C-7 Annual Report for 2017-2018
George D Bittner Chair

Given the controversy and intense interest by some faculty that developed in the 2017-2018 academic year Campus-wide and within C-7 regarding space utilization in the Fine Arts Library, the C-7 Chair believes that this final report should be more complete than might usually be the case. Hence, this final report consists of a few observations by the Chair (page 1), a complete set of minutes of all meetings (pages 2-19), and a final report originally written by the Libraries staff as requested by C-7 on 12/7/2017 and accepted by C-7 after extensive modifications after its meeting of 3/5/2018 (pages 20-29). **This report documents that a $10M annual increase is desperately needed to maintain the current quality of C-7 Libraries.**

The Chair also notes that (page 19):
Via emails and Doodle search, no time could be found for a meeting after March 12, 2018 and before April 26, 2018 at which a quorum (10 members) of C-7 could meet.

Email correspondence showed that no Chair for the upcoming year could receive a quorum majority and that there was no objection to the Chair being elected at the first meeting of C-7 in the 2018-2019 academic year.

Email correspondence showed that there was no objection to the following resolution once the topic of a Welcome Center to be added to PCL was introduced by a C-7 member:

C-7 would support a major $100-300M addition to PCL that mostly included much new space for analog and digital storage, teaching and working areas for multimedia use of both… similar to the Hunt Library that is one of the Libraries at North Carolina State University in Raleigh, NC… and perhaps 10-15% of that NEW space as a Welcoming Center.

Information about the Hunt Center can be obtained at:

https://www.lib.ncsu.edu/huntlibrary/facts
https://en.wikipedia.org/wiki/James_B._Hunt_Jr._Library

The Chair notes that at Texas as the next generation of a 21st Century Library should focus on integrating extensive multimedia digital and analog collections.

Sincerely,

George D. Bittner, AAAS Fellow
Professor of Neuroscience
Chair C-7, 2017-2018 academic year

MINUTES

University of Texas Libraries Committee

September 11, 2017 / 2:15 p.m.

MAI 212

Present: Miroslava Benes, George Bittner, Jorge Canizarez, Warren Hunt, Julia Mickenberg, Vinicio Sinta.

Also attending: Doug Barnett.

Committee chair George Bittner began the meeting by outlining a proposed meeting schedule for the fall semester:

- Early October meeting to review committee charge, elect vice-chair, discuss potential issues for the year, and have an initial discussion of baseline data about the Libraries.
- Late October meeting devoted to an in-depth exploration of the baseline data.
- November meeting (pre-Thanksgiving) for initial discussions on committee recommendations to Faculty Council
- December meeting to decide on committee recommendations and timeline for delivering.

In addition to identifying recommendations to take to the Faculty Council, committee meetings can be used to address additional matters of interest such as the ongoing conversations about Digital Humanities, the status of the Nettie Lee Benson Latin American Collection, and others that committee members might care to identify.

As soon as committee members have responded to the October meeting Doodle Poll, we will set the next meeting.

MINUTES

University of Texas Libraries Committee

October 30, 2017 / 2:00 p.m. – 3:30 p.m.

PCL 3.200

Present: Miroslava Benes, George Bittner, Jorge Canizarez, Lorraine Haricombe, Warren Hunt, Julia Mickenberg, Sara Sweitzer, Vinicio Sinta, Michael Winship.

Also attending: Doug Barnett, Chris Carter, Jim Dougherty, Catherine Hamer, Jennifer Lee, Krystal Wyatt-Baxter.

1. Distribution of minutes from 09 September 2017 meeting

    - George Bittner called the committee's attention to draft minutes for the 9 September, and the minutes were approved as presented.

2. Fine Arts Library update

    - Lorraine Haricombe presented an update on current discussions regarding the Fine Arts Library (FAL).

    - She noted that no decisions have been made about the future disposition of the collection currently housed in FAL, nor about the use of the space in the library.

    - Doug Dempster, Dean of the College of Fine Arts (CoFA), will appoint two task forces to look into options:

        – One will explore and evaluate the alternatives to having the Fine Arts collection on the fifth floor of DFA—in part or whole—and will explore the drawbacks and advantages of those alternatives.. This task force will be led by UT Libraries and will include CoFA faculty and student representation in addition to librarians.

        – The second will consider a) what facilities CoFA's new programs need and b) what spaces in the College of Fine Arts, throughout all the buildings and facilities in every department and school, could accommodate these expanding programs. All current spaces throughout the College of Fine Arts facilities will be considered, including the Doty Fine Arts Building.

        – Lorraine is working with Dean Dempster to finalize the charge and membership of the FAL task force. We anticipate both task forces will be launched before or soon after the Thanksgiving holiday break, with a probable target date of early April for submission of their reports.

        – Information about the current discussion is available at:
          http://finearts.utexas.edu/futureFAL.

    - Once the reports are in hand, Lorraine and Dean Dempster will work with the Provost to identify the best solution for the University with the goal of having a decision in place by early June.

    - Discussion then turned to question and answer with the committee:

        – The FAL collection is used by many faculty in related disciplines beyond the CoFA departments (History, American Studies, and Undergraduate Studies are examples). How much of the collection could be housed elsewhere on campus? [Julia Mickenburg]

          There are other housing options available on campus. That is one of the considerations that the FAL task force will investigate and evaluate.

        – Is there a broad, general policy which UT Libraries uses to decide what is the core collection that needs to remain on campus. [Miroslava Benes]

          Yes, but the approach is based less on establishing numerical parameters than on identifying the right kind of access to the right kind of materials. It is a fluid appraisal process that varies by discipline.

        – Committee members noted that there appeared to be a divergence of emphasis among CoFA faculty between research scholars and practitioners. Research scholars are concerned both about access to necessary research materials and about potential

negative impacts that reduced impact could exert on the college's competitive standing. Very important that the University remain competitive at the research level with the library as a research location. [JM, MB]

Haricombe noted that that was a core dimension of what UT Libraries works to accomplish every day. The key question is how we (the University and the UT Libraries) best do this for the library of the future.

−   It was noted that the CoFA Student Council planned to hold an open Town Hall regarding FAL on November 9th, and that some committee members may attend and report back. [GB / JM, MB]

−   It was also noted that space considerations and on campus access to library collections vs. off-site storage and retrieval, were issues of concern across campus. The committee may want to consider taking this up as a campus issue, rather than a college by college discussion. [GB]

−   The question was raised as to whether UT Libraries had a general procedure for making decisions about the allocation of space within campus libraries. [Michael Winship]

Decisions are generally made on a collaborative basis with the relevant collage dean; this question will be looked at with regard to FAL by the second task force; it is also a viable question for campus as a whole.

−   It was noted that there were at least two questions in play with the FAL discussion: 1) storage considerations and 2) space allocation. It was suggested that space allocation decisions that affected research access to collections was a decision that had campus wide effects and was therefore relevant to UT Libraries Committee decisions. (Jorge Canizares, JM, MB)

A countervailing opinion suggested that such decisions were primarily a matter for discussion and decision by the relevant college, in coordination with the UT Libraries. [GB]

It was noted that in recent decisions made about the chemistry library and the engineering library, the committee was generally briefed on proposed changes and had an opportunity to discuss them. [WH]

−   The suggestion was made that a future committee meeting be held in the FAL. [MW]

3. The committee then turned to discussion of a proposed report to the Faculty Council (FC). Points noted included:

•   The purpose of the report will be to report on the current status of UT Libraries, and bring recommendations to the FC for increasing resources for the libraries, with a goal of having the FC vote on the recommendations. [GB, JC]

•   Potential topics of discussion could include access to collections, both on and off-campus as well as analog vs. digital.

