

Academic Council
Office of the Provost
300 Main Building
CAMPUS

RE: University Committee on Libraries, Annual Report for 2005-06 (10/12/06)

EXECUTIVE SUMMARY

This Executive Summary synthesizes the 2005-06 UCL Annual Report. This summary focuses upon two primary factors, technology and cost, that the UCL feels intersect with the most important challenges and opportunities faced by the University Libraries of Notre Dame today. The UCL is impressed with the pro-active, creative and effective responses of our library administrators, faculty and staff to its wide-ranging challenges and opportunities. Furthermore, we encourage all relevant constituencies to continue to recognize, support and contribute to the library's ongoing energetic and creative efforts to enhance scholarship at Notre Dame.

Library Task Force Report

In spring '04, at the request of the former Provost, Nathan Hatch, the 'Library Task Force' was convened in response to growing concerns over funding challenges facing the library. Subcommittees were formed in Arts and Humanities, Science, Business, Engineering, Social Sciences and Law. The Task Force met during spring '04 and again in fall '05. The draft report was made available to the Faculty Senate on 9/6/06. Among the more important conclusions, the report emphasizes different requirements for different subject areas, yielding recommendations that reflect different 'ownership' versus 'access' needs for different disciplines. Summarizing, ownership tends to be more important for humanities disciplines, while access (particularly desktop access) tends to be more important for engineering, science, business and social sciences.

The observations included in this 2005-06 UCL Annual Report reinforce the findings and recommendations included in the draft version of the Library Task Force Report. Once the final version of the Task Force Report is issued, it will become a focal point for UCL discussions in 2006-07.

Technology and Cost: Two Factors that Intersect with the Most Important Challenges and Opportunities Facing the University Libraries of Notre Dame

Technology

Digitization of Library Materials. E-Journals. Each year Notre Dame Libraries are replacing more print journal subscriptions with desktop accessible electronic gateways to digital versions. The norm for most scholars in engineering, science, business, and social sciences is now to look up articles online, rather than in physical journals. **Other Digital Materials.** The digital revolution is spreading well beyond serials. For example, in 2005 Google™ announced plans to digitize all or major portions of the collections of libraries at Harvard, Stanford, the University of Michigan, and the University of Oxford as well as The New York Public Library. As another example, NIH now requests that reports emanating from Federally-funded research be made freely available via the NIH digital repository. **Other Institutional Digital Repositories** are also proliferating – including Notre Dame's own. These repositories are making available digitally, instantly and conveniently to the desktop, sometimes on a consortial basis, unique, non-copyrighted university holdings and research initiatives from around the world.

New Criteria and Measures for Evaluating Research Libraries. In this digital age, traditional measures of collection counts are becoming less important measures of library quality and performance. While print collections remain critical library resources, digital access is becoming more important each year. **User Expectations.** In the digital, consortial library environment of today and tomorrow, for more and more research library users, **the location of the original content, be it in digital or print format, is becoming less important than how expeditiously the desired content can be searched and accessed.** This places new emphasis

upon user-friendly Web sites, ease of search and access on the desktop, information literacy of library users (students and faculty), subscriptions to e-journal and e-articles in aggregated databases, speedy interlibrary loan mechanisms, active membership in consortia, and other vehicles for helping library users to more easily and quickly search, evaluate and access desired content – regardless of its home location.

Cost

Cost Pressures. The cost of library books, journals and databases continues to increase at roughly double the rate of the consumer price index. **Materials.** For example, last year the library spent approximately \$400K – out of a materials budget of approximately \$7.6M – to simply maintain contractual commitments for books, journals and e-content databases, exclusive of adding new subscriptions or purchases. **New Services.** Rising expectations of library users for more expansive and more user-friendly services and, in particular, for better search capabilities and faster direct digital access (preferably to the desktop) are requiring the Notre Dame Library to adopt and implement complex and expensive new technical solutions. **Salaries and Wages.** Library faculty and staff salaries are also rising commensurate with the higher levels of specialized expertise they are providing in the evermore dynamic and demanding library environment. **Print Collections.** Although the rate of price inflation for books is less than it is for serials, annual inflation continues to make it more expensive each year to maintain basic collections and even more difficult to build and maintain standout collections in selected specialty areas. **Serials.** Hyper inflation in serials is presenting particularly difficult challenges for research libraries. For example, a fundamental strategy of e-journal consolidators is to build synergistic value for research libraries through contracting and bundling more and more e-journals – and to then use aggressive pricing to capture back most of that incremental value provided for their own corporate bottom lines. This use of dynamic price leveraging, often combined with anti-competitive non-disclosure clauses in e-journal consolidator contracts with individual libraries, are particularly disturbing not only because they generally drive up prices (or, at a minimum, create an uncertain pricing environment), but also because they add complexity and frustration to already difficult library decisions regarding acquisition, access and format decisions for serials.

