

**FACULTY UNIVERSITY OF WASHINGTON  
COUNCIL ON UNIVERSITY LIBRARIES**

The Faculty Council on University Libraries met at 3:30 p.m. on Monday, **October 22, 2001**. Chair Greg Zick presided.

**PRESENT:**     **Professors** (Greg Zick, Chair), Brown, Greulich, Kerr, Martin, Moy, Sauer, Schepp, Sullivan and Tanimoto;  
                  **ex officio members** Ogburn and Wilson;  
                  **guest** Charles Chamberlin, Deputy Director of Libraries.

**ABSENT:**     **Professors** Chance and Sutton;  
                  **ex officio member** Fuller, Soper and Spillum.

**Welcome to and Introduction of new and returning members – Chair Greg Zick**

New and returning FCUL members introduced themselves and identified their departments or units in the University.

**Approval of minutes**

The minutes of May 14, 2001, were approved as written.

**Library Update – Betsy Wilson**

**Overview of purpose, status, and user surveys.**

Wilson informed new members of the council that she became Director of the University of Washington Libraries on January 1, 2001. She said the Faculty Council on University Libraries is important to her as Director. She looks to the council for support and advice on key issues facing the Libraries. Particularly, the council plays an important role in the budget process.

Wilson said the council has a “significant make-up, with a diverse representation of this campus.” The diverse make-up allows for “different perspectives” on complex issues such as online scholarly publishing in the health sciences and humanities, and journal and serial review necessitated by mandatory budget cuts.

Wilson said, “This is a great service-oriented research library, with an excellent collection of over 6 million catalogue volumes, the 12<sup>th</sup> largest collection in North America.” The number of journals and serials is decreasing, due to budget cuts, but their volume is still very high. The Libraries Gateway provides desktop access to thousands of electronic publications. The Libraries’ innovative UWired information literacy program is recognized internationally, and has been the recipient of the Educause Award for Systemic Change in Teaching and Learning.

The University of Washington Libraries is a member of several important national and international consortiums, such as the Center for Research Libraries (centered in Chicago), and GWLA, the Greater Western Library Alliance, consisting of 30 major libraries.

Wilson said UW Libraries is “clearly a world-class library system” from any perspective, but that, notwithstanding its current leadership in many fields, it will fall behind if it does not evolve to meet the changing needs of the University community and all of the people it serves. Even though a recent national user satisfaction survey showed University Libraries receiving higher ratings from its users than any other participant, the Libraries cannot rest on the status quo. “Our communities and their expectations are changing,” Wilson pointed out. “Advances in information technology bring profound changes in scholarly publishing and communication. The rich diversity we see now, and will see in the future, reflects our changing society. The shifts in our student populations are manifested in an increase in older, part-time, commuter, distributed learning, and returning students, and a higher percentage of ethnically diverse and

international students. Students are coming to universities with widely varying experiences, learning styles, educational demands, and expectations. The new demography will require libraries to think more imaginatively about how to provide curricular support and lifelong educational opportunities.”

The 145 UW librarians play a leadership role in information literacy discussions on campus and beyond. The 300 professional and classified staff of the Libraries have the knowledge and skills to demonstrate creativity and flexibility in a time of technological change, thanks to a staff development program that is equaled by few other American research libraries. Also, there are 400-500 student employees working in UW Libraries, making the Libraries the largest single employer of students in the University.

Remote use of the Libraries is significantly increasing. From 1995 to 2001, the percentage of faculty who use remote Library resource/services at least once a week has risen from 57% to 76%. Remote use by faculty at home (at least once a week) in the same period has risen from 26% to 44%. Remote use by undergraduate students at home (at least once a week) has risen from 16% in 1995 to 38% in 2001. The dominant reasons for remote use in 2001 are searching the catalog, looking for full-text, and searching the database. In-person library use by faculty (visiting at least weekly) has declined in the years 1998-2001 from 47% to 38%, and in-person use by graduate students has dropped from 77% to 59%. In-person use by undergraduate students, however, has remained constant at 66%. Wilson said upwards of 13,000 patrons came to the Odegaard Undergraduate Library on the first day of class this October.

The mission of the Libraries, Wilson stressed, is to enrich the quality of life and to advance intellectual discovery by connecting people with knowledge.

The vision of the Libraries, she noted, is to anticipate and meet the information needs of our communities in their search for knowledge. “We will do this at any time and any place. We will use our extraordinary staff and our world-class portal to resources and services in creating a model information literate community.”