- It was noted that the committee will need to look at a variety of data to produce such a report, including:
  - Impact of inflation on library collections, both in terms of relative purchasing power and in terms of budget driven collection reductions;
  - Library expenditures, per year, in comparison to peer institutions;
  - Expenditures per student per year, as a function of the general library budget, in comparison to peer institutions;
  - Comparative costs of off-site vs. on-campus storage, including retrieval costs;
  - Best practices and costs related to digital content and off-site storage facilities;
  - Costs of Interlibrary Loan.
- Considerations for the committee to discuss in preparing the report include:
  - Case statements for how any increase in funding for UT Libraries would be used and what impacts would be expected;
  - Identifiable costs (negative impacts) for the University that can be attributed to declining UTL resources;
  - How to structure collections budget in a few easy to understand categories.
  - How to successfully incorporate library fundraising priorities in the upcoming capital campaign.

  The committee adjourned at 3:30pm; next meeting is scheduled for 2:00-3:00pm on Nov. 20th

MINUTES

University of Texas Libraries Committee

November 20, 2017 / 2:00 p.m. – 3:00 p.m.

PCL 3.200

1. Distribution of minutes from October 30, 2017 meeting

   George Bittner opened the meeting by calling the committee's attention to draft minutes from the October 30 meeting and asking for corrections. Revisions were offered by Warren Hunt, Michael Winship, and Jorge Canizares to be incorporated into the final minutes.

   With those changes incorporated, the minutes were approved unanimously.

2. Review of new UTL data

As preface to discussion of additional UT Libraries data, Bittner outlined proposed next steps for determining what to include in the proposed Faculty Council report and how best to present the information. As a starting point for discussion, Bittner suggested 4-8 main points with approximately 5-10 supporting graphs, charts, and tables. Next steps would include:

- Formation of a subcommittee to meet the week of Nov 27 – Dec 1 in order to develop a preliminary report outline.

  − In response to a call for volunteers, Benes and Handman indicated they could meet at 12:30pm on Nov. 27; Hunt is traveling but will join by phone if able.

- Review of the outline at the Dec. 4 meeting

Bittner then called on Chris Carter to review three additional sets of data prepared for the committee:

- Updated budget comparisons with peer institutions that show comparative data on "general" library budget levels (excluding special collections and health centers/medical schools).

- Updated UT Libraries budget figures over time, with adjustments for inflation.

- Comparative cost figures for on-campus open-shelf storage of library collections vs. off-site remote storage.

Committee discussion touched on several points:

- Why has the gap in expenditures between Texas A&M Libraries and UT Libraries closed substantially over the past 10 years?

  [Increased funding allocations at the Texas A&M campus level]

- Per student budget allocation may be the most useful chart from the institutional comparison data (Tableau Dashboard).

- For purpose of comparison with peer institutions, committee recommends removing Harvard, Arizona State, and adding some institutions from the institutional comparison list UT uses, such as University of Washington and University of Wisconsin.

  − UTL staff will research UT comparison lists, evaluate in terms of peer research libraries and revise data.

- With regard to graphs showing the impact of inflation, it was suggested that:

  − the data might be more effective if presented as actual dollars vs. inflation adjusted dollars;

  − the data might be more effective if presented as line charts showing the cumulative gap between actual dollars and inflation adjusted dollars.

  − Chris Carter will revise graphs accordingly and will graph on both 10 year and 20 year timelines.

3. Discussion of topics for Faculty Council report

Bittner then called on Lorraine Haricombe for comments about topics for the committee to consider as they began work on the report. Haricombe noted that in addition to the significant issues the committee has identified, she would encourage them to look at factors rapidly changing research libraries will need to address in the near future, including:

- Transforming 20th century library spaces to meet evolving research, teaching, and learning practices;

- Expanding librarian skill sets and services to address changing research and data needs in digital environments;

- Identifying creative and sustainable solutions to the escalating cost factors associated with access to digital scholarship.

Benes asked if there were cogent publications the committee might review to facilitate that discussion; Courtney Handman asked for examples of institutions that were challenging the pricing practices of large commercial publishers.

- Haricombe will forward selected references to the committee.

The committee adjourned at 3:10pm. Next committee meeting is scheduled for Monday, Dec. 4, from 2:00pm-3:00pm in PCL 3.200.

OUTLINE
UT Libraries Committee Report to Faculty Council
First draft notes from 11/27 subcommittee meeting

Structure of report: 8-15 pages, 5-10 illustrations, organized according to a Billy Sunday hour-long sermon as modified by Mark Twain.   That is:

BS: First you tells 'em what you're gonna tell 'em, then you tells 'em, then you tells 'em what you told 'em.

MT: No sinner was ever saved after the first 15 minutes.

Brief summary of the report and its rationale for Faculty Council: What funding, personnel, infrastructure is needed to maintain and enhance a library of international importance at UTA in the 21st century given that UTA will announce a large Capital Campaign Initiative late this Spring or early Summer? Present report to Faculty Council at their March meeting (FC meets once in early February, March, and April).

Three-part basic structure organized around three questions:
- What do we want to ask for in the way of increased funding?
- What objectives/purposes will the increased funding support?
- What is the rationale for investing in the identified objectives?

What amount and type of funding increase is needed? How do we document? What graphs do we show? What specific examples from UT departments or faculty do we present?

- Permanent increase to the base budget (currently, $27,353,711)
  - 10% increase to the base would require an infusion of approximately $2.7 million bringing the UTL base budget to a little over $30 million.
- Recurring 6-8% increases in the Information Resources (collections) portion of the budget.

What objectives/purposes will the increased funding support?

- Increased funding for Information Resources Budget in order to:
  - Maintain core database, journal, and monograph collections in the face of steady inflationary cost pressures
  - Develop and support alternative collection building strategies, especially in the digital domains (open access publishing, open educational resources, content and data repositories, collaborative collection development)
  - Refine and expand targeted investments in collections of distinction that support UT research priorities (e.g., Benson Latin American Collection)
  - Improve and expand digital discovery tools to dramatically improve the online discovery and access process.
- Continued investment in transformation of library spaces in order to:
  - Provide students and faculty with teaching and learning spaces that incorporate changing pedagogical practices;
  - Provide researchers with modern research spaces that bring together digital content, tools and expertise in a collaborative environment that fosters a community of cross-disciplinary research and discovery
  - Enable the University to maximize the productive value of core campus spaces for UT Libraries purposes, meanwhile maintaining spaces sufficient for traditional library usage of print collections and a meaningful balance between spatial transformations for new pedagogical and research practices and those of a more traditional type.
- Increased personnel funding in order to:
  - Recruit domain expertise in new and emerging skillset areas (e.g., geographical information systems (GIS), instructional design (ID), data management, etc.)
  - Provide professional development opportunities to retrain and retool current librarians to meet new needs and better meet current needs

Observations/thoughts on report strategy and organization

- May be useful to include an early section describing the varied roles of the 21st century research library.
- Need to consider how to incorporate data and examples of changing student needs of the libraries.
- Might be useful to recruit some faculty voices describing the role the library plays in their research and teaching.
- Need to include examples that describe the 21st century library (particularly its need for new spaces) in ways that faculty across a variety of disciplines can readily grasp.

MINUTES

University of Texas Libraries Committee

December 4, 2017 / 2:00 p.m. – 3:00 p.m.

PCL 3.200

ATTENDING: Miroslava Benes, George Bittner, Lorraine Haricombe, Stephanie Lopez, Julia Mickenburg, Sinta Morales, Sara Sweitzer, Michael Winship. Also attending: Doug Barnett, Chris Carter, Catherine Hamer, Jennifer Lee, Lexie Thompson-Young.

1. Update on Fine Arts Library

    Lorraine Haricombe reported that she had met with Doug Dempster to discuss the Fine Arts Library Task Force. Selection of the task force members and development of a charge for the group is underway, with an announcement expected before the winter holiday break. The task force will be chaired by a librarian; membership will include 4 librarians, 2 faculty members from the College of Fine Arts (CoFA) and 2 CoFA students.

