

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

The Faculty Council on University Libraries met at 10:30 a.m. on Monday, **January 18, 2001**. Chair Richard Kielbowicz presided.

PRESENT: **Professors** (Richard Kielbowicz, Chair), Chance, Greulich, Harrison, Kerr, O'Neill, Sullivan, Sutton, Tanimoto and Zick;
ex officio members Booth, Easterling, Spillum, Williams and Wilson;
guests Gordon Aamot, Acting Associate Director of Libraries for Resources and Collections, Management Services; Steve Hiller, Head, Science Libraries; Nancy Huling, Head, Reference and Research Services Division; Tim Jewell, Head, Collection Management Services; Terry Jankowski, Acting Head, Information Services, Health Sciences Library; and Linda DiBiase, Collection Development Librarian.

ABSENT: **Professors** Dunston and Schepp;
ex officio members Fuller and Soper.

Approval of minutes

The minutes of November 9, 2000, were approved as written.

Report from the Director of University Libraries – Betsy Wilson.

Assumption of the directorship of University Libraries

Wilson said her directorship of University Libraries commenced on January 1, 2001. She had a remarkable day in her new position on January 2nd, visiting 49 locations within the Libraries. She first went to the beautiful new Library at UW Bothell, a visit she enthusiastically recommends to council members. She then visited 46 locations at UW Seattle, including all branch libraries (where she met with staff librarians and other branch library employees). Her next stop was the library at Harborview Hospital, which she recommends to the council for one of its tours. And finally, she visited the excellent library at UW Tacoma. All in all, it was a day of “incredible diversity.” She was very impressed by the astonishing variety of contribution and commitment flourishing in all branches of University Libraries. (The only branch library she was not able to visit on January 2nd – the facility at Friday Harbor – she has since visited, and also been much impressed by.)

Wilson said she was fortunate to have a six-week transition period leading up to her assuming directorship of the Libraries. This allowed for an effective and unhurried transition, especially helpful in the light of all the attendant distractions due to the Suzzallo Library Renovation Project.

Wilson has spent the last two weeks participating in a series of orientations with departmental deans and chairs. She has met with members of the Gates Foundation, and is putting together several new groups and committees, including the Faculty Advisory Committee for University Archives. A new group of great importance to Wilson is the Diversity Committee for University Libraries. She is intent on working hard to enhance diversity within the Libraries at all levels, and will actively seek the counsel and suggestions of the Diversity Committee.

Wilson has been interviewed on her assumption of the Libraries' directorship by both the Daily and University Week. Thus the University community has been well informed of her new position.

Priority issues in the new directorship of University Libraries

Wilson mentioned several issues of high priority as she begins her directorship, among which are the following:

- 1) Transformation of information budget resources. This directly concerns “the core to what we are,” said Wilson. Using the Libraries’ constrained budgetary resources the best way possible is vital to the Libraries being able to contribute successfully to the scholarly discourse at the University of Washington.
- 2) Funding issues. The Libraries is in need of increasing its funding via grants, and of broadening its entire funding base and fund-raising capacity.
- 3) Digital library development, in all phases.
- 4) Enhancement of diversity in the Libraries’ staff and in its users.
- 5) Increased efforts to communicate the Libraries’ funding needs to the state legislature.
- 6) Expanding communication with all sectors of University Libraries clientele.
- 7) Suzzallo Library Renovation Project.
- 8) Maintaining effective working relationship with FCUL.

UIF Proposal: Digital Cooperative – Betsy Wilson

Wilson said the University Libraries’ UIF (University Initiatives Fund) proposal, if granted, would make possible the University of Washington Digital Cooperative. As stated in the proposal’s abstract, the cooperative would “transform research and knowledge dissemination at UW.” The abstract further states that “digital-based primary resources and research have grown across the University in recent years and will grow exponentially in the future, becoming a major medium of scholarly communication. These resources comprise complex data sets, digitized image and text, web sites, research papers, and other formats, which often remain invisible to other UW faculty and students who would find them useful. The Digital Cooperative will partner with faculty and researchers in creating, collecting, organizing, disseminating, and preserving the digital knowledge resources of departments, research institutes, classrooms, and clinics throughout the University. The Cooperative will provide the infrastructure that ensures the long-term viability of significant resources and preserves them for future generations of scholars.”