23 separate facilities compose the University of Washington Libraries. Besides the branch libraries on the Seattle campus, there are libraries at UW Tacoma, Harborview Hospital, UW Bothell, and Friday Harbor. UW Libraries is an integrated system: one library serving three campuses. (The Law Library is not part of UW Libraries, though a cooperative working relationship exists between the two libraries. And the Libraries is temporarily housing personnel from what was the library in the Center for Urban Horticulture prior to that facility’s destruction.)

Wilson said University Libraries serves several important roles in and beyond the campus and the region. It maintains federal, state, and international documents. The Regional Medical Library program in the Health Sciences Library serves five Western states: Washington, Alaska, Idaho, Montana, and Oregon. University Libraries has worked with the five other public baccalaureate institutions in Washington State to develop the Washington Cooperative Library Project: The Project now has a catalogue (called “Cascade”) of over 10,000,000 items, with a large number of “unique” items. As to “overlapping” items, there are far fewer than might be imagined. There is “some permanent funding” for shared data bases for the six participating institutions.

#### 2001 Spring Survey: Faculty and Graduate Student Results

Wilson distributed the “2001 Spring Survey: Faculty and Graduate Student results.” This broad-based survey, which is conducted every three years, was overseen by Assessment Coordinator Steve Hiller.

The survey revealed continued high satisfaction in the Libraries’ services, collection, and overall performance. The Libraries remains the University’s primary source for broad-based information. The decline in faculty visits to the Libraries is encouraging, as it means information is successfully reaching faculty members’ desktops. Remote use of the Libraries is increasing significantly. A telling revelation in the survey is the decline in the importance of personal files because of the availability of electronic files.

Wilson said the Libraries was cognizant of not “over-generalizing” in its reading of the survey; the disciplines within the University are so different from each other that over-generalizing would only lead to misrepresentation.

Wilson said the “funding trade-offs” created “very difficult” decisions on what to cut and what to keep in the Libraries’ journal collections. This dilemma has a vastly different response in the health sciences (where there is a much higher consensus to go to electronic-only journals) than it does in the humanities (where there is a much higher consensus to maintain print journals whenever possible, particularly the more prestigious journals). There is also a strong interest in retaining print collections and full-text documents among faculty and graduate students, again, more so in the humanities than in the health sciences.

Wilson said the Libraries welcomes feedback on the survey from FCUL members, and from all faculty on campus.

Wilson said the Libraries will use the 2001 Strategic Plan as its guide in making decisions on resource allocations. Key areas of the plan are diversity and inclusion, information literacy (teaching students to “critically evaluate”), communication, and organizational transformation and renewal.

#### Suzzallo Library Renovation – Charles Chamberlin

Chamberlin said the renovation is halfway completed, and is due to be completed by August 1, 2002. As to the work in the 1963 wing, installation of the large seismic braceframes was completed on the second, fourth, and fifth floors of the library by early July. The first and third floor braceframes were installed during July and August, and work began on the ground and basement floors braceframes in late August. In August, preparation began for the pouring of concrete piers to be located in the basement of Suzzallo, on the wall between Suzzallo and Allen North. The pouring was completed in a single day, September 6<sup>th</sup>, along with pouring of concrete reinforcement slabs for the braceframes on the ground floor.

As to the 1925 and 1935 wings, over the summer, the seismic braceframe work was completed in the four corners of the Suzzallo Reading Room. At the same time, the roof trusses in the attic space over the Reading Room ceiling were strengthened. The four large, round columns in the Grand Stair Hall were replastered, and other drywall work in this area was completed in preparation for painting. In the Smith Room, the padded protection was removed from the historical wall murals. The historical woodwork in the Smith Room has been reinstalled but still needs to be refurbished. The framing of interior walls began in the 1935 wing, followed by drywall installation and painting. This work is expected to be substantially complete on all floors by the end of December.

Chamberlin said the October/December 2001 renovation schedule includes: anchoring the exterior cast stone and brickwork on the West façade; anchoring the columns and arches of the West entry; and reinforcing the upper balustrade and rebuilding of the four earthquake-damaged terra-cotta finials; restoring the north and south end walls of the Suzzallo Reading Room by reinstalling the cast concrete stones and then recreating the Caen Stone plaster walls above; painting the Grand Stair Hall; beginning work in Rooms 101 and 102, the large rooms directly north and south of the 1925 West Entrance; continuing installation of fire alarms and sprinklers; and installing new data cabling in the 1963 wing.

The check-out procedure for the new mechanical systems also begins this fall. This work calls for the contractor to go through the systems, start up the equipment, check out every aspect, and verify all operations. The contractor will then begin to operate the mechanical air handlers, and start running physical plant steam through the buildings as part of this process.