    It was noted during discussion that the task force faculty members needed to represent both research and performance backgrounds.

    [Haricombe left following the discussion to join another meeting.]

2. Review of minutes from 20 November 2017 meeting

    The minutes were approved as presented with one abstention.

3. Discussion of draft outline for Faculty Council report

    Bittner opened discussion by reviewing previous committee discussion about presenting a report to the Faculty Council with recommendations for increased support for library needs in the 21st century, and recommended that the committee take up that task with March 19th as a likely Faculty Council appearance date.

    Committee discussion surfaced two concerns about the proposed report:

    - Concerns about the lack of information to date about intended use for increased resources and the nature of library priorities, particularly in light of current discussions about the Fine Arts Library; and

    - Concerns about the lack of information about the relative need for increased library funding and intended uses for that funding, in an economic climate where requesting a large increase in funding could be seen as reallocating scarce resources away from core academic needs.

Bittner acknowledged the concerns and called for a vote on the recommendation to submit a report to the Faculty Council. The committee agreed to the recommendation with Mickenburg and Winship abstaining.

Discussion then turned to a draft outline for the report distributed in advance of the meeting, with a number of points being made:

- Data provided by UTL staff depicting the gap between information resource budget allocations and the inflationary costs of information resources (especially electronic serials and database subscriptions) present a compelling case for increased funding. This example might be improved by:

    - Using color shading to highlight the gap representing lost purchasing power.

- Concern was expressed that a bigger picture of balancing the need for increased access to digital content did not obscure the continuing need for acquisition and use of traditional print resources.

    - Closure of the PCL reference room and incorporation of the reference collection in to the general stacks was noted as a problematic example.

    - The committee asked for information on expressed preferences for digital versus analog content sources.

- The committee also asked for more information from UT Libraries about the rationale/need for different resources and services in the 21st century library.

    - For example, is it a necessary part of the libraries' mission to allocate space and resources to teaching and, if so, how much more is needed beyond the restructures spaces and services already offered in PCL? It would be helpful to have specific examples to support any arguments made on this and other issues.

    - A concern was also raised about the impact of supporting efforts in this area if it come as the expense of the core need for maintaining collections of scholarly resources.

- In response to this discussion, the suggestion was made that it might be more productive for Lorraine and libraries staff to draft a report outlining the rationale for expanded library operations in the 21st century and the overall funding support needed, that the committee might then take up.

- Bittner responded that he thought it was the responsibility of the committee to shape what is ultimately taken to the Faculty Council, and suggested the following compromise approach:

    - Committee members mark up the current draft outline with any questions, concerns, and suggestions they want to address and forward those to George and Doug Barnett as soon as possible before the Christmas Holidays.

    - UT Libraries staff will compile the comments, and incorporate them in a draft report that also outlines the Libraries Staff's data and rationale for a 21st century research library, including the priority objectives and necessary resources.

- UTL staff will complete the draft by Jan. 10th. The Faculty Council report subcommittee will then meet at noon on Jan. 12th to review/revise that report for further discussion by the entire UT Libraries committee at the scheduled Jan. 29th meeting. All members of the UT Libraries committee are invited to participate in the Jan. 12th review.

The meeting adjourned at 3:07pm.

NOTES/Minutes
UT Libraries Committee, Faculty Council report subcommittee
January 12, 2018
12:00PM – 2:00PM / PCL 3.200

ATTENDING: Mirka Benes (MB), George Bittner (GB), Lorraine Haricombe (LH), Warren Hunt (WH). Also: Doug Barnett (DB), Jennifer Lee (JL).

GB: Thanks to Lorraine, Doug and members of the Libraries executive team for preparing the draft report as requested. It is appropriate that the draft be in the voice of the committee as it is ultimately for the committee's use.

This morning's email from Warren Hunt does an excellent job of conveying what I think we are looking for: a report from the committee to be submitted by mid-March to the Faculty Council (FC), and perhaps to the Provost, recommending how increased funding could be used to better maintain current Libraries collections and services and, in terms Warren put forward, what further big vision requests the committee might put forward for consideration in the upcoming capital campaign, which is an important opportunity that the Libraries needs to fully exploit.

With regard to committee emails this week in response to our first drafts, I do not think it is the role of this committee to make specific recommendations about branch libraries on campus; that seems more appropriately addressed as a discussion between the dean of a college and the libraries. The UTL committee (C7) should make general recommendations about libraries on campus, and perhaps PCL specifically given that it serves as the flagship library for campus. The needs of individual colleges (e.g., CoFA re: FAL) are not necessarily what other colleges need and should not determine campus wide priorities any more than the priorities of the Engineering School for its library in the new Engineering building were seen as prescriptive for campus.

With regard to the two drafts circulated this week, I think the second draft allows the committee to make a recommendation about maintaining current facilities as well as new facilities that might not otherwise be obtained. The new facilities might be more oriented toward the sort of objectives referenced by the very highly regarded Hunt Library at North Carolina State University, but this should not be understood as disadvantaging the maintenance of current collections. That said, it does seem that the University administration has already made the decision to locate some portion of our

collections offsite (LSF at the Pickle Campus) and that trend is not likely to reverse. I realize this may not be what everyone would like to hear.

LH: Agrees that the libraries was tasked with drafting the report for the committee, including a request for Lorraine's perspective on the future of the libraries. We have not gone to as far with the future possibilities as Warren suggests in his 1/12 email, but we have tried to give you a sense of the degree to which we are already in that space and the possibilities that we could pursue. Some of the comments received by email this week do seem to be influenced by the current FAL discussion. It is important to note that not all renovation of space involves removing books. For, example the Learning Commons on the second floor of PCL largely involved repurposing staff office space. The Collaborative Commons on the 5th floor of PCL, significantly improved the usability of the space for students without affecting stack space.

Our vision for the future of UT Library involves a highly curated print collection, which is simply a continuation of ongoing work for the Libraries; we have been doing it for decades, as do all of our peer institutions. In fact, it is the case that in most research libraries the 20/80 rule is loosely followed; the 20% (or so) of the collection that is most heavily used is kept close at hand and the rest is kept at a distance for retrieval as needed. This is a standard practice across our peer institutions. My vision statement was intended to broaden the scope of the committee's discussion. I have talked with the Provost about launching a campus wide task force and have seen the need for this for some time.

With regard to the draft text prepared by the executive team, we have always assumed the committee would put this in their words own before moving forward. I understand that different disciplines have different needs, and understand that we cannot have a one size fits all solution. In the process, UT Libraries has to stay true to our core mission – connecting users with content. Members of this committee probably have a better sense of what the libraries do than most faculty.

MB: Agrees with Lorraine's argument about expanding scope of committee's discussion. I work with traditional print materials but also work with a variety of digital resources, and appreciates both. I note that, to date, the views expressed by committee members have largely come from faculty in the humanities. How do we incorporate those concerns so that range of committee perspectives expressed in the report balance in a reflective way? I agree that the library has to be many different things; hence the difficulty. How would we go about incorporating multiple perspectives? How do we reconcile multiple versions of the report?

GB: I think it's a matter of how those views are incorporated. Are they incorporated as a general recommendation that UTL work with disciplines on campus to maintain the presence and preservation of traditional collections. If so, that seems fine. If it requires making recommendations about how to deal with a specific library such as FAL, that does not seem appropriate.

MB: Does our use of 1, 2, 3 need to be consistently aligned throughout the report? As I read reports such as this, I find it easier to follow arguments if numbering or labeling conventions are used consistently throughout report. That is the case in our report with recommendations in the executive summary and in the conclusion, but the items enumerated in the middle section do not track with the recommendation numbers. Would it be possible to align them more closely?