The “Digital Cooperative” proposal has strong support from Louis Fox, the Vice Provost for Educational Partnerships, from Director Mike Eisenberg of the Information School, and from Julie Stein, Divisional Dean of Computing, Facilities, and Research for the College of Arts and Sciences, as well as from many other sectors of the campus. Wilson said that as more information in digital format is being generated – and this is occurring at a breakneck pace – an infrastructure adequate to accommodate this growth has not been developed. Such an infrastructure – the Digital Cooperative – needs to be created to capture that growth. The pressing need at UW is to sustain and to archive digital information so as not to lose the intellectual property and intellectual capital of the University. The Libraries’ role is to use its expertise in preserving and indexing information to support the Digital Cooperative: to support alternative means of scholarly communication.

It was noted that, as the “boundaries” are disappearing in the digital world of scholarly communication, the Libraries is presented with the challenge of being “pervasive” in working with this diverse material.

Suzzallo Library Renovation Project – Betsy Wilson

Approximately one quarter of the Suzzallo Library Renovation Project has now been accomplished. The Project is on course for completion in August 2002. It is now entering Phase 2: February – August 2001.

As was pointed out in earlier council discussions on the Project, the schedule has been compressed into a shorter timeline. In practical terms, this means that the structural bracing and other work in the 1963 wing is now scheduled to begin sooner – over a year before the work in the 1925 and 1935 wings and the octagon and shear wall areas is completed. Instead of being able to surge staff and collections back into these spaces, the Libraries has had to find other ways to clear the construction areas in the 1963 wing. Therefore, 70 library staff members, and a large portion of the Dewey 800s and 900s from the Libraries’ collections, must be moved to the Sand Point off-site facility. (The 800 volumes are Language and Literature; the 900s are History. Williams said certain “core” volumes will be maintained at Suzzallo,

however. The volumes removed to Sand Point will be brought back to the fourth floor of Suzzallo in June or July.)

O'Neill said she found her tour of the Suzzallo Renovation Project quite interesting, and said it would be most instructive for state legislators to see the work in progress. They would gain a deeper appreciation of the expensive nature of this large-scale project.

GPSS representative Heather Easterling said it would be helpful to students and other users of the "bridge area" between Suzzallo and Allen libraries if a notice were placed in the Daily explaining that this study space has been cleared temporarily because of the Renovation Project. Wilson thought this an excellent suggestion.

Information Resources Budget – Betsy Wilson, Gordon Aamot and Steve Hiller

Wilson said that, over the next six months, the Libraries will be determining the distribution of its budget for library materials.

She said a disturbing trend over the past several biennia is the University's difficulty in funding inflationary increases for materials budgets. This funding has diminished over each of the last three biennia. This year the Libraries' materials budget was exempted from the 1% cut for the 2001-2003 biennium, Wilson said.

As for materials cut-backs, she said it is imperative that the Libraries "do something differently, and not just make serial cuts." She said that in the Libraries' current budget request two significant proposals – the elimination of a sales tax on Libraries materials and funding of the Cooperative Library project – did not make it to the Governor's budget.

Wilson noted four foci in the Libraries' immediate future:

- 1) a move to electronic information in fields where acceptance of this delivery mode is already in place, such as the sciences, medicine, technology, and business;
- 2) a move to cooperative purchasing opportunities;
- 3) expansion of efforts at working with other universities to foster change in scholarly publishing; and
- 4) making efforts to provide better opportunities for UW faculty to publish electronically.

UW Libraries Resources Budget Transformation Process: Guiding Principles and Assumptions

Gordon Aamot, of the Libraries' Information Resources Council Budget Committee, addressed the University Libraries Resources Budget Transformation Process, and the guiding principles and assumptions behind this process.

Aamot said the Libraries has worked over the last 18 months on strategic planning and has learned many valuable lessons about organizational change. "The transformation process requires a shared vision," he stressed. One of the overriding guiding principles, without which a shared vision could be neither achieved nor communicated, has been that of "transparency."

Aamot mentioned the four guiding principles of the transformation process:

- 1) To broaden access to information by substantially increasing the electronic resources available to UW users, while carefully weighing the balance between digital and traditional formats and acquiring that which best meets users' needs;
- 2) To streamline decision-making and workflow to enable the Libraries to act quickly, to take advantage of opportunities, and to be more responsive to users;
- 3) To purchase and cancel strategically, while eliminating duplication where there is a reliable and readily accessible archival format; and
- 4) To increase participation in the transformation of the scholarly communication process.