The Cost/Budgetary Dilemma. While one time resource infusions, such as the \$1.5 million designated to the library from Fiesta Bowl proceeds this past year, are critical and much appreciated, they are not intended or able to fully address the multi-faceted technological, cost and resource challenges faced by the library. Despite this and other recent one-time and recurring increases, the annual library (University and Law Libraries combined) expenditures of approximately \$19,250M (FY2004/05) continues to rank lower than 50th among all university research libraries. That budget ranks below the median among the top 20 universities as designated by U.S. News and World Reports (USNWR) and is at about the middle vis-à-vis the library budgets of Notre Dame's specifically designated peer institutions. When considering the ratio of total materials expenditures per individual teaching & research faculty member, the Notre Dame Library ranks in the middle of the top 20 USNWR institutions and ranks sixth among its nine designated peer institutions.

The Library's Proactive, Creative, and Effective Responses to Technological Change and Resource Constraints. Under this technologically dynamic, budget constrained, hyper inflationary library environment, the UCL feels that library administrators, faculty and staff have been effective in proactively designing and implementing creative new programs and strategies. In fact, the UCL is pleased to observe that our library administrators are at the forefront among our peer institutions, taking a leadership role in designing and implementing creative programs and strategies addressing many technical and cost related challenges. The full report reviews many of these initiatives. The minutes for the UCL Minutes for 2005-06 as well as additional information on topics covered in this report are available on the UCL Web site at (<http://www.library.nd.edu/>).

University Committee on Libraries Annual Report for 2005-06

10/12/06

Academic Council
Office of the Provost
300 Main Building
CAMPUS

RE: University Committee on Libraries, Annual Report for 2005-06

ROLE OF THE LIBRARY

Paraphrasing the draft version of the forthcoming report, Task Force on the University Libraries, “the University library system anchors the University’s intellectual life, embodies the mission of the academy, and, in its selection, organization, creation and preservation of information, helps to provide the fuel for scholarly endeavors of faculty and students. As an informational conduit, the library works to facilitate ready access to reliable information that can be used by those seeking deeper engagement of the humanities, sciences, arts and the professions.”

CHARGE OF THE UNIVERSITY COMMITTEE ON LIBRARIES (UCL)

Integral to its role of facilitating the work of the Notre Dame learning community, the library invites conversation with faculty, administrators and students to help it chart a course that enables it to effectively fulfill its own mission and responsibilities to the University community. The regular deliberations of the University Committee on Libraries reflect that role.

As stipulated by Academic Article IV:3(f), “The University Committee on Libraries (UCL) reviews policies and practices relating to library resources and services and provides oversight of the development of the libraries. It comprises ex officio administrative members, elected faculty members representing each of the major academic units, and both graduate and undergraduate student members. The UCL constitutes a principal interface between the campus units responsible for providing information resources and services, and it also serves as a communications link between the libraries and the University community.”

PROVOST’S TASK FORCE REPORT ON UNIVERSITY LIBRARIES

At the request of the former Provost, Nathan Hatch, the ‘Library Task Force’ was convened in the spring of 2004 in response to growing concerns over funding challenges facing the library. Subcommittees were formed in Arts and Humanities, Science, Business, Engineering, Social Sciences and Law. The Task Force met during Spring of 2004 and again in the Fall of 2005. Several UCL members were on the Task Force, including Dave Smith, Roger Jacobs and Jennifer Younger. The work of the Task Force was a backdrop for the deliberations of the UCL over the past year.

The draft report outlines current library services and resources for different subject areas. Among the more important conclusions, the report emphasizes significant differences and library related requirements for different subject areas, yielding recommendations that reflect different ‘ownership’ versus ‘access’ needs for different disciplines. Summarizing, ‘ownership’ tends to be more important for humanities disciplines, while access (particularly desktop access) tends to be more important for engineering, science, business and social sciences. The Task Force’s research on technology trends and related benchmarking of peer institutions are also expected to

generate a number of important recommendations related to the increasing digitization of library resources.

Currently the draft report has been reviewed by Associate Provost Chris Maziar and submitted to Provost Burish for his review. Once the final version of the Task Force report is approved, the UCL will formally consider what role it might play in helping to implement the recommendations included in the report.

NOTRE DAME LIBRARY BUDGET HIGHLIGHTS FOR FY06/07, AS REVIEWED BY DIRECTOR YOUNGER IN 2005-06 UCL MEETINGS

As reviewed by Library Director Jennifer Younger in the February '06 UCL Meeting (& Minutes), the total library budget for FY 06/07 will be approximately \$19 million. Of this, \$7.5 million are committed to library acquisitions. This amount reflects a 1% increase in the unrestricted library operating budget, and includes \$350,000 in new recurring funds for the library materials budget – for an overall increase in the unrestricted library acquisition budget of \$391,000 (9.5% increase). (Director Younger notes that the \$350,000 in new recurring funds for the library materials budget is seen as a positive response from the University to the need for additional funds for library acquisitions as identified by the UCL, individual faculty, the Libraries, and in the anticipated Library Task Force Report.) The remainder of the budget (approximately \$10.5 million) is for salaries and operating expenses. For FY 06/07, the Libraries received funds for salary increases in line with those received by the rest of the University. UCL Minutes, February '06.