GB: Does it matter about the order? Hesitant to get into the weeds about how to write the report in the absence of a discussion of what should be in the report and, in particular, Warren's suggestion that it

should start with a large, compelling ask/pitch. In general, I have not understood the recommendation numbers as representing a rank ordering of priorities.

WH: We need to decide for whom the report is written. We need to use language that is effective with the sort of people who are in a position to connect us with millions of dollars (donors, venture capital, etc.). Assume, for example, that we want to build a 95% digital library (just for arguments sake); we need to have the language to sell this concept to the necessary people. It would be helpful for the Provost or whomever is appropriate to talk with the committee about their priorities for the capital campaign so we could address those priorities in the campaign. The Libraries proposal needs to be exciting and compelling. What is it on campus that collections, information, etc. could better support and enhance? The faculty and the libraries together probably need to say this better.

LH: Thanks! That is just what I need from the committee. High level ideas of what the faculty need and how the libraries can/does support it. We need specific examples of what you, the faculty, need from the libraries in order to do your work and advance excellence. We are already working with Central Development to understand better how to present these stories.

GB: Agreed, but how do we get this done before the next committee meeting on 1/29?

DB/JL: How do we align the big picture language with the sort of reporting necessary for a Faculty Council report?

WH/MB/GB: We need to address both – FC and external audiences, but probably with separate reports.

DB/JL: Is the committee comfortable with this level approach?

MB: We can aim for the stars and still address immediate concerns as we discuss matters in the committee and with the FC.

WH/MB: It might be helpful to include pictures or images to help tell the story.

LH: That seems to be more geared to a campus wide task force report to the Admin/Development office.

WH: Hopes Lorraine can convince the committee to get behind increased support for more support for research, publishing, etc. The current draft is probably close to finished as a product for the FC.

MB: The report provides a good base but needs some tweaking; needs a bit more to pitch recommendations at a higher level; perhaps a better first few paragraphs and then a better pitch later in the report.

WH: Look for example at pp. 8-9 of report; the lead words in most paragraphs are not sufficiently ambitious/dynamic (maintain, provide, increase, support, etc.). Need stronger words. LH: Agreed; committee input is welcome.

LH: Next steps?

GB: Send notes from this meeting to the committee at large.   Draft and circulate a revised report addressing committee emails in context of today's discussion, circulate in advance of 1/29 meeting. I will alert committee of need for input/discussion at the 1/29 meeting.
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JL/LH: Once we have committee consensus, should we reach out to FC co-chairs with preview of what the committee is asking for?

GB/MB: Yes.

MB: Suggests looking at FC archives for examples.

MINUTES

University of Texas Libraries Committee

February 12, 2018/ 2:00 p.m.

PCL 3.200

Attending: Mirka Benes (by phone), George Bittner, Lorraine Haricombe, Warren Hunt, Julia Mickenberg (by phone), Vinicio Sinta Morales (by phone), Sara Sweizer, Michael Winship. Note: Mickenberg left the meeting at 2:30 due to differences in time zone (France).

Also attending: Doug Barnett, Chris Carter, Catherine Hamer, Jennifer Lee.

George Bittner called the meeting to order, and called the committee's attention to the draft minutes from the January 29th meeting. After review, Michael Winship moved for approval of the minutes, and Sara Sweitzer seconded the motion. Minutes were approved unanimously.

Bittner then called on Lorraine Haricombe for an update of the Fine Arts Library (FAL) Task Force. Haricombe reported that the FAL task force is meeting weekly on Monday afternoons; one student member resigned for personal reasons (she is a graduating senior); the task force has asked the Grace Zhang, president of the Fine Arts Council to recommend another student. In the meantime, the task force is moving ahead and is on schedule to deliver a report to Haricombe, College of Fine Arts (CoFA) Dean Doug Dempster, and Provost McInnis by April 2nd. The committee then engaged Haricombe in discussion:

- Julia Mickenberg: Is the 5th floor of the Doty Fine Arts building (DFA) the only floor of FAL with book stacks on it?

    - Haricombe: yes.

- Michael Winship: Is it true that we (UT Austin) no longer own books sent to the Joint Library Facility (JLF) for storage and preservation?

- Haricombe: No, but when we put books in JLF we are bound by the agreement that governs the use of materials stored at JLF. As all participating members are eligible to use the materials in JLF, the contributed materials must remain available from JLF and we can no longer bring materials back to UT Austin on a permanent basis. We can, however, bring them back for use on campus for a temporary period.

- Mickenberg: Was Richard Schiff's letter regarding FAL shared with the FAL task force, and what is Haricombe's opinion of the letter? Haricombe: the letter has been shared with the task force; she finds it the most articulate communication to date regarding.

- Mickenberg: Schiff's point about delivery time seems on the mark; also his point about circulation data missing the number of materials used on site without being checked out.

- Mirka Benes: the discussion of curation of materials speaks to the need for consensus on campus regarding decisions about location/access, something to keep in mind both in this report and in any campus wide task force.

- Haricombe: It is clear that the curation of materials in FAL is an issue of some contention among faculty members in CoFA and elsewhere at UT. She hopes that the committee can come to a consensus on the report prepared by UTL staff and move forward with the business of the committee. In the meantime, she asked that the following statement be read into the minutes of the committee meeting:

  > One recurring issue in committee discussions that is addressed only indirectly in the UTL prepared report is the current campus discussion about the location of the Fine Arts Library. We have tried to articulate on several occasions that UT Libraries does not tell college deans or university administrators what they must do with the building spaces they control. We do provide data, analysis and advice with regard to those decisions. We have done that with regard to FAL and we are currently leading a task force to identify in detail the pros and cons of multiple approaches to housing the FAL collection. At the end of the day, however, the Dean of the College of Fine Arts will decide whether or not to continue housing the collection in DFA. Whatever the decision, UT Libraries will provide the most effective and responsible housing possible for the FAL collection, contingent on the resources made available by the University.

Bittner then asked the committee to take up the latest draft report prepared by UTL staff with the hope that the committee can agree on a path forward. He reminded the committee that the purpose of the discussion was to review the latest draft, discuss member questions/concerns, and then discuss next steps. With regard to deciding on next steps, Bittner reminded committee members of his previously expressed opinion that any decision about next steps with the report needed to be made after a full discussion of the current draft, which might well be revised in light of today's discussion. Committee discussion proceeded as follows:

- Benes thanked the UTL team for their work on the report, and for the effort to incorporate multiple voices. She asked if there were a need to add text that would help "frame" the genesis of the report? Should there be, for example, a clear statement about

the authorship of the report? And, what then does the committee do with the report? Should the committee prepare its own document forwarding the report to Faculty Council? If so, should the recommendations at the end of the UTL report be included in the committee transmittal document?

- Warren Hunt noted that the recommendations are from the Libraries.

- Benes/Mickenberg: does there need to be something written in the voice of the committee?

- Bittner stated that he understood the committee to have asked for the report so they could put it in their words and pass along.

- Winship stated that his understanding was that the committee asked for a report that it could review and decide whether or not to endorse and forward to Faculty Council.

- Benes stated that was, in fact, her question as well – should the committee forward the report with its endorsement?

- Winship noted that he would be uncomfortable having the report presented in the voice of the committee, but is happy to send it forward to Faculty Council with the committee's endorsement.

- Bittner stated that he sees no problem with the committee sending the report forward as a document prepared by UTL staff at with the committee's request, with the endorsement of the C7 committee.

- Benes noted agreement with that approach and suggested the committee now discuss any substantive questions or differences with the UTL report, and how those might be addressed.

- Mickenberg noted that she would have to leave the call in few minutes but wanted to point out that she had raised a number of concerns in a recent email. She would prefer that the report not go forward in voice of committee. Personally, she supports some of portions of the report, such as the need for increased funding for the libraries, but is not prepared to endorse the current report because of questions about the UTL vision for libraries. [Mickenberg then left the meeting.]

