

UMBC

AN HONORS UNIVERSITY IN MARYLAND

Blue Ribbon Committee Report on the Library

March 24, 2010



BLUE RIBBON COMMITTEE REPORT ON THE LIBRARY

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I. Executive Summary

The Library Blue Ribbon Committee (BRC) would like to commend the Library on the superb job it has done in providing the UMBC campus with the best possible information resources and services within the limits of its budget. It has used its talented staff to advantage and employed technology judiciously to achieve high cost effectiveness. However, this Committee was convened to address severe challenges to the Library, and consequently to the campus, which are now emerging. These challenges arise from the difficult economic climate and severe budget constraints as well as from budget pressures caused by external developments such as the spiraling costs of journal subscriptions and electronic resources, as well as radical changes in the channels of scholarly communication.

Librarians worldwide are planning for unprecedented changes in how they will serve the information needs of their users. At UMBC, Librarians seek campus engagement in anticipating these changes, and positioning the campus to reap maximum benefit from them. In the short to medium term, Librarians and other campus leaders agree that changes will be dominated by budget constraints, but they also agree that judicious planning can minimize any harmful effects from these constraints and position the campus to take full advantage of emerging 21st century trends in publishing, scholarly communication and information technology. The Blue Ribbon Committee intends through this report to advocate for some specific measures to be undertaken in the next five years and also to initiate further campus discussions that, hopefully, will build consensus on key issues together with support for the Library.

The committee membership included senior leadership representatives from each of the colleges and the most relevant campus governance committees. The chairs of the Library Policy Committee, the Academic Planning and Budgeting Committee, and the President of the Faculty Senate represented the interests of their constituent members on this committee. The Vice President for Research and the immediate past chair of the Research Council were also members of the committee. Through their input, and other mechanisms, such as a campus-wide survey, the ideas and concerns of the entire UMBC community were part of the deliberations of the committee.

Various mechanisms were used to obtain the campus community's ideas and attitudes on Library services, information resources and Library physical space. Initially the Library staff was asked for ideas for cost savings and possible efficiencies. The BRC was surveyed early in the process to determine its members' preliminary ideas and concerns. Librarians were asked to supply reports on Library usage, budget, peer comparison, best practices in the field and other types of data. A campus wide survey was issued to obtain ideas and concerns from students, staff and faculty. There was an excellent response rate for the short time the survey was active: 587 students (both undergraduate and graduate), 183 faculty and 98 staff responded to the survey.

The BRC discussed extensively the ideas and concerns presented in the survey and the documents supplied to develop a comprehensive plan for moving the library forward in the next 5 years.

The Committee recommends that the Library plan for severe budget constraints over the next five years, with 3% cuts to the base budget in the next two years and flat budgets thereafter. (The original expectation was a 5% cut, but recent information on developments in the campus's budget prospects caused this estimate to be revised to 3%. It is now considered unlikely that cuts would have to be above 3%) Budget cuts should be distributed as evenly as possible throughout the Library's personnel, operating and information resources budgets. Subscription cuts should include an additional amount for anticipated cost increases (originally projected by the Library at 7%; this figure is now projected to be 5%) that the campus will not be able to fund, and an additional fraction of 1% to allow transfer of funds to cover rising article delivery costs. These factors taken together would result in an FY11 subscription cut of just over 8%. The Library Policy Committee has recommended that some of the anticipated savings from service cuts could be transferred to serials so as to reduce this cut to 7.5% in both FY'11 and FY'12. The BRC supports this recommendation, although it does not in general recommend cutting other Library services to save more subscriptions.

The Committee asked the Library to identify candidates for service cuts. It recommends that these cuts not occur across the board, but rather be focused on areas that would least harm the campus and that the library consider saving services that have long term merit, or would not be irreversible in better budget times. The Committee endorses the 16 cost saving measures articulated in this report and expects the Library to work on identifying further possible service cuts over the next two years, should further cuts beyond those already anticipated become necessary.

The Committee identifies unsustainable cost increases in subscriptions as a key problem for the Library and the campus. The Committee recommends a dramatic sea change from "just in case" subscriptions to "just in time" article delivery as a major element in the solution of this problem. A core subscription list must be maintained to support the research and teaching needs of the university. However, non-essential subscription needs should be moved to the "just in time" model of article delivery.

The Committee endorses and recommends the acceleration of the Library's efforts to move more services and resources online, and to develop user self-service, and other IT-enabled efficiencies, without compromising its ability to facilitate research. While staffing cuts seem inevitable in the medium term, they should be achieved through attrition, not layoffs. The Library will need to shift its staff towards its priority areas and provide staff with development opportunities in conjunction with these shifts.

The Committee recommends the development of Library spaces as quality, IT enhanced, learning and research spaces. The Library should pay particular attention to provisions for groups, peer-to-peer learning, tutoring, and consolidation of services that enable student success.