More Timely Subject Area Budgeting. Before setting the budget for a specific subject areas in the library each fiscal year, an accounting must be taken of the prior year's expenditures on each specific area. Prior to 2006, delays in the availability of these numbers delayed determining subject area budgets until the fall semester. Starting in FY06/07, subject budget allocations will be completed by May of each year and the funds will be available for spending soon after the start of the fiscal year in July of each year. This new timetable will pave the way for planning and discussions with faculty during the academic year on collection decisions for each following fiscal year. UCL Minutes for April '06.

Library Materials Budget Task Force. In 2006 the library established a new Library Materials Budget Task Force. The budget task force group is chaired by the library budget manager (Director, Financial and Administrative Services) and is responsible for modeling multiple scenarios for fund distribution. Final allocation of the library materials budget includes a thorough review of library strategies and goals as well as consideration of the financial models. UCL Minutes, March '06.

NOTRE DAME LIBRARY'S STRATEGIC GOALS AND PRIORITIES CONSIDERED IN 2005-06 UCL MEETINGS

Among the library's strategic goals considered in the 2005-06 UCL meetings were the following:

1. to build and maintain basic collections in each subject area taught at the University;
2. to build and promulgate selected, distinguished collections to create and foster global image as a 'destination library' in selected subject areas;
3. to help building a broad-based Institutional Digital Repository;
4. to provide ready access to the full range of library resources desired by Notre Dame scholars;
5. to enhance the user-friendliness of access to library resources for all users;
6. to ensure that library administrators, faculty and staff remain prepared to adjust effectively to the dynamic library environment;
7. to participate in the University's efforts to enhance 'Information Literacy' of library users;

8. to regularly monitor library performance and quality; and
9. to promote library materials and programs.

NOTRE DAME LIBRARIES' STRATEGIC INITIATIVES AND RELATED EFFORTS TO PURSUE THESE GOALS – AS CONSIDERED IN UCL DISCUSSIONS DURING ACADEMIC YEAR 2005-06

1. Building and Maintaining Adequate Basic Collections in All Subject Areas Taught at the University.

Basic print collections in all disciplines and unique, shareable, distinguished print collections remain critical library resources. For example, access to substantive print collections remain a primary research tool for many scholars in the humanities. Significant deficits remain in many basic collections and must be addressed. The UCL anticipates that the Library Task Force Report will highlight the importance of having adequate basic collections in all areas and suggest specific initiatives for accomplishing this. As an example of one new initiative in this area during 2005-06, Fiesta Bowl funds will be used to help expand the collection of History, an already flourishing discipline at Notre Dame, and to help build the collection Africana Studies, a relatively new university program.

2. Building World-Class Collections in Certain Areas – “Destination Library”

Notre Dame continues to aggressively add new academic chairs and related research programs as critical components of its commitment to enhance the University's global scholarly profile and reputation. While the specific library-related requirements vary considerably by discipline and area, all prospective scholars considering such chairs expect to have the appropriate library resources readily available to support their research programs. Notre Dame Libraries and specialized library faculty work with the various colleges of the University to design acquisition and access strategies and to provide the desired support in these selected, specialty areas. For example, in the humanities, where library collections are essential, the library is helping to attract and hold eminent scholars by building distinguished print collections. To date the library has already become a global scholarly destination in areas such as Medieval and Byzantine studies, Irish studies, Catholic Theology, the study of civil societies in Latin America, and philosophy. As Notre Dame continues to target new areas for chairs and research programs, the library is expected to evolve and expand its acquisition and access strategies to provide world class library support in these areas.

3. Notre Dame's Institutional Digital Repository (IDR)

Because scholars in general (at Notre Dame and elsewhere) are becoming more dependent upon accessing information in digital format, a new priority has arisen at research universities to digitally capture, preserve and make available unique, non-copyrighted university holdings and research initiatives. Reflecting this need, Notre Dame, like its peer institutions, has launched an initiative to build its own Institutional Digital Repository (IDR). What makes it an "IDR" and not "just online?" The services around the content are equally important, including accessibility, indexing, storing, preserving, etc. As Bob Schaffner said at the April '06 UCL meeting, "the IDR uses extend well beyond those of the faculty and library." Items to be captured might include dissertations, scholarly university-generated or held papers, unique non-copyrighted images, and other unique collections that are in the public domain. The Notre Dame IDR project is very large in scope and continually evolving. As an integral part of Notre Dame's IDR effort, Jeff Kantor, VP for Research, started an Office of Communications and Scholarly Dissemination

within the Graduate School in order to bring greater visibility and identity to the dissemination of ND research. He identified multiple ways in which this can happen – through the University Press, journals, conferences, dissertations, technology transfer and commercialization, with an IDR as part of the infrastructure necessary to support scholarly dissemination of digital scholarship. Choice of specifically what content is to be included in Notre Dame’s IDR as well as other related issues are being discussed in various forums around the University, including the UCL. Notre Dame IDR initiatives to date include:

- **E-dissertations.** Initiated by the Graduate School Teaching Faculty, chaired by Steve Buechler, Mathematics, two hundred and ninety-nine e-dissertations are now in the ND dissertation database. These are accessible through the library catalog as well as through an e-dissertation database.
- **Special Collections** in the library. A project was started in the late 1990s to create an online catalogue of the Ambrosiana Drawings. Over 8,000 of the 12,000 drawings are now available for searching and viewing online.
- **OIT Interface.** OIT is working with administrative areas to put university data online in the IDR.
- **Pilot IDR Project.** This past year the library began a pilot IDR project. The initial scope covers, among other items, exceptional undergraduate research, an Art Image Library, and Kellogg/Kroc Institute working papers. The pilot outlines and addresses the full range of services that will make the content accessible over time. Tasks include cataloging (i.e., adding metadata for discovery); storing and indexing the data; adding search services into one or more of the resulting databases; and refreshing the data over time to preserve content. Also integrated are awareness services that the library now has, such as the virtual new book shelf. See UCL Minutes for April and May ‘06 for more details.
- **Open Courseware Project.** On a related matter, ND has a grant from Hewlett Packard for an Open Courseware Project through Kaneb Center.

4. Providing Ready Access to the Full Range of Library Resources Desired by Notre Dame Scholars

Various strategies are being implemented to accomplish this. These include subscriptions with two major e-journal bundle packages, complementary print subscriptions, enhanced Interlibrary Loan and related expedited document delivery services, revised and more time sensitive Library Recall Policy, active participation in ‘sharing’ consortia, and others. For example:

- **Subscription to e-Journal Bundled Packages.** Notre Dame Library continues to subscribe to two e-journal packages – Elsevier’s ScienceDirect and Wiley. After considerable analysis and deliberation in 2004, the Notre Dame Library decided to cancel a third e-journal package (the Springer SBM package – previously, Springer/Kluwer) – for details, see the 2004-05 UCL Annual Report. The use of the e-journal package from Springer SBM was deemed “insufficient to justify the high cost.” After deferring the cancellation for a year (the Provost’s Office stepped in and funded the package for one more academic year, 2004-05), the package was finally cancelled in fall ‘05. Simultaneously subscriptions were added for selected individual journals lost in the package. The two criteria used to determine which individual subscriptions to maintain were cost per download and centrality to the core research needs of an academic department. The library is monitoring faculty and student reaction to the cancellation. For example, the library has honored selected requests of faculty for new subscriptions to

individual journals that were not on the original subscription list. See UCL Minutes of September, October and November '05 for more details.

- **Pilot Document Delivery Project.** The Pilot Document Delivery Project involves an experiment in alternative document delivery services, in response to the library's cancellation of the Springer SBM e-journal package and to other growing pressures for more expeditious delivery of library materials not physically available in the Notre Dame library. Two document delivery vendors, Blackwell Publishing's INGENTA and CISTI (Canada Institute of Scientific & Technical Information), participated in the pilot project. The project involved thirty faculty and graduate students and was directed by Sherri Jones, Life Science Librarian and head, Resource Delivery Department. Feedback from participants was positive, although some participating faculty members expressed a desire for more "mediated" services (staff assisted) instead of the "unmediated" (faculty direct to vendor) services. One faculty participant indicated he was not as impressed with CISTI as with the ease and efficiency of INGENTA. He also continues to use the interlibrary loan (ILL) system in place and suggested the best case scenario would include a "spruced up ILL with the ability to use INGENTA for immediate needs." To adequately evaluate the pilot project, the library must assess both faculty demand and the cost of additional staff training that might be required. Director Younger envisions more of a gradual "rollout" process as opposed to moving from the pilot right into full faculty access. See UCL Minutes of October, November and December '05 for more details.
- **Revised Library Recall Policy.** Some faculty and students have complained about excessive delays in returning items, once recalled. This has become a greater concern as library users' expectations for fast access are continually rising. In response to these concerns, considerable data analysis (including trend analysis over the period 2002-05) and discussion ensued. Issues addressed included dimensions such as: updating the timeline for triggering sanctions; identifying alternative strategies for stimulating more timely compliance by faculty; rethinking specific sanctions and their application; and developing mechanisms to effectively communicate any potential policy changes to faculty and students. Ultimately, a new, more stringent recall policy was formulated in March/April '06, explored by the UCL in May '06, announced to University faculty and students in July 06, and implemented starting August 22, 2006.
 - **The Old Recall Policy.** Under the old policy, three penalty phases were included. If a recalled book was returned within 14 days of receiving a recall notice, no overdue charges was imposed. If the book was returned within 15 – 43 days of recall notice, a \$10 recall charge could be assessed to the patron. This charge was not generally collected, with the 15-43 days considered a "grace period" for the patron. After 43 days, the patron was billed \$95 (including \$55 for average replacement costs, a \$15 processing fee and a \$25 non-refundable overdue recall charge). For students, these charges were sent to Student Accounts. If the book was returned, the student received a credit for all but the \$25 overdue recall charge. In applying this previous recall policy, no charges were levied against faculty with overdue recalled items.
 - **The New Recall Policy.** The purpose of the new policy is: to reduce the time delay between a patron recalling a book and actually having access to it; and to utilize sanctions that are likely to be effective in retrieving material from patrons who choose not to respond to library requests to return material needed by others. Fundamental to this new policy is the recognition that the library is a shared resource that relies on a spirit of collegiality and cooperation among all its patrons.