- Benes asked it might be possible to address the voice of the report by developing text stating the C7 committee is forwarding to the Faculty Council a report prepared by UTL senior staff at the request of the committee and that while the committee does not endorse all recommendations in the report, the committee does support the recommendation for increased library funding.

- Sara Sweitzer noted that parsing support language in such a fashion might compromise the effectiveness of making a recommendation.

- Hunt expressed a concern that the committee would never reach unanimous agreement on details of libraries operations due to the differences in the practice of scholarly research among disciplines. He suggested that if the committee could reach agreement on moving the report forward, other people down the line of the review and approval process would be able to make changes before anything is implemented.

- Benes suggested making clear that the document is a work in progress in terms of discussing the future of libraries on campus and suggested leaving the document and its framing language fluid pending scheduled discussion with the Faculty Council executive committee.

- Bittner stated a preference for the committee coming to agreement about endorsing the report before meeting with the FC executive committee.

- Winship noted that he thinks the most important recommendation is for a campus wide task force in order to give better articulation to UTL needs.

- Hunt suggested the committee report would be important tool toward that end.

- Winship commented that the report reflects UTL vision, with committee input. He recommended the committee should send the report to FC as representing the Libraries' vision and encourage the university to act on its recommendations, both with regard to funding and especially with regard to conducting a campus wide discussion about the place of the libraries on campus.

- Hunt indicated he thinks the document does a good job toward that point.

- Benes agreed with the comments and noted that one of the objectives of the proposed campus wide task force could be to develop campus consensus. She asked if the report could be revised to include additional mentions in the report about the task force working toward consensus on campus?

- Bittner asked if the committee did not intend to use the UTL report as the basis for a committee report, why then did the committee ask UTL staff to prepare the report?

- Winship answered that he recalled recommending that the committee ask UTL staff to prepare a report succinctly describing library needs for the committee to consider endorsing.

- Haricombe stated she believes that is what the UTL staff have done. She also noted that the views expressed in the report reflect consensus views she is encountering among ARL (Association of Research Library) directors across the country. The report and its vision were not developed in a vacuum.

- Bittner added that his intent was also to position the committee to present a report to FC by mid-March in order to for the UTL be in a position to aggressively leverage the upcoming capital campaign.

- Sweitzer indicated she thought the intent was to document the need for increased UTL funding. She thinks the report does this well; she is happy with the report. When money comes in, that will be the time to argue about uses.

- Benes agree and recommends that the report include additional mentions about task force role in building consensus.

- Hunt suggests thinking of it as an evolving document.

- Benes agreed and asked that a statement to that effect be added to the report.

- Winship noted that he is happy with the report, but it's the libraries report not the committee's.

- Hunt moved that the committee forward a revised report, incorporating the changes noted above, to the Faculty Council as a report prepared by UTL staff and endorsed by the C7 committee.

- Benes seconded the motion.

  - Bittner asked for a sense of the committee on the motion; all members present (Benes, Bittner, Hunt, Morales, Sweitzer, Winship) indicated agreement with the motion. [We note that Mickenberg indicated she was not prepared to endorse the report prior to leaving the meeting – p.3, para. 7.]

- Bittner asked Hunt to begin preparing thoughts for a Faculty Council presentation. He asked Benes to talk with him about their scheduled meeting with FC executive committee.

Hunt then asked the committee to consider something, now that 90% of the UTL information resources budget is used for digital content. Comparing a print volume of Sherlock Holmes with a computer hard drive he noted that the hard drive could hold 47 million versions of it. He expressed hope that future committees will consider in more detail what it means to be a digital library. New data is coming the libraries in ways that will swamp the former volume of analog data and he hopes the libraries is preparing for that future.

Bittner adjourned the meeting at 3:02PM.

MINUTES
University of Texas Libraries Committee
March 5, 2018 / 2:00 p.m.
PCL 3.200

Present: Miroslava Benes, George Bittner, Courtney Handman, Warren Hunt, (Julia Mickenberg and Sinta Morales by conference call telephone), Michael Winship.

Also attending: Doug Barnett.

Minutes of meeting of 2/12/2018 distributed. Latest version 4.2 of ongoing (living) Committee Report distributed electronically with revisions on pages 3 and 5.

Agenda for meeting distributed:
Agenda for meeting of 3/5/2018
  1. Review of minutes of meeting of February 12 (see previous email)

  2. Consider further Revisions to living report of C-7 Committee to the Faculty Council, Provost and President prepared by UTL staff and endorsed by the C7 committee present and voting on 2/12/2018.

Item #1. Minutes of the last meeting on 2/12/2018 accepted with change that heading be entitled "Minutes" rather than "Agenda"

Agreement by all present that Agenda Item #2 include a discussion of a statement to the Faculty Council on the Fine Arts Library (FAL), as requested by Dr. Mickenberg.

Extended discussion of FAL, request by Faculty Council Chair for a statement from the University of Texas Libraries Committee (ULC aka C-7), and several versions of such a statement. The final version of such a statement unanimously agreed upon at about 2:55 by all attending to be presented to the FC on 3.19.2018 by Dr.Bittner, Chair of ULC was as follows:

" The C7 Libraries Committee protests the removal of books, journals, media, and other materials from the Fine Arts Library and shares many of the concerns expressed by members of the COFA community against the removal of materials and the repurposing of space in the Fine Arts Library without real consultation of the faculty."

Agreement that living report version 4.2 will take some time for ULC members to read and send in any further revisions to Doug Barnett. Request to present a ULC final report to the FC at their 3/19 meeting was withdrawn by Dr. Bittner as report is not yet final. This living report is not a report by the C-7 committee, but rather a report written by Dr. Haricombe and the Library Staff at the request of C-7.   ULC should wait for the report of the FAL task force and try to meet again thereafter after a Doodle poll to see who would be available and willing to meet.

Meeting adjourned at 3:05. Many members stayed for another 15 minutes for to further discuss FAL problems

Via emails and Doodle search, no time could be found for a meeting after March 12, 2018 and before April 26, 2018 at which a quorum (10 members) of C-7 could meet.

Email correspondence showed that no Chair for the upcoming year could receive 10 votes and that there was no objection to the Chair being elected at the first meeting of C-7 in the 2018-2019 academic year.

Email correspondence showed that there was no objection to the following resolution once the topic of a Welcome Center to be added to PCL was introduced by a C-7 member:

C-7 would support a major $100-300M addition to PCL that mostly included much new space for analog and digital storage, teaching and working areas for multimedia use of both… similar to the Hunt Library that is one of the Libraries at North Carolina State University in Raleigh, NC… and perhaps 10-15% of that NEW space as a Welcoming Center.

Information about the Hunt Center can be obtained at:

https://www.lib.ncsu.edu/huntlibrary/facts
https://en.wikipedia.org/wiki/James_B._Hunt_Jr._Library

A 21st Century Library for the University of Texas

A Report Prepared for the University of Texas Libraries Committee (C7)

lorraine j haricombe

March 1, 2018

This report was developed by the University of Texas Libraries executive leadership in response to a request from the University of Texas Libraries Committee (C7). The committee requested a report that succinctly described our vision for the libraries in support of the University's research and teaching mission, and outlined what we felt was needed to realize that vision.

This report is our response to that request. It should be noted that our vision for the University of Texas Libraries is dynamic and evolving. It has been developed in consultation with the C7 Committee and incorporates substantial modifications suggested by many members of the C7 Committee. This report captures that vision at this point in time and should be seen as a living document that will evolve with the University's needs and circumstances.

