths
- 4.2 build library collections, provide access to information resources, and deliver resources on request
- 4.3 capitalize new areas of faculty research through additional funds for library collections and information resources or document delivery
- 4.4 add a library component to each new endowed Notre Dame professorship

3) Intellectual commons

The library should provide a secure, comfortable, and useable environment for students. The library should serve as a meeting place for faculty and students. Housing and preserving four hundred thousand volumes off-campus will extend the life of current library space for about six years beyond the current projection of mid-2009, which is the date when the effective shelving capacity (80%) will be reached. The Libraries must participate in creating a managed repository for digital library collections, eScholarship, research data, federal and corporate data, pre-prints, and access to electronic resources in collaboration especially with OIT and the Office of Research. Towards that end, the Libraries will seek to:

- 5.1 complete the renovation of Hesburgh Library
- 5.2 renovate the branch libraries
- 5.3 incorporate off-site storage into the plan for meeting space needs through 2015, and develop plans for meeting long term space needs after 2015
- 5.4 establish a digitization center, a digital library, and an institutional data repository

4) Creative and knowledgeable organization

The University Libraries needs a body of highly knowledgeable, creative and diverse library faculty and staff. Towards that end, the Libraries will seek to:

- 6.1 endow the Librarian-in-Residence program
- 6.2 endow the new diversity initiative, the Summer Program
- 6.3 bring librarians or masters degrees students to the libraries at Notre Dame

Rationalization and redirection of existing resources

While we believe some modest growth in library faculty and staff over the next decade is necessary, we also see significant potential to redirect our time and talents into those activities most important to us as well as to library users. We have identified four major avenues of pursuit that will help us redirect our collective energies to more important activities. They are:

- 1) Reduce processing activities associated with handling print or microform journals, and government documents.
- 2) Leverage technology to increase library staff and faculty productivity, e.g, use improved software for web page creation.
- 3) Expand library services that empower users, such as the ability to check the status of interlibrary loan (ILL) requests or renew books.

4) Create a culture of assessment that regularly evaluates the usefulness of specific library services and how to make library operations more cost-effective.

Assessment of library services, collections, information resources and facilities

We have used multiple opportunities and methods for assessing the Libraries performance over the last five years. These include focus groups with faculty and students in planning the renovation of Hesburgh Library, library instruction workshops, and web based access to library resources, discussion with the University Committee on Libraries (UCL) on courses of action, as part of the regular University academic unit review cycle, a self study last year. In its Report dated November 26, 2001, the Review Committee made recommendations for developing library holdings, cultivating a greater role in the development of teaching and learning in the University, affirming the need for library space, and developing an experimental program with the faculty in the area of scholarly communication, all of which are "necessary for Notre Dame's library to be in a position to support a strong program of research" (p. 1). These documents are available to library staff via the library web site at: <http://www.nd.edu/~adminoff/2001selfstudy/selfstudy2001.htm>

In April 2002, 183 Notre Dame faculty, 308 undergraduate students, and 255 graduate students responded to a nationally developed, tested and administered survey about our library. Notre Dame faculty rated library performance as substantially below their expectations on three of the four dimensions: 1) access to information (the completeness of journal titles, comprehensive print collections, 2) library as place and 3) personal control (availability of electronic resources from home or office and easy to use web site and other access tools). Undergraduates were satisfied; graduate students were less satisfied than undergraduates on the completeness of book and journal collections, timely delivery of material requested via interlibrary loan, and remote access to library electronic resources. Overall, when the scores from all groups average into one score, there is a solid level of satisfaction with the library, with particularly high scores on the fourth dimension of quality of service to library users.