- **Step 1.** Library user recalls a book which at that time is on loan to another patron. The next day a notice is sent to the current borrower requesting that the item be returned within 7 days.
- **Step 2.** If the material has not been returned within the 7 day period another notice is sent to the current borrower informing that the item is now overdue; and that if it is not returned within 7 more days library privileges will be suspended.
- **Step 3.** If the material has still not been returned after a total of 17 days another notice is sent to the current borrower informing that the item is still overdue; that their library privileges have now been suspended; and that if the item is not returned within 7 more days, they will be fined \$25. The fine must be paid before the suspension of library privileges is lifted.
- **Step 4.** If the material has still not been returned after a total of 29 days a notice is sent to the current borrower informing that the item is still overdue; that an invoice has been sent to them (or, in the case of students, to Student Accounts) for the replacement cost of the item; and that the suspension will not be lifted until the fine is paid and either the invoice is paid or the item returned.
- see <http://www.library.nd.edu/circulation/policy.shtml> for more details
- **Active Collaboration with Other Institutions and Associations.** Consistent with its goal of expanding the Notre Dame scholarly community's ready access to important individual works and collections while under significant cost pressure and resource constraints, the library administrators are regularly exploring avenues for collaboration with existing and emerging state, national and global resource collaboration networks. For example, eight library faculty and one library staff member attended the Association of Research Libraries (ARL) Management Institute hosted in spring '06 by Purdue University. Also attended by librarians from Indiana University, the Institute provided significant opportunities for learning new skills and networking with colleagues from the three ARL member libraries in Indiana. Another example of Notre Dame Library collaboration is the library's participation in the Indiana Consortium for More Directly Sharing Library Holdings – as part of the Academic Libraries of Indiana state-wide on-site reciprocal borrowing program – through which Notre Dame has gained access to the “unique holdings” within the Indiana statewide holdings catalog, providing access to new resources for faculty and students. On a related issue, 2006 marked the inauguration of a statewide initiative to try to streamline the current library loan procedures. Under the project, users are able to make “direct requests” to other Indiana academic libraries for library materials, resulting in faster access to the desired resources. Notre Dame participates in these consortia as both a provider and a user. Notre Dame library administrators will continue to face the challenge of dynamically assessing and electing which collection housing and preservation obligations Notre Dame wishes to assume as part of state, national and international consortia to which it belongs. (See UCL Minutes of September '05 and May '06 for more details)
- **E-reserves/WebCT Vista Interface.** In 2005, the library developed and added a new service that allows e-reserves content to be included in individual course sections in WebCT Vista using a link to the new electronic reserves management system. See UCL Minutes of September '05 for more details.
- **Extended Main Library Hours.** In response a student resolution presented at the December '05 UCL meeting, the library changed its open hours policy and will now provide extended hours (24 hours) during the week prior to Spring Break. Information about the new hours is available on the library Web site. This serves as a good example of the responsiveness of the library to student concerns.

5. Enhancing the User-friendliness of Access to Library Resources for All Users

To enhance the user-friendliness of accessing library resources, the library is regularly improving the library Web site, enhancing cataloguing and related search engines, and facilitating digital delivery to the desktop.

- **Notre Dame Library Web Site** (<http://www.library.nd.edu/>) . Improving the coverage and user-friendliness of the library Web site has been ongoing projects for several years and continued during academic year 2005-06. Continuing extensions and refinements reflect findings of the library's own analysis, suggestions from faculty and students (focus groups), the results of the second (2006) LibQual+ survey, ad hoc suggestions from library administrators, faculty, staff and users, and continuing discussions with the UCL.
- **Digital Delivery to the Desktop.** Another library initiative designed to facilitate user desktop access to electronic/digital resources was the recent (2006) purchase of VERDE – a software system designed to facilitate the acquisition and licensing of electronic resources. VERDE is a product of Ex Libris, which is also the system vendor for the main library catalog (UCL Minutes, March '06). Also, in 2006, a portion of Fiesta Bowl funds have been specifically designated to expand/enhance digital desktop access for library users.