Chamberlin said tours of the 1963 wing can be scheduled if council members are interested, as can tours of the Sand Point remote shelving site.

#### Earthquake damage

Reviewing the damage to University Libraries wreaked by last winter's earthquake, Chamberlin said the Engineering, Fisheries/Oceanography, and Social Work branch libraries were severely damaged. Funding is still being sought to defray the cost of repairs to those facilities. Chamberlin said the Libraries can request funding from a state "Hazard Mitigation Program" that has 2.2 million dollars to make available to 14 libraries. Any funding from this program would be used to replace vulnerable shelving in the damaged branch libraries, and any other libraries needing similar replacement. Another option, said Chamberlin, would be to request funding exclusively for Suzzallo Library and the Odegaard Undergraduate Library.

An eventual goal of the Libraries is to consolidate the three fine arts libraries into one library (the council visited the three fine arts libraries, and saw the inadequate space and shelving common to them all). Chamberlin stressed, however, that this project is not driven solely by facilities, but by services and programs. The Libraries is also working with the University on a proposal for a new library to serve Health Sciences and the Life Sciences.

Wilson said another possible goal is to find or create a regional preservation facility for the Pacific Northwest. There are more remote shelving facilities being created all the time now, she noted.

### **Libraries Budget – Betsy Wilson**

Wilson said "coping with the cuts" is the major challenge for the Libraries Budget both now and in the foreseeable future. On a biennial basis, the Libraries has a 1.1 million dollar cut. The Libraries' required \$260,239 reduction for the fiscal year 2002 will be distributed as follows: Materials and Binding: \$80,655; Personnel: \$138,897; and Operations: \$40,687.

As has been stated in previous reduction impact statements, the impact of the budget reduction on quality collections, print and increasingly digital, to support student and faculty research and instructional activities will be significant. While the reduction in the materials budgets has been kept to less than one percent, this reduction must be coupled with the negative impact on the Libraries' buying power due to continuing high levels of unfounded serial price increases.

Wilson said the one-time \$500,000 for materials inflation/minimum wage increases is appreciated, "but this does not cover the library materials cost increases." The long-term, cumulative negative impact of underfunding the materials budget cannot be overstated. A smaller and smaller portion of scholarly research will be available to the University's faculty, staff, and students. Faculty will become less productive and their competitiveness in procuring grants and external funding will be diminished.

In real terms, a reduction in the materials budget requires more cancellations of unique serial titles published in print, the purchase of fewer monographs, and reduced funding for preservation.

The digital resources critical for distributed access often cost more than print predecessors. There will be fewer or no resources to support new University programs and initiatives. The Libraries has grave concerns about its ability to provide the information resources needed to support new programs and UIF initiatives.

Wilson said staff remain the Libraries' "most critical resource." The Libraries has sought to minimize the reduction impact on staffing this biennium since it had a higher percentage of personnel funds for the 1999-2001 UIF reduction.

While the reduction in the Libraries' operating budgets is the smallest dollar amount of the three areas, it represents the largest percentage in one segment of its budget. Compounding the impact of this significant reduction is the reality that the Libraries – and the University – does not receive an inflationary increase in its operations budget at the beginning of each new biennium.

The Libraries is experiencing a serious impact on its ability to fund collections and services needed by the faculty, staff and students of the University of Washington. At the same time, changes in the focus, extent,

and nature of the University is widening the scope and demand for library services, facilities, and resources. The Libraries is enacting a number of strategies to operate within reduced funding.

The Libraries has initiated a review of its non-affiliated borrower fees and billing fees. Those fees will be increased to cover costs and generate revenue. The financial benefit of those increases, however, will not be seen prior to January 2002. Should it be determined that charging alumni for borrowing privileges is desirable, additional revenue could be generated. In addition, Wilson will be working with the University Administration on the consideration of a library fee as indicated by Regental action.

Overall, Wilson said, "it is a very constrained fiscal environment." She stressed that President McCormick, Provost Huntsman, and the Board of Regents have started to address this reality in public. In the next three to five years it will be "extremely challenging" to make the best long-term decisions for the major areas of the Libraries' budget.

A chart Wilson distributed documents the loss in the Libraries' purchasing power due to the mandated budget and UIF cuts. From 1993-1995, the loss amounted to \$1,202,591. From 2001-2003, the loss amounted to \$2,190,156. From 1993-2003, the loss amounted to \$6,692,567. The mandated budget cut taken from Library Materials over the ten-year period amounted to \$790,041. The UIF cut taken from Library Materials over the ten-year period amounted to \$710,970.

