

LIBRARY COMMITTEE  
MINUTES OF MEETING

October 10, 2012  
510 Morrill Hall

[In these minutes: coordinate campus updates; Twin Cities compact proposal; Open Access Policy update; future agenda items.]

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions or actions reported in these minutes represent the views of, nor are they binding on, the Senate, the Administration or the Board of Regents.]

PRESENT: Neil Olszewski (Chair), Brandon Adams, Phil Buhlmann, LeAnn Dean, Michelle Englund, David Fox, Judith Garrard, Vicki Graham, Elizabeth Benson Johnson, Douglas Olson, Ronald Hadsall, Jessica Kessler, Evan Roberts, Mary Beth Sancomb-Moran, Suzanne Thorpe (for Joan Howland), Heidi Wagner, Marlo Welshons

REGRETS: Jennifer Alexander, Mary Alice Ford, John Logie, Wendy Lougee, Owen Williams

ABSENT: None

GUESTS: John Butler, Associate University Librarian for Data and Technology; Karen Williams, Associate University Librarian for Research and Learning.

Professor Olszewski called the meeting to order, welcomed those present, and called for introductions.

**COMMITTEE ORIENTATION**

Professor Olszewski reviewed the charge with the members and prompted the coordinate campus representatives to present updates and issues.

**COORDINATE CAMPUS UPDATES**

- Owen Williams, UMC Library Director, submitted a written report regarding the Crookston campus libraries, since he was unable to attend the meeting.

His report is as follows:

Thank you for the opportunity for me to share some of my thoughts on the issues regarding the UMC campus library. The UMC Library, like most small academic libraries, is really a microcosm of larger libraries. Most librarians will say that the two biggest issues that face their library are money and staffing. I think this is true of most libraries of all sizes in 2012. I am not anticipating a magic wand in the near future to fix either of these issues. Below is a list of some of the other issues that we are thinking about in Crookston. These topics are much more complicated than what can be discussed here in any depth.

- Supporting remote users – On the UMC campus, the number of distant users is increasing at a high rate. My experience is that these users often take more time

- and care than on-campus users. Delivery of items to these same remote users remains an area of concern.
- Digitizing rare and important documents – I see this as both a challenge and opportunity for us to preserve items and to increase access to otherwise unusable resources.
  - Educating both students and faculty about the importance of non-Google resources – Many users come from backgrounds where they did gain an appreciation of the importance or relevance of library resources, including scholarly works.
  - Resource sharing concerns – With the growing number of e-books owned by libraries and with the copyright laws restricting their use, the number of books not available for sharing will increase in the future.
  - Rising expectations of library users – Librarians can deliver a greater amount of resources to library users than ever before. Today's library user expects everything to be available to them immediately, and free of charge.
  - Supporting mobile technology – More of our users are using some sort of mobile technology including iPads, Androids, and smart phones to access library materials. This trend will continue to grow in the future.

The UMC Library greatly appreciates the support that we get from all of the libraries of the University of Minnesota.

- LeAnn Dean, UMM Library Director, gave updates on the Morris campus libraries.
  - Funding has been an ongoing issue. With the inflation rate varying between 5 and 10% it is a special challenge to decide what resources need to be cancelled and explain to the faculty the reason for their diminished resources for their disciplines.
  - In the last few months, Morris has gone through a resource allocation review process. This review process is across Morris units and disciplines. She is hopeful that she can reverse this downward trend.
  - Staffing is an ongoing challenge. In comparison to other institutions in the Counsel of Public Liberal Arts Colleges (COPLAC). Morris has 5 professional librarians, while the average of COPLAC is 9. Morris has an FTE of 9.15 while the COPLAC average is 28.22.
  - She is very proud of her staff, they are creative and customer oriented.
  - She has enjoyed working with Twin Cities librarians and appreciates their assistance. She appreciates the inclusion into system-wide contracts and licenses.
  - In the last year, she chaired a task force, which submitted a plan for a learning commons at the Morris campus. The plan includes: taking the one main first floor and creating an area for a technology help desk, academic assistance for those with disabilities, and a writing center. Other units are collaborating to assist in the creation of this active learning

environment and it will use space and staff more efficiently. The senior administration has been supportive and she is hopeful this plan will move forward.