6. Ensuring That Library Administrators, Faculty and Staff Remain Prepared to Adjust Effectively to the Dynamic Library Environment

Reflecting the fast changing contemporary library macro environment (digitization, costs, collaboration, cross-disciplinary research, etc.) Notre Dame Libraries have been changing the definitions and responsibilities of traditional library faculty and staff positions. The library is continuing to add faculty and staff who focus specifically on new subject areas, on building distinguished/specialty collections, and on building more far-reaching and more user-friendly technical services to respond to demands for more and more content in digital format. Among the library's initiatives in this area are the following.

- **Participation in Discussions of the Nature, Trends and Impacts of Digital Publishing and Retrieval.** In order to stay apprised of the many dimensions and implications of the 'digital revolution,' library administration, faculty and staff regularly monitor and participate in forums on this phenomenon. For example, in spring '06, members of the library administration, faculty and staff, including one member of the UCL (library faculty member Parker Ladwig), attended a symposium on the Michigan Google Library Project. The symposium, sponsored by the University of Michigan, was entitled, "Scholarship and Libraries in Transition: A Dialog about the Impacts of Mass Digitization Projects."
- **Closer Interface with OIT.** Technical expertise is being added and the library's formal interface with the Office of Information Technology (OIT) is being expanded in order to help the library better respond to opportunities and constraints related to:
 - the continuing **growth of digital/electronic formats,**
 - user demands for a **more user-friendly** Notre Dame library Web site, and
 - user demands for **easier and more expansive desktop access** to library resources.
 Reflecting and aiding in these efforts, the Director of OIT, Gordon Wishon is a formal member of the UCL.
- **Closer Interface with University Legal Counselors.** Reflecting the expanding legal concerns resulting from the 'digital revolution,' copyright expertise is being added at the

library and the library's formal interface with the University counsel's office is continuing to expand. Notre Dame is fortunate to have Tim Flanagan in the General Counsel's Office who has experience in both technical and legal matters. Tim is considered to be an integral part of the library staff's work in licensing e-journals.

7. Participation in the University's Efforts to Enhance 'Information Literacy' of Library Users

The 'information literacy' challenge flows both from the proliferation of information and the increased popularity of the Web and related search engines (e.g., Google) as first and primary sources for searching and accessing information. One important concern of the library is that library patrons are tending to rely more and more on popular search engines such as Google for their research and, therefore, library resources are not being fully utilized. Effectively addressing the many different dimensions of the information literacy issue will require a "partnership" among different constituencies of the University (for example, representation from the library, OIT, First Year of Studies, the University Curriculum Committee, faculty, students, and others). Specific information literacy challenges to be sorted out might include:

- identifying the basic information literacy skill sets appropriate for different subsets of users;
- assessing of the existing level of these skills among these same subsets of users;
- designing specific strategies to enhance information literacy skill sets; and
- designing mechanisms for outreach to faculty and students alike to communicate and implement any yet to be determined potential information literacy strategies.

To aid assessment of information literacy of undergraduate students, the Notre Dame library participates in the Association of Research Libraries (ARL) sponsored Standardized Assessment of Information Literacy Skills (SAILS). This instrument provides one measure of 'information literacy' by attempting to capture and provide a valid programmatic level assessment of the information literacy of students. After considerable discussion, members of the UCL recognized that information literacy is an issue of enormous interest and importance not only within the library, but throughout the many academic departments on campus. Reflecting the breadth of the issue and its potential resolution, the UCL and library administrators concluded that the library is not the appropriate entity to spearhead the exploration of the issue and the design and implementation of potential strategies for addressing the information literacy challenge – and deferred to First Year of Studies and the University Curriculum Committee for leadership in developing and implementing strategies in this area. See UCL Minutes of October '05, December '05, February and March '06 for more details.

8. Monitoring Notre Dame Library User Satisfaction and Expectations (& adjusting to same).

The nature and breadth of appropriate measures for evaluating the comparative quality and performance of research libraries have expanded considerably in recent years to reflect the significant dynamics of the macro library environment (for further discussion, refer to supplementary document on UCL web-site – "Dimensions of the Macro Library Environment Considered in 2005-06 UCL Meetings – Context for UCL Deliberations"). While library holdings and budgets are primary traditional measures, assorted additional evaluative measures are emerging. These new measures reflect, among other factors:

- the multiple facets of digitization,
- hyper-inflation of library resources,
- the emergence of journal consolidators, and

- the growth of library consortia.