UT Libraries: A library on the move

Research universities thrive and succeed based on the power of faculty research, and the associated publishing, teaching and learning activities. At its core, UT Libraries has always connected content and user communities in order to fuel research, enrich teaching, and preserve the scholarly outputs of the institution. We remain committed to these core values even as we transform to embrace a significant shift from analog to digital content in the twenty first century. This shift, coupled with limited budgets, personnel reductions, and technological advances, has ushered in significant changes in all areas of library operations. Simply put, UT Libraries is doing things very differently and doing very different things to align with new needs and expectations. For example, we:

- primarily purchase digital content, which comprises 90% of our acquisitions budget, while also continuing to build our analog collection

- leverage technology to enhance discovery and access to our content

- advance open access by depositing UT faculty's scholarly articles in Texas ScholarWorks to help fuel new research and discoveries around the globe

- focus on building distinction in our collections to accentuate what is unique about UT

- continually assess the use of our vast analog collections on the forty acres and shift materials to high quality/high density storage and preservation facilities in order to create space for newer materials and adapt spaces for new uses

- regularly implement pilot projects that transform spaces to meet evolving user expectations and pedagogies

- rely on an expert workforce that must continue to update skills in order to respond to new demands in a dynamic work environment

Mapping UT Libraries to the 21st Century

These fast-paced developments increasingly enable UT Libraries to **broaden** its focus from "library as collection" and "library as place" to include "library as platform", strengthening its central role at the intersection of research and pedagogy at UT and for a global user base with exciting opportunities to:

- fuel new forms of scholarship and facilitate discoveries

- capture and preserve new types of scholarly output

- facilitate discovery and use of our collections and content from anywhere in the world

- provide access to our content anytime and anywhere

- advance new forms of publishing

- enable connection among users in order to work across disciplines

- develop innovative tools that will enhance research, teaching, and student learning

- expand our ability to partner with peer research libraries across the country and world

UT Libraries is already embedded in a number of the university's investments in strategic initiatives. Interdisciplinary research initiatives (e.g. Pop-up-Institutes and Bridging Barriers) have generated research clusters that require expertise from a number of specializations. As academic research has become increasingly multidisciplinary, research collaborations have not only become more powerful but they have also become key drivers in transforming the role of the library in supporting the research life-cycle (e.g. data management workshops offered only by UTL, support for new forms of scholarship, participation in the Bridging Barriers initiative sponsored by the Vice President for Research, etc.).

UTL is also expanding efforts to support campus priorities for significantly increasing student retention and graduation rates. UT Libraries' Teaching and Learning Services team collaborates with campus partners to prepare UT's students with lifelong career skills in information literacy, research skills, critical thinking, and writing skills that help them graduate on time with a world-class education and navigate a complex, demanding workplace environment.

What's next for UT Libraries

Our commitment is clear: UT Libraries supports the university's mission of research, teaching and student learning. At a university of the first class it is necessary to articulate a visionary role commensurate with twenty first century expectations for its Libraries that will require new modes of thinking about collections, services, space, and innovative operating models.

The rest of this report presents information prepared by UT Libraries highlighting the impact of flat or reduced budgets on information resources and on the library workforce required to meet the needs of a diverse UT community across different disciplines. It draws on a variety of working documents from UT Libraries current strategic plan in order to provide insights into work underway at UT Libraries and offer recommendations for future efforts.

lorraine j haricombe
Vice Provost and Director
University of Texas Libraries

March 1, 2018

Where we are now

In a December, 2017 message to campus, President Fenves noted that for many years UT Austin had fallen behind in three critical areas of investment: keeping up with inflation, salary competiveness, and facilities maintenance. UT Libraries have been affected by shortfalls in all three of the areas cited by President Fenves. UT Libraries also manages the challenge of substantial and sustained inflationary pressures in academic journal subscriptions.

1.   Collections

Core Collections

Content and collections are central to the research library's role, and core collections of monographs, journals and other research materials remain a key priority. Over more than a century of sustained effort, UT librarians have built a strong print collection of more than 10 million volumes and, in recent decades, have augmented that with additional millions of electronic resources.

Over the past decade, however, our progress in this area has suffered from two factors: the flat annual budgets that represent a continuing impact of the 2008 recession and the especially high annual inflation in the cost of scholarly materials, primarily serials (journals) subscriptions, both print and digital.

It will not come as a surprise to anyone reading this report that, for almost a decade now, the libraries' annual budget has been flat or slightly declining (see figure 1).

Fig. 1. UTL Information Resources Budget, 1997-2017
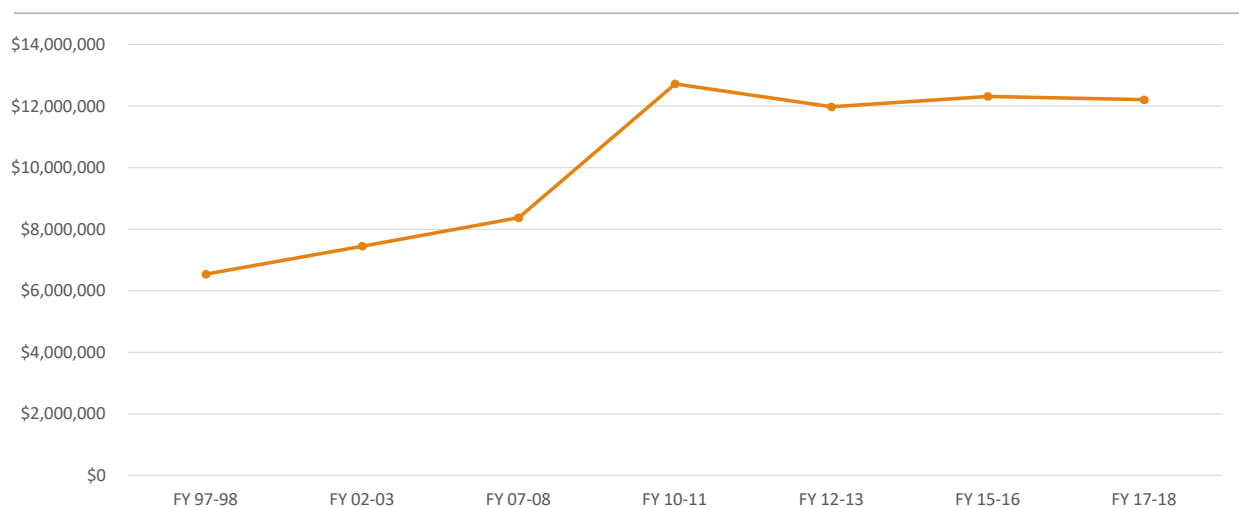
The result has been a significant decline in our institutional investments in libraries relative to our peers. In 2008, for example, UT Austin ranked 9th among the 125 members of the Association of Research Libraries (ARL), and 5th among those publicly funded in terms of overall investment in libraries. By 2016, UT had slipped to 12th overall (7th among publics). More telling, perhaps, when we look at peer institutions library investments on per student basis, we fall significantly behind our peers (see figure 2).

