

Senate Library Committee
October 5, 2016
Minutes of the Meeting

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.

[In these minutes: Welcome and Introductions; Overview of Governance; Reports from Libraries of the University of Minnesota; Other Business]

PRESENT: Irene Duranczyk (chair), Courtney Billing, Michelle Brasure, John Butler, LeAnn Dean, Connie Lenz, Wendy Lougee, Daniel Pesut, Joanne Richardson, Evan Roberts, Matthew Rosendahl, Mary Beth Sancomb-Moran, Tim St. Claire, Marlo Welshons

REGRETS: Theresa Beaulieu, Lori Helman, Bo Hu, Paul Myers, Richard Nho, Hikaru Peterson, Reilly Ruechel, Jill Trites, Owen Williams

ABSENT: Nicholas Mandal

GUESTS: Vickie Courtney, director, University Senate Office

1. Welcome and Introductions

Professor Irene Duranczyk, chair, welcomed members, and members introduced themselves.

2. Overview of Governance

Vickie Courtney, director, University Senate Office, gave an overview of senate governance at the University of Minnesota. She said that the University of Minnesota is considered to have one of the strongest and most active shared governance systems among large research universities, and that it is unique in that faculty, students, staff, and alumni are all involved in governance. The umbrella body is the University Senate, which was established in 1912 and consisted only of faculty members until 1969, when students were given representation. In 2004, the University Senate was expanded again, when professional and academic staff and civil service staff were granted representation. The University Senate now has representatives from faculty, students, professional and administrative (P&A) staff, and civil service staff, for a total of 278 members when all seats are filled. Courtney explained that the University Senate contains within it four senates: the Faculty Senate, the Student Senate, the P&A Senate (comprised of professional and administrative staff) and the Civil Service Senate. Each senate has its own consultative committee, and under them there are 23 working committees and a variety of subcommittees. Much of the governance work is done through these committees. Some standing committees report to the Faculty Senate, some to the Student Senate, and some to the University Senate. Members of these committees may but need not be senators, and most committee members are selected by the Committee on Committees. The appropriate senior academic officers also serve as ex officio, non-voting members of relevant committees, which ensures regular communication between the administration and governance.

Courtney then enumerated the three ways that a committee can take action: passing a resolution, issuing a statement, or writing a letter to the appropriate administrator(s). The difference between a statement and a resolution, she said, is that a resolution calls for some sort of action, whereas a statement simply gives the committee's opinion on a given matter. A statement follows the same route, but goes to the senate for information only, as no action is necessary. A letter is treated much the same as a statement.

Courtney emphasized the collaborative aspect of shared governance. She said that it is a best practice to consult with appropriate administrators before taking any action, and also to collaborate with other committees that may be working on the same issue.

Duranczyk reviewed the committee's charge with members and informed them that the committee is up for review this year, and that a delegation from the Committee on Committees will attend the next meeting to conduct the review. She said that as part of this review, she would like to discuss the charge and whether it should be amended.

Courtney Billing asked the library directors for examples of times the committee has provided feedback or consultation that was especially helpful. Wendy Lougee said that the committee had been very involved in discussions regarding open access resources, data management, preservation, publishing, and software copyright policy.

Matt Rosendahl asked how the senate interfaces with shared governance on the system campuses. He said that the University of Minnesota Duluth has its own shared governance system, including a committee focusing on IT and libraries, whose charge is very similar to this committee's charge. Courtney responded that the University Senate is system-wide, and that it is up to committees to determine their interaction with peer committees on system campuses.

John Butler asked about the different types of policies and whether there are special considerations the committee should keep in mind. Marlo Welshons responded that Board of Regents policies are very broad, and many administrative policies implement Board of Regents policies. Administrative policies are intended to be system-wide, generally, and shared governance deals mainly with administrative policies, she said. System campuses, colleges, departments and units all have their own individual policies, as well, she added. Duranczyk informed members that administrative policies are reviewed on a regular, five-year cycle, and that committees are consulted during this process, and Courtney provided information about the Policy Matrix, which specifies which committee(s) are supposed to be consulted when policies are under review. Welshons specified that the Board of Regents Office initiates review of Board of Regents policies.

Daniel Pesut suggested that perhaps the committee's charge should be updated to explicitly include knowledge management, learning services, and intellectual property, which the libraries oversee, as the concept of "libraries" has evolved greatly. He said that this could be a potential action item for the committee this year, and Duranczyk charged members to ruminate on this issue before the next meeting.

Lougee pointed out that most of the senate committees are focused around a topical domain (such as research, informational technology, etc.), rather than a specific entity. She said, therefore, that the committee should consider its work to be not about managing an organization, but rather the concepts represented by that entity.