Major assumptions of the transformation process are that:

- The budget transformation will require the Libraries to do business in new ways, and will impact the Libraries' organizational structure, its culture, its funding structure, its processing, and its services.
- The Libraries does not have enough resources to do all that it wants or needs to do, and will thus be faced with hard choices.
- Decisions will be made in the context of the three campus system.
- The Libraries will recognize that different disciplines and user groups have different needs. The Libraries will seek to understand those differences and respond to them effectively.
- The Libraries will provide its users with the information they need by one means or another.
- The Libraries will partner with users in providing them with what they need.
- Users are demanding greater electronic access and are ready for the change.
- The transformation will move more quickly in such disciplines as science, medicine, technology, and business, and more slowly in disciplines traditionally reliant on print.
- The Libraries will use data to help make important decisions.
- The Libraries will provide organized and consistent access to electronic resources.
- The Libraries will recognize the implications of decisions that result in shifting costs from one area of the Libraries to another.
- We can have a positive effect on scholarly communication over time that will lead to a sustainable and affordable system.
- The Libraries can be more cost-effective.
- The budget transformation process affects the entire University and needs to be communicated as such. It is a shared issue. The Libraries will keep the University community informed.
- Transformation is an ongoing process.

The UW Libraries Budget Request for Library Materials: 2001-2003 is as follows:

Addition to the base	\$2,190,156
One-time bridge funding	\$ 500,000
Total request for 2001/2003	\$2,690,156

Industry projections of inflation on library materials for 2001 anticipate a 2.5% increase for books and 10% for serials. The budget request took these industry projections into consideration.

Aamot said it is important to be mindful that this transformation process "affects everyone at the University of Washington, and we need to keep everyone informed."

The council noted that the Libraries, in helping faculty adapt to electronic scholarly publication, will play a key role in faculty efforts to attain, and to sustain, the prestige on which they and their departments, and ultimately the University, depend.

The council also pointed out that, with regard to the Libraries' maintenance of print and electronic scholarly journals, the effort to keep the best possible journals available must be done "one journal at a time," and that in certain instances a faculty member – or someone in his or her department – could share the cost of a particular acquisition.

It was also observed that the Libraries' hands would be tied if the change to exclusive electronic publishing (scholarly journals being made available only electronically) was too broadly effected. Different departments and disciplines have different needs, and the Libraries will need to work closely with faculty to make the best possible choices in scholarly acquisitions.

Steve Hiller, of the Libraries' Information Resources Council Budget Committee, said it is critical to work with faculty on this transformation. Faculty focus groups will be formed to discuss issues associated with transformation such as elimination of duplicates, the move to electronic only, digital initiatives and scholarly communication, and other important questions referred to by Wilson. An area of concentration in

the focus groups over the next several months will be the communication of the changes now occurring in the transformation process: How are these changes best communicated to faculty and to everyone at the University?

The council urged that Libraries representatives speak, whenever possible, to departmental committees at meetings attended by chairs. They said the Libraries should have its representatives placed on the agenda of those meetings.

It was also suggested that the Libraries be placed on the agenda of an upcoming meeting of the Faculty Senate Executive Committee (SEC). The chairs of the faculty councils and special committees who serve on the Senate Executive Committee could take the Libraries' communication directly to their departments.

And it was suggested that the Libraries write a letter to department chairs about the most important aspects of the transformation process as it affects departments and their faculty, and ask the Provost to sign the letter in a gesture of approbation.

Wilson said the University, as an example of one kind of event communicating the transformation process, could host an "Open Archives Initiative" for a particular discipline, or for several disciplines. This would be part of an "inner operable" service. The suggestion was made that duplication of the archives would be desirable as a protective measure.

As to the issue of copyright for electronically published scholarly work, it was emphasized that no faculty member need "give away the copyright to his or her published work," whether that work is published electronically or in a print journal. As Wilson noted, too often, in the excitement of simply getting published, and not just for the first time, junior faculty members can be naïve in their treatment of their right to possession of published work.

Next meeting

The next FCUL meeting is set for Thursday, February 8, 2001, at 12:30 p.m., in the Petersen Room of Allen Library.

Brian Taylor
Recorder