- She has lobbied to create a system of progression for the five professional librarians at Morris. She has remained an assistant librarian for 20 years under the current system. The administration is open to a system that will allow for the titles of “associate librarian” and “librarian.” This will allow for recognition of service and contributions that are made by the librarians.
- Mary-Beth Sancomb Moran, assistant librarian, UMR
  - Rochester is the newest of the campus libraries and was established in 2008. They are located in the top two floors of the Downtown Rochester shopping mall. The collection consists of 55 books. The senior class is the first graduating class of UMR.
  - Space is a universal challenge at UMR, and despite the library being mainly virtual, there is no study space for students.
  - She appreciates the advice and expertise of the Twin Cities librarians.
- Elizabeth Benson Johnson, assistant director, UMD Library
  - The position description for the library director has been posted on the University employment website.
  - Vice Chancellor Schokker has requested that the tutoring center on campus be located in the library. Ms. Johnson viewed this request as a support to the development of a learning commons on campus. Ms. Johnson presented a proposal after the meeting, which will be the initial step to create a learning commons.

Professor Olszewski summarized by observing the common themes of budget and staffing concerns and the creation of learning commons.

**KAREN WILLIAMS, ASSOCIATE UNIVERSITY LIBRARIAN FOR RESEARCH AND LEARNING AND JOHN BUTLER, ASSOCIATE UNIVERSITY LIBRARIAN FOR DATA AND TECHNOLOGY**

Ms. Williams and Mr. Butler presented the proposal for the Twin Cities compact process that will be submitted in late October, with the hearing scheduled for early November.

Mr. Butler began by explaining that the libraries are cost pool along with other units such as Information Technologies and University Services. The deadline for written submission of the compact is October 25<sup>th</sup>. There will be a meeting with the compact review team on November 2<sup>nd</sup>.

The base budget is just over \$37 million and includes increases from last year for compensation and inflationary costs of the collections. The amount granted for inflation was \$683,000 for one year. The budget is generally allocated as follows:

- Content and Collections - 38%
- Staffing and Personnel costs – 57%

- Operations – 5% (furnishings, supplies, travel for staff, software, hardware, public computers)

A weighted headcount is used as part of the formula for determining what the cost to the college is for library expenditure. Faculty and graduate students count as 1.0 head, upper level undergraduates are 0.75 of a head, and lower undergraduates are 0.5 of a head.

The strategic plan that was initiated four years ago will be entering its final planning year in 2013. It was titled, “Supporting the Lifecycle of Knowledge” and centered on the themes of discovery, use, dissemination, and creation. The link to the plan will be distributed via email to the committee members.

The compact for FY 2014 contains instructions, summarized here:

- Identify three strategic priorities for the next 3-5 years.
- Consider how the monetary requests meet the strategic priority needs.
- Plan for .8% reduction (\$308,000).
- Find efficiencies in administrative areas by means of operational excellence.
- Review information technologies infrastructure to identify areas for consolidation with campus infrastructure.
- Identify the significant financial concerns that may bring risk to the University such as security or compliance with regard to contracts, regulations, or building issues that may compromise collections.

Ms. Williams presented the Three Strategic Priorities:

1. Content and Collections

- The demand for electronic content is increasing. Nationally, inflation for journals in 2013 will be about 6%. This is lower than in previous years.
- They are anticipating lower increases with three largest journal licenses. The model for most digital content is one of licensing, with specific terms, rather than outright purchase. The University is then committed to licenses that increase every year due to inflation.

The three largest publishers the University works with are Elsevier, Wiley, and Springer. They account for \$4.3 million in the overall collections budget. They are trying to work with them to drive the costs down and partner with the CIC or Minitex in these efforts. This year they were able to hold Elsevier at 2.2%, Wiley at 1.5%, and Springer at 2.5%. At the same time, the amount needed to cover inflations across the existing levels is about \$656,000. She is not sure they will request this entire amount and would appreciate the Committee’s thoughts.

Ms. Williams explained that the 6% inflation rate is a national estimation of the fee. The three largest journal publishers are lower than the average due to negotiation and also, in one case a consortial CIC license, but there are dozens of other publishers that will not be as

low. Mr. Butler emphasized that the expected inflation rate for all materials next year is unusually low at 4.5%.

They must bring the University's attention to these contractual obligations and reported this cost to be \$6,348,500.00 for the ongoing persistence of digital content.