For example, reflecting digitization trends, the breadth and user-friendliness of desktop search and access have become important new indicators of library quality and performance. As another example, because of the proliferation of library resources in all areas and the hyper-inflated costs of many such resources, it is less realistic and less judicious than ever for any research library to attempt to build and maintain comprehensive collections in all areas. Given this phenomenon, becoming a ‘destination library’ for unique, distinguished collections has become a new priority and is serving as an important new measure of library quality.

Reflecting such trends, the library uses a broad and dynamic set of instruments to monitor and improve library quality and performance. Included are measurement initiatives such as the following.

- **Insights from Other Libraries and Related Professional Associations.** Through its association membership (e.g., Association of Research Libraries – ARL), the library regularly monitors its rank among selected peers on a number of key collection and user variables. These rankings and their trend over time provide important input for guiding both the direction and intensity of strategies related to longer term library collection, format and the wide range of library services.
- **Collection and Analysis of Library Usage Data.** The library regularly collects and analyzes data on the nature and intensity of library usage by its various constituencies – monitoring and reacting to data and trends in:
 - general circulation,
 - digital article downloads,
 - interlibrary loan requests, and
 - other important usage variables.

Reference questions and faculty/librarian interaction are also monitored to guide refinement of related services.

- **Surveys and Focus Groups.** Surveys and focus group discussions are conducted on a fairly regular basis in order to gather further insights for improving and/or adding specific library services (e.g., various dimensions of interlibrary loan, delivering books to faculty member’s department, expediting recall and redistribution of library materials, and further enhancing the library Web site).
- **LibQUAL+™.** LibQUAL+ provides a nationally tested survey instrument for assessing library user expectations and satisfaction. Notre Dame has conducted two LibQUAL+ surveys of library users in recent years (spring ‘02 and spring ‘06) to monitor user expectations and satisfaction with Notre Dame’s library collections and services. In addition to providing a yardstick for monitoring user satisfaction over time, the surveys also provide suggestions and insights for enhancing specific library collections and services. For example, the 2002 survey results triggered a number of significant changes, including enhancements to the coverage and user-friendliness of the library Web site and improvements to several library facilities.

The expanding measures reflect changes in the way the library is being used by Notre Dame scholars. As suggested throughout this report, for many scholars – particularly those in engineering, science, business and social sciences – the location of the original content, whether in digital or print form, is more often less important than accessibility. This places new emphasis upon:

- user-friendly Web sites,
- subscriptions to e-journal consolidators,
- membership in ‘sharing’ consortia,
- speedy interlibrary loan mechanisms, and

- other vehicles for helping library users to easily and quickly search and access desired content – regardless of its home location.

Note – in this new environment, basic print collections in all disciplines and unique, shareable, distinguished print collections in selected subject areas are still critical library resources, and their ongoing monitoring and measurement provide indispensable complementary evaluative criteria for assessing the overall quality and performance of the library.

9. Promoting Library Materials, Programs and Services

The library regularly uses a variety of strategies to promote its materials, programs and services. Among these are in-library promotions to users, promotions on the library Web site, creative student outreach programs, and faculty outreach programs. The UCL spent minimal time reviewing and discussing these efforts in 2005-06, but has targeted this area for significant discussion during 2005-06.

OTHER LIBRARY ISSUES CONSIDERED IN UCL DELIBERATIONS DURING ‘05-06

Fiesta Bowl Revenue Allocation for the Library.

In December ‘05, the University designated the library as one of “three academic priorities” to receive a share of the \$14.5 million Fiesta Bowl revenues. (The statement listed financial aid, Jordan Hall of Science and “library acquisitions” as key areas.) Provost Burish asked that the funds be targeted to make an impact with one-time purchases to enhance collections or user access. In pursuit of this goal, Director Younger has solicited input from subject librarians. The library faculty developed numerous proposals reflecting anticipated Library Task Force priorities for expanding selected library collections (particularly in the humanities, arts, architecture and law) and for enhancing desktop access (particularly in engineering, science, business and social sciences). Specific proposals were evaluated on the basis of academic priority, collection needs, potential impact and the capacity to make a difference with one-time funds. In selecting priorities for one time funding, the Library Executive Committee considered:

- conversations with some of the deans and other faculty;
 - the pressure on book collections from serials inflation;
 - the challenges in providing current and archival collections for the humanities;
 - the need to support highly ranked academic programs, especially those with large Ph.D. programs, but with historically weak funding for collections;
 - the ability to enhance support for faculty and students in multiple departments;
 - the needs of new departments where collection support is weak;
 - the distribution of the library materials budget for FY06/07 in which new money was used to reduce structural budget deficits in science, engineering, economics, business, psychology, and education;
 - the distribution of the library materials budget for FY06/07 in which new money funded a new budget for a department or program (the Ph.D. in Literature) or added to an existing budget (Classics); and
 - the pros and cons of addressing a small number of opportunities with relatively significant funds rather than addressing many opportunities with small dollar amounts.
- Note – because the Fiesta Bowl revenue are considered ‘one-time money,’ a portion of the funds will not be used to reverse the recent decision to discontinue the Springer SBM

e-journal package because e-journal package costs cannot be adequately addressed with one-time funds.