II. Charge, Organization and Approach

Committee Membership

Dr. Antonio Moreira (Provost's Office), Chair
Dr. Linda Baker (Psychology)
Dr. Jessica Berman (English)
Dr. Terry Bouton (History, Library Policy Committee)
Dr. John Jeffries (College of Arts, Humanities & Social Sciences)
Dr. Lasse Lindahl (Biological Sciences)
Dr. Sandy Parker (Geography & Environmental Systems)
Dr. Geoff Summers (Office of Vice President for Research)
Dr. Tim Topoleski (Mechanical Engineering, Faculty Senate)
Dr. Bruce Walz (Emergency Health Services, Academic Planning and Budget Committee)
Dr. Lawrence Wilt (Albin O. Kuhn Library & Gallery)

Library Staff:

Ms. Robin Moskal (Collection Management /Gifts/ILL/Reference)
Ms. Joyce Tenney (Serials, Electronic Resources/ Access Services)

Charge to the Committee

Context:

- Journal costs continue to rise at double the CPI inflation rate.
- UMBC needs to invest enough in the Library to support the campus research mission.
- Economic downturn has caused campus budget cuts which will likely last 3-5 years or, at best, budgets will remain flat.
- Changes in Scholarly Communication media and methods.

Charge:

The following are the key elements of the charge to the Blue Ribbon Committee:

Address in a proactive manner new ideas/approaches for dealing with the budget challenges faced by the Library.

Given the critical role played by the Library on all our educational activities, devise successful ways to address proactively these challenges as we plan for the future and articulate the vision of how information resource needs of the campus will be served three to five years from now.

Anticipate how the Library will be used in the next five years. Recommend changes in Library functions and use of space.

Specifically:

Review state of Library funding, resources and services in comparison with selected peers and in light of national trends.

Evaluate approaches to the same budget pressures at other institutions. Identify and review best practices from other institutions, which can be adopted (with possible modifications) by UMBC.

Characterize the likely campus budget scenarios for the next 3-5 years and map Library strategies to them, focusing especially on funding for monographs, serials, interlibrary loan and document delivery. How can core services and access to information resources best be maintained in these scenarios?

With respect to current allocation of monograph and serials funding in support of the disciplines on campus, review past history of distribution of funds and cuts among academic departments, and determine whether new principles need to be applied in the distribution of support across departments and programs.

Analyze and recommend priorities for the Library which may be implied by the three to five year vision of the Library's future, such as increased provision of document delivery services for article length information sources or increased support for student learning. What changes in Library resources and services can the campus endorse? What changes are necessary responses to budget limits?

Methodology

The BRC agreed to meet monthly, and members were initially polled on their perception of library services. As the meetings and process proceeded Library staff provided requested background information and statistics on various services. Their perceptions evolved as they learned more about the services and functions of the Library. The members were curious as to whether other university libraries were facing the same budget issues and what they were doing about it. They also felt it was important to survey the UMBC community for their perceptions of services, and this survey would inform their work. And they agreed to formulate guiding principles for their work. A Blackboard site was set up to collect and post various documents to which the BRC could refer.

Literature Review: The Committee studied trends in other Libraries and Universities from published accounts. A sampling of the most useful sources follows:

“Libraries Innovate to Counter Cuts” by Jennifer Howard, The Chronicle of Higher Education, November 22, 2009

“A Model For Academic Libraries 2005 to 2025” by David W. Lewis, Dean of the IUPUI Library. Paper presented to “Visions of Change,” California State University at Sacramento, January 26, 2007

“Scholarly Communication: Crisis and Revolution, University of California Berkeley
<http://www.lib.berkeley.edu/Collections/crisis.html>

Peer Review: The Committee reviewed the statistics of the four UMBC peers which had the closest R&D expenditures to UMBC’s R&D expenditures, per 2007 NSF data. These peer institutions were: New Jersey Institute of Technology, University of Rhode Island, University of Wyoming, and University of Arkansas – main campus. NJIT was of particular interest due to their support of research with a low budget for subscriptions (see, e.g., their annual report at <http://library.njit.edu/aboutus/annualreports/fy2008-2009.pdf>). Two other regional universities were also compared: Lehigh University and George Mason University.

Best Practices Review: The librarians contacted the peers listed above and identified their relevant best practices for the Committee. Other best practices from campuses around the country were identified and studied. Among the most useful were:

Rice University Library	http://library.rice.edu/collections/fy2010
University of Virginia Library	http://www2.lib.virginia.edu/press/budgetfaqs.html
University of Wisconsin	http://www.secfac.wisc.edu/senate/2009/1102/2158.pdf
University of Washington Libraries	http://www.lib.washington.edu/dean/budget.html
University of Utah Libraries	http://www.lib.utah.edu/portal/site/marriottlibrary/menuitem.350f2794f84fb3b29cf87354d1e916b9/?vgnnextoid=bcf5b63be0320210VgnVCM1000001c9e619bRCRD
North Carolina State University Libraries	http://www.lib.ncsu.edu/collectionmanagement/serials/CollectionsReview2009/
University of California San Diego – Budget information and FAQ	http://libraries.ucsd.edu/budgetcutsFAQ/index.html

Community Consultation: The Committee first polled itself on the utility of various library services, then polled students, staff and faculty in separate online polls.