Fig. 2. Peer Comparison – Library Investment Per Full Time Student
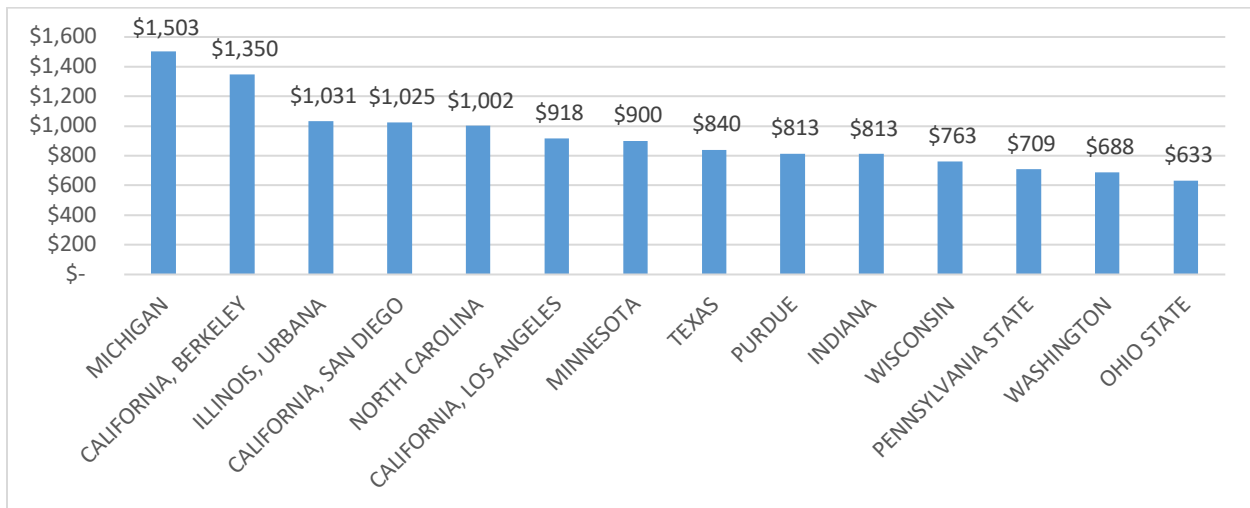
The impact has been even more pronounced in the area of content, where our purchasing power is further reduced by the chronic inflation rate characteristic of scholarly journals. Through an aggressive approach to leveraging the volume purchasing ability of the University of Texas System, we have been able to keep our inflation rate significantly below national averages. Even so, the annual inflation rate averages approximately 5%; the impact expressed as lost purchasing power is substantial (see Figure 3).

Fig. 3. UTL Information Resources Budget – Actual Budget Vs. 5% Cost Increase Since 1997
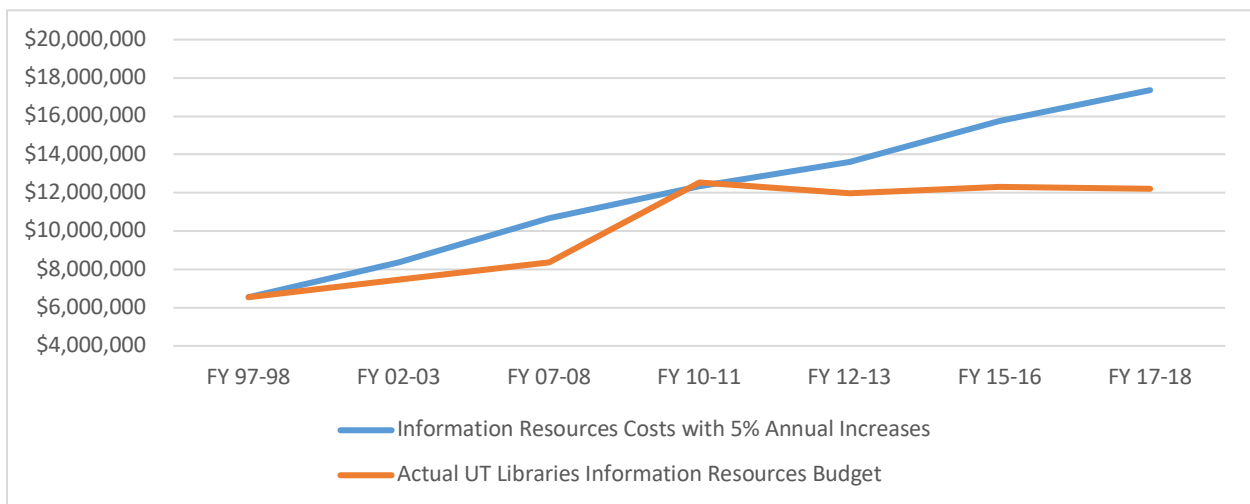
To date, we have been able to manage this with relatively small annual reductions in purchases; for example, this academic year (2017-2018) we renewed about 10,500 journal titles and did not renew 846 titles. As cash reserves decline, however, our ability to forestall larger reductions is rapidly eroding.

<u>Distinctive Collections</u>

The University of Texas hosts a number of nationally and internationally renowned library collections that draw scholars from around the world to our campus, including the Briscoe Center for American History, the Jamail Center for Legal Research, and the Ransom Center. Core collections maintained by UT Libraries provide extensive support materials necessary for effective use of these distinctive collections. For example, the microfilm collection of the Washington Post maintained by UT Libraries is a valuable resource for scholars working with the Watergate Papers at the Ransom Center.

In addition, UT Libraries directly administers other distinctive collections, most notably the Alexander Architectural Archive and the Benson Latin American Collection. Consisting of unique, rare and contextually significant collections of materials and providing abundant opportunities for scholarship, they elevate the University's reputation as a destination for research, attracting and inspiring communities of scholars worldwide. They are, however, "high touch" environments by definition. Collected materials need more attention to housing and preservation, and more intensive access and discovery resources; similarly, their users also require more attention, more engagement, more interpretation, more expertise, and more connectivity. All of these requirements have their associated costs and, given the fiscal constraints on the libraries' overall budget noted above, it is difficult to move forward with continued development of such collections.

2.   Operations

Modern research libraries include a robust combination of infrastructure (facilities and technology) and supporting services to enable scholars and students to make best use of the content collections. The University of Texas Libraries manage and operate an impressive array of campus facilities and spaces providing the University community with access to almost 4.4 million content items with a seating capacity of more than 5,500 in approximately 640,000 square feet of space (see figure 4 below).

In addition, the Libraries manage three high-capacity, preservation-quality storage facilities on the Pickle Campus and collaborate with the Texas A&M University Libraries to operate two joint storage facilities in College Station.

Figure 4. UTL Main Campus Locations

UT Libraries Facilities on Main Campus	Seats	Sq. Feet	Items housed
Architecture and Planning Library (BTL)	261	23,248	80,265
Benson Latin American Collection (SRH1)	370	57,362	592,128
Chemistry (Mallet) Library (WEL)	166	11,577	69,150
Classics Library (WAG)	32	2,057	25,031
Fine Arts Library (DFA)	350	40,679	356,433
Geology Library (JGB)	200	13,201	108,298
Life Science Library (MAI)	348	27,157	222,908
Perry-Castañeda Library (PCL)	3,643	451,637	2,861,432
Physics-Math-Astronomy Library (RLM)	154	11,053	80,203
Main Campus total	5,524	637,971	4,395,848

As with collections, infrastructure and services must change over time. The Perry-Castañeda Library (PCL) is the most recent purpose-built library on campus and we celebrated its 40th anniversary earlier this academic year. As buildings age and teaching and learning evolve, corresponding investments must be made to the supporting infrastructure. Facilities and spaces require ongoing transformation/renovation to support changing research and pedagogical practice. Services, particularly those offered by academic librarians, must continue to evolve to support evolving research, teaching, and learning priorities. Technology must continuously expand and upgrade to provide optimal access to content, tools and services.

As collections increase in size and available space on the core campus becomes scarcer and more expensive, the Libraries must also balance immediate access to collections with limits on available space. Since the opening of the Fine Arts Library in 1979, UTL has been charged by the University Administration with curating the print collection without increasing the libraries' footprint on campus. During that period we have more than doubled the size of the print collection from 4 million to 10 million volumes. Colleges and units have similarly increased their programs and course offerings placing pressure on space planners tasked with balancing the competing needs. This dilemma is acutely evident today at the College of Fine Arts as it tries to balance the need for increased instructional space with continued faculty and student access to library materials. The University will need a method for developing campus consensus around priorities to guide these decisions.

