LIBRARY COMMITTEE
MINUTES OF MEETING
NOVEMBER 1, 2006

[In these minutes:  University Libraries' Compact Issues and Priorities]

[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:  James Orf, chair, Jonathan Binks, LeAnn Dean, Suzanne Thorpe for
Joan Howland, Wendy Lougee, Bill Sozansky, Owen Williams, John H. Anderson, David
R. Brown, Jay Hatch, Anatoly Liberman, Danielle Tisinger, Susan Wick, David Zopfi-
Jordan

REGRETS:  Andrea Berlin, C. Barry Carter, Yoichi Watanabe

ABSENT:  Nora Paul, Otto Strack, Kate Lohse

I).  Professor Orf called the meeting to order.

II).  Members unanimously approved the committee's October 4th minutes.

III).  Professor Orf announced that the new budget model requires a formal consultative
process for central service units.  With this said, the Senate Library Committee has a role
in advising the University Libraries on the Libraries' compact.  He noted that today's
meeting would be devoted to learning about the Libraries' compact issues and priorities
and garnering member's input and feedback.

Wendy Lougee provided members with additional information on the Libraries'
consultative process, and cited specific examples of groups that have been consulted with
to date.  Feedback is being solicited on the Libraries' compact issues and priorities for
program development.

Ms. Lougee began by providing members with contextual information to assist them in
understanding the drivers of the Libraries' priorities, which have been shaped by strategic
positioning recommendations and University priorities.  Major drivers of the Libraries'
compact request include:
- New colleges with new program configurations and priorities.
- New educational initiatives, which focus on writing, undergraduate
  competencies, on-line learning courses, etc.
- Research priorities, which emphasize collaboration, interdisciplinary
  institutes/research and targeted interdisciplinary themes.

- Research infrastructure is fragmented and attention to integration and strengthening of infrastructure services and resources is needed. Research infrastructure improvements will also serve to facilitate research collaboration.
- Health sciences priorities have noted importance of knowledge management and community-based education.

The Libraries are a strategic component and partner in the University's positioning process as it strives to become one of the top three public research institutions in the world.

The Libraries' compact and budget request is being shaped by these institutional priorities and themes as well as emergent national issues (e.g. open access, copyright, data curation).

There are two parts to the compact/budget request:
- Strategic goals focused in three areas: knowledge resources, the learning environment, and research infrastructure.
- Budget requests: significant financial issues that support the organization.

Next, Ms. Lougee detailed the strategic goals:
1). Knowledge resources/collections: enhance/extend content resources to support University program priorities by:
- Acquiring content to support new campus emphases, planned cross-disciplinary and collaborative centers.
- Enhancing existing collection strengths beyond current collecting levels.
- Acquiring high-demand digital content: new publications, digital journal and newspaper backfiles, comprehensive digital research collections, new recurring subscriptions, primary source collections.
- Extending campus educational programs related to issues in scholarly communication, author rights, and copyright.

Justification for this request:
- The annual $500,000 funding commitment by the Vice President for Research will cease in 2008. This royalty money was used for digital journal licenses and to stave off journal cancellations. Before receiving this commitment from VP Hamilton, the Library was poised to execute significant cancellations to right size the budget in light of journal inflation and budget cuts.
- A large demand for digital research publications.
- Modest growth in collection support has resulted in significant collection gaps.
- Growth in publication requests, and resources in interdisciplinary fields.

2). Learning environment:
a). Enhance the learning experience by developing innovative learning technologies that also provide a model for enterprise-like solutions. Examples cited include:
- Develop technology infrastructure for rich media resources (digital images, digital video).

- Create a collaborative model for infrastructure support (initially work with OIT and CLA).
- Design and implement programs to assist faculty in integrating digital media in instruction.

b). Expand SMART Learning Commons (SLC) concept to East Bank site in Walter Library. The SLC concept brings together a range of academic support services in a single physical site. Examples of SLC programs include peer learning consultants, supplemental instruction and targeted workshops. The Libraries' compact request will include a request for funds to establish a SLC in Walter Library. Ms. Lougee noted that strategic positioning task force reports specifically mentioned the importance of academic support integration and recommended the expansion of the SMART Learning Commons model.

c). Create an outreach program for health practitioners in Minnesota, and pursue licenses for core clinical content for all health practitioners in the state.

A member asked if the Library had any data or feedback on how the outreach librarian in the Hibbing/Duluth area and central Minnesota area is doing. If so, it was suggested that this information should be included in the compact.

d). Create a commons-like collaboration environment on the second floor of Diehl Hall for the health sciences students and faculty.

3). Develop infrastructure for digital tools and services that increase productivity, enhance interdisciplinary research and enable collaboration. Two areas of research infrastructure development investment are being proposed:
- Build on current portal development to create added functionality by creating customizable views of library resources.
- Develop personal information management tools to support individual research repertoire and provide a foundation for collaboration.

A committee member from Duluth asked whether the 130,000 registered myU Portal user statistic referenced in Ms. Lougee's presentation included coordinate campus users, and, if so, would these individuals have access to what is being developed on the Twin Cities campus. Ms. Lougee noted that access to licensed digital content would depend on the coverage of the license. Not all campuses participate in all of the licenses available in the Twin Cities. The current portal program is focusing on Twin Cities graduate students, but the potential for expansion can be pursued. It was suggested that including information on the usage increase of the myU Portal would help to build a case for funding this initiative.