- There has been an increase in demand for materials to support curriculum and teaching needs. The Nursing Education in Video is an example of a teaching aid. The Naxos Music Library supports students in the classroom and streams music. Eighteenth Century Collections Online indicates the growth in interest for digital content from humanists. The growing movement in the digital humanities purports thinking about how we license content in ways that accommodate different types of scholarship. For example, when purchasing a text corpus, it is necessary to ensure the license allows for text mining. Without this consideration, copyright laws could prohibit this use of a text.
- Ebrary provides electronic books within an emerging business model known as demand driven acquisition. The records are loaded into the University's online catalog. Some of the titles have been purchased in advance when they are sure of the demand, but there is also demand driven acquisition. When someone searches the catalog and pulls up a title, if a title receives 10 continuous minutes of viewing or 10 unique pages are looked at by a single user, or if any pages are copied or printed, an automatic purchase is triggered and the title becomes part of the collection. This model highlighted the need for material that was not being purchased through traditional selection methods.
  - Much of the budget is allocated to disciplines. The liaisons or librarians ensure the budget is being spent on the content that each discipline needs. The funding for Ebrary and a number of other electronic packages is not subdivided by disciplines.
  - Professor Olszewski suggested that usage could be tracked between the demand driven acquisition and those ordered in advance to compare the efficiency of both models.
- HathiTrust Digital Library is an example of how we coordinate and collaboratively manage preservation efforts with digital content.
- Most ebook digital licenses are for a single use, single copy. Publishers are still operating under a scarcity model, which prevents the University from allowing more than one digital copy to be used at a time without incurring additional costs.
- As an example of how unusual the burgeoning area of ebooks can be, the College of Liberal Arts is having students share in a common experience and reading a common book. A discussion was initiated with the publishers to make multiple-use copies available. The publisher responded that they do not sell to academic libraries, only to public libraries. Libraries are working with publishers to bring attention to the needs of our clientele and to explore alternative economic models.

- The University works with a variety of publishers and vendors that offer many different electronic book options.
- Shared Services
  - On the print format side, the CIC is working to create a shared physical repository for journals. The use of print journals is low and decreasing, so sharing the resources with other CIC institutions will be more efficient. This practice could expand to print collections with a reliable delivery system. Center for Research Libraries operates this way and purchases resources that are of interest and critical to a smaller audience.

Next, members discussed the funding issues that can arise if the Libraries purchase instructional aides, like Nursing Education in Video, and digital collections in general.

- Ms. Williams explained that although the audience seems limited, there are often requests from other disciplines for access to varying materials. The Carlson School purchased databases that are highly popular, but access was restricted because of the funding source. She emphasized that it is difficult to predict the demand for particular resources.
- An example of effective cost sharing occurred between the Carlson School and the Libraries regarding two resources that had garnered campus-wide interest. The Carlson School offered their segment of the department's budget; the Libraries negotiated a discounted price and funded the remaining portion to gain campus-wide access.
- The Libraries have extensive video collections, purchased largely to support classroom instruction or individual students, but they are popular across all disciplines. Pooling the instructional aid purchases creates operational excellence, rather than keeping the purchases in silos per department. Mr. Butler stated that criteria may need to be established to guide the Libraries' expenditures on instructional content, relative to purchase of content that might be funded by departments.
- It was pointed out that it would benefit the departments to partner with the Libraries because the tools will be more efficiently administered and retained. Professor Olszewski asked if they are aware of departments that are not partnering with the Libraries and purchasing instructional aides. Mr. Butler stated that the Office of General Counsel is the central point for transactions that involve licensing. Ms. Williams stated that the Libraries' budget officer has gathered this information in the past and the Libraries will look for partnership opportunities. Mr. Butler added that in the case of the Chronicle of Higher Education, they analyzed the number of subscriptions on campus, and proceeded to pursue a site license.
- Ms. Williams responded to the question: What is the changing role of inter-library loan with regard to digital collections? There are multiple ways of getting the University the content that is needed, whether or not the Libraries own it. Content can be owned, inter-library loaned, licensed, or free and efficiently distributed by the Libraries. There is a lot of demand driven

purchasing that takes place because of inter-library loaning due to user requirements to get the content quickly.

- Professor Olszewski asked if it is possible to partner with coordinate campuses to provide digital copies system-wide. Mr. Butler explained that such arrangements are pursued and some secured, but it is often a budgeting issue to expand contracts for use by the coordinate campuses.