3. Reports from Libraries of the University of Minnesota

University Libraries – Twin Cities

Lougee enumerated the University Libraries' priorities for 2017-18, as well as challenges to each priority. They are as follows:

- Upgrade and enhance the Libraries' capital infrastructure to better support and improve student success and research productivity
 - Enable transformative scholarship in Wilson Digital Collaboration Studio and Special Collections Research Center
 - Reallocate and improve spaces for student collaboration, instruction, and use of specialized technologies
 - Invest significantly in collection management to minimize physical growth of collections, preserve content, optimize available space

She said that the University capital plan includes provisions for Murphy Warehouse for general collection storage and renovation of Wilson Library. This coming year will bring a new rare book storage and Special Collections Research Center in Andersen Library.

Challenges to this priority are limited collection capacity, significant expenditures for maintenance and renovation of 12 facilities, and deteriorating print collections.

- Steward and strengthen content and collections and support full spectrum of campus content needs for learning and research
 - Sustain Partnership for Affordable Content to enable student savings on course content (\$1.3 million in FY17)
 - Invest in new genre (e.g., simulations, data, media) to enable innovation in instructional and research methodologies
 - Increase investment in content and collection preservation
 - Support new models for scholarly publishing through open access programs
 - Enhance institutional and individual impact and visibility through support for dissemination and preservation of publications and data

The challenges the Libraries face around these initiatives are inflation on publications, packaging of digital content, the demand for instructional content, and federal policies for open access.

- Create and engage the campus community with services and programs that enhance and transform learning, teaching, and research experiences
 - Enhance technology infrastructure to support digital content access, use, and preservation

- Further programs to support data curation, addressing requirements for compliance, reproducibility, and reuse
- Support analytic services that further program reviews, research impact assessment, institutional metrics, and collaboration potential
- Promote at-scale solutions to support access to and management of content and its effective use – e.g., Big Ten Academic Alliance (BTAA) Shared Print Repository, BTAA licensing & resource sharing, HathiTrust Digital Library, Unizin (course/learning environment), and Data Curation Network

Significant staffing reductions/reallocations, sustaining core functions while meeting new service demands, and sustaining partnerships are challenges in this area.

Kathryn A. Martin Library – Duluth

Matt Rosendahl shared the following priorities from the Kathryn A. Martin Library at the University of Minnesota Duluth (UMD):

- Collections: Following a retrenchment four years ago, the Kathryn A. Martin Library has received a flat budget annually. In the face of inflationary increases on their licensed content, they have been forced to eliminate some online resources and reduce collections purchases that are not directly supporting departments (e.g. Bestseller Collection, audio books, Reference).
- Capital Planning and Facilities Updates:
 - Library Annex: This building currently holds Archives, Special Collections, and periodicals. Most of the building does not have air conditioning. In a partnership with Dining Services, they have identified the ground floor of this space as the most appropriate in the library for a coffee/food service counter. If they can identify a feasible location for off-site storage of periodicals, this building holds the best potential to expand open seating and study/meeting rooms, which users have requested from the library. The challenge is to prioritize this project in face of other pressing campus capital project needs.
 - Computer labs: The IT division has equipped and managed full and basic access computer labs/areas throughout the library. All UMD colleges now require laptops, and the IT division is implementing a program to deliver every needed software package to individual computers via Virtual Desktop Infrastructure. IT will remove computers from two of the three labs in the Kathryn A. Martin Library during winter break. They are currently planning to update those spaces to better support instruction in a “Bring Your Own Device” environment, and starting to look to areas with computers (e.g. third floor silent study carrels) to plan for updates to make these spaces usable for library visitors. The challenge here is funding to accomplish these updates.
- Expanded or improved services that contribute to student success and retention, and to faculty research. The Library’s top priorities in this area are identified in a number of actions in their strategic plan identified below, though the Library will be challenged to accomplish these projects with their limited staffing.
 - Define service scope, identify delivery systems (software and equipment), and determine costs and identify funding to implement a pilot project

- Cross-train Circulation and Reference staff, and design and fully pilot a model for research assistance that is an alternative model to the current, traditional reference desk
- Survey students about the Personal Librarian Program
- Pilot a textbook support project
- Host three additional student engagement events compared to FY2016
- Complete a curriculum analysis project for at least one entire program in each college
- Complete a campus copyright needs assessment

Pesut asked whether there is any relationship between the libraries and the University of Minnesota Foundation. Lougee said that the University Libraries do fundraising and work with the Foundation. She said last year was a record year (they brought in \$3.6 million), but most of the funds that come in are earmarked for special collections, archives, rare books, etc. These funds do not contribute to their operational budget or the general collections, she said. Billing asked whether this \$3.6 million goes toward all system campus libraries, or just Twin Cities. Lougee responded that these funds pertain to the University Libraries only, but that some University Libraries services and digital content are also available to system campus students. Billing said that if it were of interest to the committee, she would volunteer to spearhead an effort to look at where the libraries' funding needs are and communicate that information to the University Foundation through a case statement. Lougee noted that she is already working with the Foundation on a case statement, working within the process the Foundation has established. Rosendahl said that their strategic plan prioritizes fundraising this year. He said that they work through their local development office, which reports up through the Foundation, but that these efforts are minimally supported by their local development office, and mainly run by library staff. He added that they had a 300% increase in giving last year, but that it is still not enough to meet their operational needs.