To address this, Wilson said the Libraries must diversify its funding through fund raising, development, grants, and other creative means. (The Libraries did receive a \$355,000 grant recently, and is working with private foundations in efforts to secure further funding.) The Libraries, as already mentioned, is reviewing all its fees, and will increase borrowing fees for non-affiliated members. It is also looking at the number of hours it stays open each day, and is considering other programmatic ways to "bring things together."

### **Transformational Strategies – Joyce Ogburn**

Addressing UW Libraries transformation and renewal, Ogburn said that, in order to achieve a vision of a library that is "anytime and anyplace," the Libraries must ensure that its organizational structures, individual roles and responsibilities, resource allocations, and facilities are in alignment with its strategic directions. She said the organizational structures must be adjusted "to enable flexible, nimble, and rapid action and response to the changing environment." The Libraries will actively pursue diversified financial and material resources to support its priorities. It will seek opportunities to renovate, renew, and create library facilities that support transformations in its staffing, services, and collections.

As a definition of "transformation," Ogburn takes the following from ACE publications *On Change*: "Transformation (1) alters the culture of the institution by changing select underlying assumptions and institutional behaviors, processes, and products; (2) is deep and pervasive, affecting the whole institution; (3) is intentional; and (4) occurs over time."

In answer to the question: Why does University Libraries need to transform?, Ogburn answers as follows: Competition is increasing on a number of fronts (and people do not always know what they are looking for); Higher education is changing and expanding its mission; Resources are scarcer; Scholarly communication is becoming unsupportable; User expectations are changing (many users are going to desktop); Drivers are external (e.g., the price of scholarly journals cannot be controlled); Organizational response is slow; Support organizations and partners are in the same boat; Knowledge, skills and infrastructure are global.

Transformation strategies include: (1) Moving more quickly and aggressively to electronic collections for teaching and learning, reference, general use, and science, technology and medicine (STM) disciplines. Only core materials in print or another reliable archival format will be maintained for these areas. Examples of specific actions: Developing a set of guiding principles and assumptions, and eliminating duplication for many titles across many libraries. (2) Participating in cooperative purchasing opportunities. Example of specific action: Leading work in the Greater Western Library Alliance for cooperative purchasing of electronic resources. (3) Fostering competition and changes in scholarly communication;

trying to support as many of these as possible. Examples of specific action: Purchasing resources that compete with commercial, high price products, and supporting cooperative ventures and member organizations, such as the Center for Research Libraries and JSTOR, that maintain print or electronic archives of core journals. (4) Providing opportunities and leadership on campus for faculty to launch their own electronic journals and databases. Examples of specific actions: Working with editors and faculty authors to make strategic choices about venue of publication, and reallocating resources and staff, providing server space, expertise and software to authors/editors seeking to mount an online publication or archive of information resources in lieu of commercial venues.

### **Council discussion – focus items for this academic year – Greg Zick**

Zick said University Libraries is “a huge operation,” with diverse and complex issues. The question for the council is: “Where can we make a contribution?” A paradox confronting the Libraries, he emphasized, is that, due to budget cuts, the Libraries is losing some of its resources, yet it takes more resources, not fewer, to effectively transform.

Zick said the focus of the council this academic year will be to serve as an advocate for the Libraries, dealing with issues that sometimes “go beyond the Libraries.”

A major area of concentration for the council, Zick recommended, could be scholarly publishing. “We could focus on this issue from our different disciplines,” he said. Tanimoto said scholarly publishing “is our highest priority,” and the rest of the council concurred that this would be an excellent issue on which to focus.

As to ways of approaching this issue, Zick said the council could get as much good literature as possible, and that council members could talk about the issue with colleagues in their disciplines. “We can educate ourselves, then synthesize that knowledge as a council.”

The council agreed that a subcommittee should be formed to look into the issue of scholarly publishing. Zick, Sauer and Tanimoto volunteered to serve on the subcommittee.

A brochure, “Create: New Systems of Scholarly Communication,” was distributed to the council. It discusses why “the system is no longer working,” and suggests ways in which faculty authors “can make a difference.” It also includes a chart documenting monograph and serial costs in ARL libraries, 1986-1998.

A pamphlet, “Declaring Independence: A Guide to Creating Community-Controlled Science Journals,” was also distributed to the council. The pamphlet discusses ways of evaluating economic models of science journals, and how to creatively analyze the cost of individual journals. It also suggests that, in certain instances, the “journal” might not be the answer, or the best possible means of publication.

### **Next meeting**

The next FCUL meeting is set for Monday, November 26, 2001, at 3:30 p.m., in the Petersen Room of Allen Library.

Brian Taylor  
Recorder