## 2. E-Learning

- The Libraries have an important role in e-learning and they are working to be at the front of this movement. Professor Christopher Cramer has been appointed part-time to the Provost's Office to advance the campus efforts around e-learning. Libraries will provide support for these initiatives.
- The Libraries are partnering with OIT on a number of e-learning initiatives. Technology, faculty development, and content will pull together to create a rich e-learning environment and curriculum. There is recognition that there are differential resources across the colleges, which requires a coordinated effort among the support entities on campus. Ms. Williams emphasized that the Libraries will play an important role in the area of content. Licensing and purchasing of traditional content will not be the only area; branching out into instructional support and recognizing new ways and models in which faculty are teaching. They are hearing from faculty that a new arrangement is needed in terms of materials because some are moving away from relying on traditional textbooks. Ms. Williams stated that the Libraries has a role in finding content and packaging it in a way that students and faculty can make use of a plethora of learning technologies. It cannot be assumed that a piece of digital content will work on every platform such as Moodle or iPads. Professor Olszewski wants to bring this to the committee again because there are pressing questions and he is glad this is part of the compact.
- Ms. Williams noted that the institution is interested in investigating Massive Open Online Courses (MOOC). Mr. Butler added that "open" is one of the "O's" in MOOC and the challenges that are presented in terms of licenses. The openness will necessitate close examination of access barriers that are bound to institutional contracts.

## 3. Research and Scholarship

- The way in which faculty and staff conduct research is changing. There is a more collaborative and interdisciplinary effort, faculty are working across campuses and institutions.
- The Libraries are extending their consultation service to help researchers figure out how to manage, preserve, and share not only publications but also research data. Several federal funding agencies now require researchers to share the results of funded research, including data. There are consultants available to assist with how to prepare a data management plan for specific grants. They can advise regarding whether you are required to make the data public in addition to the publication that is produced. The University Digital

Conservancy is our campus repository and makes publications available to the world.

- Copyright consultation is offered to inform you of what you can use in your research (and teaching), how you can use it, the rights you have as creator, and ways in which you disseminate your research.

Professor Olszewski pointed out that the consultation services are extremely valuable, but the University community is not aware of the services.

Ms. Williams agreed that there is a communication issue overall, due to the highly digitized environment. Many users may never realize the Libraries provide the resource they are using. The Libraries' Communication Office will be taking on a larger role in marketing and creating greater campus awareness of Libraries' resources and services.

- They are supporting geospatial information use and digital humanities.
- The Library is purchasing data sets, specialized software for student use, and is interesting in extending its licensing of textual corpora to be available for text mining. Training may be provided regarding mining, mark-up, and encoding of text for digital analysis and viewing.

Ms. Williams reviewed the significant financial concerns:

- Currently, they are out of space for physical collections. They are in the Capital Improvement Plan, however, for the next six to eight years a solution is needed.
- As a result of budget cuts, there is erosion of support for academic programs and collection development in terms of staffing. There are fewer liaisons than in the past, requiring each individual to work with more academic departments. In comparison to peer institutions, they have approximately 1/3 fewer staff. The collections budget has also been affected by the budget cuts.
- The base facilities maintenance and improvement budget is \$50,000 for all 13 facilities.
- There is also a structural deficit in the base budget.

## **OPEN ACCESS SUBCOMMITTEE AND OPEN ACCESS AUTHOR PAY-FUND UPDATE**

- In interest of time, Professor Olszewski moved on to the next agenda item and stated that the Open Access Policy, written by the ad hoc subcommittee, is going to the FCC.
- Last year the committee recommended that the Office of the Vice President for Research (OVPR) and the Libraries establish a trial Open Access Author Pay-Fund. This is moving forward and there will be some faculty involvement to review the applications to the fund and believes the committee should have a role also.

Ms. Williams added that Nancy Sims, Copyright Librarian, and Peggy Sundermeyer from OVPR, will complete initial reviews and the committee members can be contacted if there are questions. Professor Olszewski requested



an outline detailing the application procedures.

### **IDENTIFYING FUTURE AGENDA ITEMS**

- Professor Olszewski would like to explore e-learning at a future meeting. He requested the members e-mail him regarding future topics.
- Mr. Butler requested the committee's feedback regarding the \$656,000 needed to cover inflation and monograph purchasing. The vast majority of the budget is from cost pools. He would like to know if they should request the entire amount, or identify areas to cut. Ms. Williams added that they have not yet decided if they should also ask for an increase in the budget to cover instructional materials. Professor Olszewski commented that the former cost is due to contractual obligations; therefore he supports asking for the funds. A member pointed out that the rate of inflation for the University was negotiated to be less than the national rate and this effort should not be ignored. The inflation costs from Elsevier, Wiley, and Springer publishers account for \$210,000 of the total \$656,000. The other publishers must have nearly an 8% inflation rate.
- Mr. Butler explained that the funding for the e-learning initiative would be explicit in the compact process.

### **ADJOURN**

Hearing no further business, Professor Olszewski adjourned the meeting.

Jeannine Rich  
University Senate Office