Rodney A. Briggs Library – Morris

LeAnn Dean said that the Rodney A. Briggs' Library's biggest challenges include the following:

- Space: Lack of space inhibits general collection growth, special collection and University of Minnesota Morris (UMM) archives capacity and, most importantly, room for group study and Office of Academic Success and Writing Center collaborative activities.
- Staff size: Peer comparison indicates that Briggs Library has significantly less staff (including student employees) than other campuses in the UMM designated peer group. Peer average=18.84; UMM=11.93.
- Facility issues: Significant accessibility, HVAC, health, safety, electrical, technological, and restroom inadequacies.

She then enumerated the following selected priorities:

- Diversify and increase funding
- Invest in furnishings and technology
- Invest in building infrastructure
- Improve patron access to technology
- Create learning culture supporting knowledgeable employees with up-to-date skills

She said that underlying these objectives are the realities of significant annual cost increases in licensed content without corresponding increases in funding. This causes constriction of existing online subscription options as well as decreases in other aspects of collections and services.

The Briggs Library physical facility poses challenges that increase each year, added Dean. She said that they need ADA compliant accessible restrooms, updated heating and air-conditioning systems, electrical infrastructure to support today's technology and user needs, and more collaborative study space. Their stack space is extremely tight and the offsite storage (close enough for immediate paging) is full.

She also expressed concern about professional development funding (including registration, lodging, mileage and miscellaneous expenses as well as any other staff development expenditures), which has been decreased as licensing expenses have increased. The current budget for this important activity is \$2400. Considering just mileage costs to the Twin Cities amount to approximately \$180 per trip, this amount for five librarians and five other staff members is inadequate. It is essential that we work to not only increase the staff numbers but also invest in existing staff, she said.

Law Library – Twin Cities

Connie Lenz gave a report regarding the Law Library and its priorities and challenges.

First, she clarified that the Law Library is an autonomous library and is administered as a unit of the Law School. The Law School is accredited by the American Bar Association (ABA), and the *ABA Standards and Rules of Procedure for Approval of Law Schools* requires that the Law Library reports to the dean of the Law School and is funded through the Law School. She clarified that the director of the Law Library is a tenured member of the Law School faculty and report directly to the dean of the Law School. The director and dean, in consultation with the Law faculty, determine Law Library policy. The Law Library's budget is determined as part of the Law School's compact with the University.

The Law Library's primary mission is supporting the research and curricular needs of the Law School faculty and students. The librarians provide in-depth research support for Law faculty and individualized research consultations for over 100 students writing article-length "notes" each year. Four of the librarians teach seminars (three legal research seminars each year, and two substantive law seminars each year), and the librarians also participate in first-year legal research instruction. The Law Library collection, which includes over one million volumes, has tremendous depth and breadth and is among the top ten academic law library collections in the United States.

The Law Library collaborates with the University Libraries in many areas, e.g., policies relating to Alma (the online resource management system), cooperative collection development, joint purchasing of selected resources.

One of the Law Library's significant challenges is collection capacity. It would be helpful if the committee addressed campus-wide collection storage.

Duranczyk shared the following summaries of written reports from Mary Beth Sancomb-Moran (Rochester) and Owen Williams (Crookston), who were not present at this point in the meeting.

Rochester

The challenges the University of Minnesota Rochester (UMR) library faces are space, funding, and personnel.

The UMR library priorities for the 2016-17 year are:

- Provide transformative services around the delivery of information literacy for the students in all programs
- Create and manage the archive for UMR, supporting the 10-year anniversary in December 2016
- Support faculty research and education innovation as well as student learning in the health sciences

Lougee noted that, since Rochester students are classified as Twin Cities students, they have access to all materials and resources at the University Libraries, as well.

Crookston

The biggest challenge for most, if not all academic libraries (regardless of size) is the lack of resources to keep up with growing inflation and demand for scholarly materials. For the University of Minnesota Crookston (UMC) Library, this is especially true. In 1994, when UMC became a four-year school, no additional funds were allocated to support the new curriculum or staff to support the increased students. Any increases in budget since that time have been small.

Currently, online students make up roughly half of the UMC student population. Meeting the needs of these unique students is often a challenge requiring different strategies than what is used with traditional face-to-face students.

The duties that the librarians perform are expanding from the traditional library functions. The UMC Library is staffed by a total of 1.75 professional librarians. The duties that these librarians perform have expanded in many ways, including preserving material on a digital scale. The UMC digital archives <http://umclibrary.crk.umn.edu/digitalprojects/> is growing and will continue to grow in the future.

4. Other Business

Duranczyk reminded the committee that next month, they will be joined by members of the Committee on Committees as part of the review process. She said that before the next meeting, she will work with the University Senate Office to send out a poll so that the committee can decide which issues to tackle for the year.

In the interest of time, Duranczyk adjourned the meeting.

Amber Bathke
University Senate Office