Based upon these discussions and priorities, the library selected the following three proposals for funding (listed in order of priority). Each will be addressed as funds permit:

- Flourishing discipline in serious need of expanded library collections (History)
- New or strengthened university programs in need of expanded library collections (Africana Studies)
- Support for expanded desktop access for increased faculty effectiveness (an IEEE database and Web of Science back as far as 1900).

More fully developed proposals were developed in these three areas – focusing on specific achievements projected to result from infusion of new funds in each of these areas. See UCL Minutes of December '05, March '06, and April '06 for more details.

Resolution Honoring Roger Jacobs, Director of the Kresge Law Library

At the final UCL Meeting of the year, a resolution was made honoring Roger Jacobs, who is retiring in summer 2006 as Associate Dean and Director of the Kresge Law Library after twenty-one years of service to the University. The specific resolution appears in the May '06 UCL Minutes.

New Director of the Kresge Law Library – Professor Ed Edmonds

The Law School announced that Professor Ed Edmonds has been hired to succeed Roger Jacobs as the new Director of the Kresge Law Library. Professor Edmonds has served as director of three law school libraries – William and Mary, Loyola-New Orleans, and most recently, as the initial director of the law library at the University of St. Thomas School of Law in Minnesota. In addition to directing the library and information technology, Professor Edmonds will teach and write in the areas of legal research and sports law.

Rev. Paul J. Foik Award for 2006

The Rev. Paul J. Foik Award is given annually at the President's faculty dinner in May to a library faculty member who has contributed significantly to library service in the Notre Dame community or to the library profession through personal scholarship or involvement in professional associations. The May '06 Foik Award went to Associate Librarian, Carole Pilkinton.

Library Statement on Academic Freedom

The library's "intellectual freedom statement," endorsed by the UCL in March '01, appears at http://www.library.nd.edu/about/intellectual_freedom_statement.shtml. The committee reviewed the statement and John Robinson asked whether it should be included in the Academic Articles for the University. A lengthy discussion on Robinson's suggestion followed with several UCL members supporting the recommendation. Brian Pitts was concerned that some of the language within the statement might be misinterpreted and cautioned against moving forward without further clarification. Others on the Committee noted that mention of the statement could be made in the annual report. In the end, it was decided that the current statement was adequate.

PROJECTED UCL DISCUSSIONS FOR 2006-07 ACADEMIC YEAR

During academic year 2006-07, the UCL anticipates that Director of Notre Dame Libraries, Jennifer Younger, will continue to both apprise and seek input from the UCL regarding difficult choices the library needs to make as the library environment continues to evolve. Among more

immediate concerns, major issues we anticipate the UCL will continue to discuss are in critical areas such as:

- what are the implications of the Library Task Force Report for the library and for the UCL;
- what strategies should the library use to enhance Notre Dame scholars' ready access to global resources in different disciplines;
- how can the library best balance acquisition versus access strategies (e.g., should the library subscribe to a particular journal or purchase/borrow articles as needed);
- how can the library policies and related services be refined to more expeditiously provide the content and preferred formats for various subject areas and academic programs;
- how can the library enhance the promotion of library materials, programs and user services to various internal and external user constituencies;
- what role should the Notre Dame libraries play in the various state, national and international consortia to which it belongs (e.g., in what areas should the Notre Dame Libraries strive to become a primary collector and repository, i.e., which distinguished collections to maintain, build and promote);
- how can the library adjust to budgetary pressures from external (e.g., inflation/costs and proliferation of materials – especially in digital format) and internal (budget/resources available) sources – including choices on where and how to cut back and compromise spending in a manner that minimizes the negative impact on the productivity of Notre Dame scholars and prioritized research programs; and
- what role can the library play in efforts to enhance the information literacy of Notre Dame students and faculty.

University Committee on Libraries 2005/06

John A. Weber, Chair, Marketing

Susan Blum, Anthropology

Carol Hendrickson, Undergraduate student

Roger Jacobs, Law Library (ex officio)

Parker Ladwig, University Libraries

Semion Lyandres, History

Agnes E. Ostafin, Chemical Engineering

Brian Pitts, Graduate Student Representative

John Robinson, Law School

Charles Rosenberg, Art, Art History and Design

David Smith, Psychology

Andrew Sommese, Mathematics

Laurence R. Taylor, Mathematics

Gordon Wishon, Office of Information Technology (ex officio)

Jennifer A. Younger, Director of Libraries (ex officio)