3.   Personnel

Librarians and other associated staff represent the third major component of modern research libraries. The University of Texas has historically operated with a lean staffing model in order to facilitate maximum investment in content collections. Faced with flat budgets and increasing content costs over the past decade, UTL has leveraged automation and refined work processes in order to reduce overall staff size by more than 20% (see figure 5). Services have consequently been reduced – shorter hours at service desks, especially on weekends, fewer subject librarians available to liaise with faculty and researchers, increased backlogs in processing of special collections and preservation needs – but we have generally been able to maintain our traditional services. Incorporating new skill sets to provide

new services around emerging needs such as copyright, data management, or geospatial data, to name just a few, has lagged substantially behind campus needs and peer institution service levels.

Figure 5. UTL Recurring FTEs FY06 to FY18
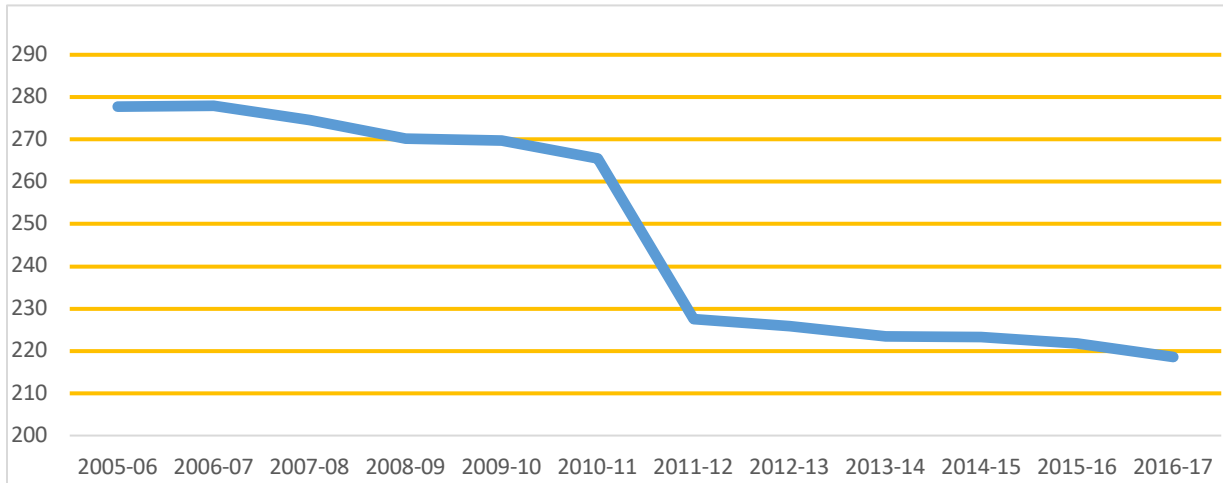
Where we need to be

The UT Libraries works from a solid foundation built over the past century, but the opportunities of the future are fast outstripping our resources. In order for the UT Libraries to continue providing the core research and teaching resources to which the University community has become accustomed, the University will need to:

- make near-term investments in the libraries' recurring budget
- make deliberate decisions about the community's priorities, and
- support those priorities through enhanced revenue opportunities in the fundraising and grants arenas.

In high level terms, we need to:

- Increase funding for the Libraries Information Resources Budget in order to:

    - Maintain core databases, journals, and monographs (print and digital) in the face of steady inflationary cost pressures;

    - Develop and support alternative collection building strategies, especially in the digital domains (open access publishing, open educational resources, content and data repositories, collaborative collection development).

    - Expand strategic investments in collections of distinction that support UT research priorities, both in traditional areas of special collections development and in emerging practices such as post-custodial archival practices pioneered at the Benson Latin American Collection.

    - Improve and expand digitization initiatives and the development of digital discovery tools to significantly improve the online discovery and access process. There is also an opportunity to greatly enhance the coordination and interconnection of campus-wide collections through this digital library platform.

- Continued investment in transformation of library spaces in order to:

    - Provide researchers with modern research spaces that bring together analog and digital content, tools, and expertise in a collaborative environment that fosters a community of cross-disciplinary research and discovery. UTL is a campus leader in providing access to user spaces for collaborative work. Usage data of our repurposed spaces show they facilitate expanded collaboration between instructional librarians and faculty instructors, and increased use of rooms for group collaboration, as well as networking and interdisciplinary research, in areas such as the Scholars Commons. As research becomes increasingly interdisciplinary, academic libraries must continually evolve by reimagining spaces and implementing new technologies that bring together new and existing library services.

    - At the same time, UT Libraries must maintain and improve spaces for traditional quiet and/or secure study and research with analog materials, both in the core collections and in specialized collections. Investments need to be made for appropriate preservation environments and services as well as modern infrastructure – adequate electrical connections, internet access, user configurable furniture, etc. Provide students and faculty with teaching and learning spaces that facilitate the evolution of pedagogical practices. The university places a high premium on student graduation rates and retention. A growing body of research underscores the correlation

between library instruction and graduation rates. UT librarians play an integral role in student learning outcomes through instruction, a core service for UTL, to prepare UT's students with lifelong career skills including information literacy, digital literacies, critical thinking and to prepare them for a complex and demanding workplace environment.

- Enable the University to maximize the use of core campus spaces for instruction and research, while also maintaining spaces sufficient for traditional library usage of print collections and a meaningful balance between new and traditional library space use. As research and teaching practice evolves in conjunction with transformations in methodology and technology, the library's approach to content storage and access must evolve as well to provide an optimal balance between ready access to collections and effective use of very limited space resources. For success this process must be holistic and strategic rather than piecemeal and reactive. Increased investments are needed in more intuitive discovery tools for identifying available content and in the speed and efficacy of retrieval and delivery mechanisms.

- Increased personnel funding in order to:

  - Recruit domain expertise in new and emerging skillset areas (e.g., geographical information systems (GIS), instructional design (ID), data management, etc.). New user expectations, policy mandates, technological advances and changes in higher education require new roles for UT Libraries and new expertise for its workforce to support the mission of research, teaching and learning in the digital age. Scholars require specialized knowledge and skills e.g. fluency in using digital tools and manipulating digital images to advance their research digitally. Scholars expect responsive services; UTL is uniquely positioned to provide these services that will necessitate increased staffing capacity and professional development to support this work successfully e.g. data analytics and visualization, data curation, digitization, and metadata services, among others.

Recommendations

- ❖ Create new and enhanced revenue opportunities for the Libraries. It is not possible at this point to provide precise estimates of the necessary funding but we think it quite likely that the Libraries will need $50-100 million dollars of new funding over the next 5-10 years to realize the agenda outlined above. We believe this agenda is essential to the University's future success and we recommend the University move to support this effort through the following actions:

  - Increase the UT Libraries recurring budget by 10% (approximately $2.7 million) and identify additional funds to support a 3.5% increase in the Information Resources Budget for five years. This is an urgent and immediate priority.   In order to support the University's research program at a level of excellence, we need to:
    - Retain sufficient purchasing power to avoid near-term shortfalls in core serials subscription packages;

    - Address annual serials inflation while UTL develops alternative collection strategies to mitigate this cost factor;

    - Stabilize the personnel budget sufficiently to address immediate staffing needs.

  - Create a funding mechanism that allocates to the Libraries a small portion of the indirect funds received from external grants.

  - Position libraries priorities as high-visibility objectives of the coming capital campaign.

- ❖ Request that the Provost convene a campus-wide task force to discuss the role of the libraries at UT Austin and develop campus consensus around priorities to inform future decisions. The opportunities facing the libraries present multiple interconnecting challenges that affect different portions of the University community in different ways. Effective and cost-efficient solutions to these challenges are beyond simple fundraising. They require thoughtful and deliberate discussion among multiple constituencies of the University community to develop actionable consensus positions.

- ❖ Develop both new and renovated spaces, along with the necessary specialized services, commensurate with the scope of the vision outlined in this report. While the particular combination of new construction vs. renovation of current spaces requires further study, it is clear that our current library spaces are inadequate for the goals of the University.