Last year the committee heard about the CLA-Library research assessment project (funded by the Mellon Foundation). In this project, faculty and graduate/professional students voiced their interest in better tools to manage their content. An indicator of this

is the University's Refwork service (web-based citation management program), which has over 13,000 accounts.

Ms. Lougee turned members attention to the Libraries' budget, and provided some historical information.  She highlighted the following:
- In FY04, the Libraries had a budget cut of over $600,000, which resulted in the loss of 22 FTE.
- Over the past few years the Library has implemented significant technologies (e.g.  an enterprise system and critical components of technology infrastructure).
- Last year the Library initiated a large-scale process improvement effort that enabled internal reallocation of staff time and resources in support of collection processing (selection, acquisition, and cataloging of collection resources).  The end result has been more rapid acquisition of new titles and cost savings in processing.  These saving have been directed toward new service enhancements..
- It is important that the Library protect the gains made in restoring collection strength.
- The Library has had no increases in its operational budget in the last decade; the Library has been forced to absorb all these increases.

Funding requests included in the budget component of the compact-budget will include: sustaining current collection commitments, a salary program for staff, security support and workstation replacement funding.

Regarding the Library's request for security improvements, does central administration have any responsibility to pick up a portion of these costs by virtue of the fact that the University has a responsibility to protect students, faculty and staff?  Ms. Lougee noted that some aspects of library security infrastructure have been funded centrally (e.g. cameras in Wilson).  If the Libraries need to support additional security costs, they would need to request the support through this process.

Ms. Lougee noted that in the compact the Library is being asked how it would handle a 1% cut to its budget, which translates into $337,000.  A potential impact is a reduction of 10 FTE to support a 1% cut.  Moreover, if the Library needed to internally fund its salary increases in addition to having a 1% budget cut, the resulting impact on staffing would translate to a reduction of approximately 20 – 25 FTE.

Ms. Lougee summarized the Libraries' strategic priorities as follows:
- New collection support for University priorities.
- Rich media initiative.
- SMART Commons expansion to East Bank.
- Health science outreach.
- Bio-med collaboration space in Diehl Hall.
- Portal development.
- Personal information management project.

The Libraries' funding request for these strategic goals would require $1,415,000 in recurring funding and $1,060,000 in one-time funding.

Next, the Libraries' budget needs were summarized:
- Sustain collection commitments.
- Salary program.
- Security.
- Workstation replacement.

The Libraries' budget needs add up to $2,027,000 in recurring funding.

As part of the consultation process, Ms. Lougee asked members for their input/feedback concerning the Libraries' compact request. The following questions/comments were made:
- Do the deans and central administration understand the importance of the collection and Library services as the University strives to become one of the top 3 public research institutions? Ms. Lougee noted that she has received support from the deans. The Libraries can point to specific examples of services/resources the Library has provided their colleges. The provost has provided significant support to the Libraries in the last two years.
- If the Library is forced to cut 20 – 25 FTE support staff, how will this hinder the University's progress to be a top research university? The level of services provided by the Libraries would be reduced. She added that the Library already has approximately 100 FTE less than the top 5 public research university libraries.
- A member suggested that the Library is much more than collections of printed materials and the University will never be able to achieve its goal of being a top public research institution without a strong library collection and staff. Ms. Lougee reiterated a comment made earlier and noted that that while content is important, without the access, it has much less valuable.
- Faculty and TAs should be required to educate students on how to use the Libraries rather than having this burden fall on reference librarians. Ms. Lougee reported that the Library created the Undergraduate Virtual Library, which was designed to incorporate tools that assist the student in learning research skills. In addition, the Library has significantly increased the number of workshops it holds that teach students how to use the Library. The Library has a role to play in improving information literacy among students.
- Have data been collected to determine whether reference librarians are receiving fewer questions when there is a SMART Commons on site? There are no data to show a causal relation to the SMART Learning Commons. In general, the number of reference inquiries has declined. However, studies conducted on changes in reference inquiries suggest that the complexity of questions is increasing. This may have to do with the fact that the resources are becoming more complicated.
- The Library is foundational to the University's strategic positioning vision and this should be emphasized in the compact.
- To what extent are the Libraries offering what students want – a quiet place to study? The Library should consider collaborating with the College of Architecture to study the correlation between the learning environment and what it costs to provide this space. Also, the Library could compare itself to the top 5

public research universities in terms of space.  Last year's assessment of CLA graduate students suggested they preferred a separate, quiet study area in Wilson Library and such a space has been created.

- A suggestion was made that the University go before the legislature and provide statistics on the number of people it serves outside the University community as a means for getting additional funding for the Libraries.

The committee unanimously agreed that the Libraries' directions and priorities as laid out today are on track.  Members were encouraged to contact Ms. Lougee (wlougee@umn.edu)  if they had additional comments to share.  It was noted that the Libraries' final compact is due on November 22$^{nd}$.  Ms. Lougee will share the final compact with the committee at its December meeting.

IV).  Hearing no further business, Professor Orf adjourned the meeting.

Renee Dempsey
University Senate