Formulation of Principles and Directions for Development: The committee nominated principles to consider in setting the Library's direction for the next five years. These nominations were discussed and consensus principles were formulated.

Data Gathered

Data gathered for or by the BRC:

Library staff provided input on proposed changes, including service cuts, that could be made to absorb budget cuts.

Library faculty held meetings with the SGA and the GSA on what students need from the Library. Student government supported the expansion of learning spaces in the library – especially 24/7 learning spaces and extended library hours. The graduate students supported the expansion of subscriptions (a similar view to that of the faculty). SGA and GSA representatives sit on the Library Policy Committee.

Surveys of Faculty, Staff, and Students were taken online, on what could be cut and what was important enough not to cut if at all possible.

The Library Policy Committee (LPC) provided guidance on how to cope with budget cuts to Librarians and to the BRC. There is representation from faculty, staff and students on the Library Policy Committee. The Chair of the LPC sits on the BRC.

Practices and developments at other universities were studied by Librarians and reported to the BRC. Many universities are cutting subscriptions and some of these cuts are deep. Their methods and principles were normally tailored to local circumstances and not importable to UMBC. However, some specific practices for decision making, particularly involving decisions on subscriptions and information budget allocation across departmental lines, were deemed useful to UMBC. Also, evidence based decision making was discovered to be increasingly feasible and increasingly valued in several institutions. Budget cutting has motivated a surge in data driven decisions which increase cost efficiency. The BRC resolved to apply similar approaches at UMBC.

Economic forecasts, MD state budget forecasts, and USM expectations were gathered and analyzed.

Projections of Library costs and budgets, based on plausible budget scenarios, were made.

Planning constraints, decisions and principles adopted by the BRC early in its deliberations:

Based on the BRC's review of UMBC budget prospects, the Committee settled on the following as the budget framework for BRC and Library budget planning: **3% budget cuts in each of the**

next two budget years (FY2011 and FY2012), then flat budgets for the following three years (FY2013, FY2014, FY2015).

BRC agreed to **fund anticipated rising article delivery costs through marginal additional cuts in subscriptions**. Article delivery funding must rise as subscriptions are cut.

Cuts in serials must address anticipated 5% per year inflationary cost increases. A 3% budget cut together with an approximate 5% cost increase and an additional 0.4% cut to fund document delivery would require an 8.4% cut in subscriptions. The BRC recommends that the campus not fund subscription cost increases during the next five years because the cuts that would be required elsewhere in the campus budgets to fund these increases are not feasible.

BRC agreed **not** to cut Library services, book purchases or staffing by a higher percentage than the cut to the Library as a whole; i.e. **cuts in other services or resources should not be made in order to add funding to the subscription budget. Nevertheless, fulfilling the anticipated budget cuts will require some curtailment of services, loss of staff lines, and a reduction in book purchases.** The BRC reaffirmed the campus intention to **avoid layoffs** and to realize any staffing cuts through attrition.

It was highlighted that, when making decisions on cuts, one should attempt to **make cuts which do not do long term damage** to UMBC.

Guiding Principles

The BRC created a set of guiding principles to keep the process in focus and to assist the Library in developing its five -year budget scenario, as well as planning for the longer term.

Commitment to the University community and its needs are addressed in these principles, which reinforce the Library's mission of supporting research and teaching. There was also recognition of the budgetary constraints set on the Library, which limit the scope of support that can be offered or reasonably expected at this time. However, it was noted that in better economic times, the library should be a priority in the campus budgeting process.

For Library Planning:

- **Research Support:** The Library strives to support the key research and creative endeavors of the university across all disciplines at all levels, as much as possible within the budgetary framework. This should be achieved through "just-in-time" access, as opposed to "just-in-case" access, i.e. instead of owning all needed journals and books, Interlibrary Loan/Article Delivery should be utilized heavily – more heavily than it now is used.
 - The campus must fund the Library in keeping with its priority status at a level sufficient to support the research and teaching missions of UMBC. The

necessary level of support should be determined with the selection of appropriate benchmarks.

- **Intellectual Commons:** The Library must be an intellectual commons for the university, which allows for the development of the Library as the campus center for teaching, research, creativity and social learning.
 - The Library must sustain the traditional functions, such as maintaining a location for physical consultation of print materials and face-to-face interactions with librarians, as possible within the budgetary framework.
- **Constraints on the Library:** The campus must recognize that budgetary and administrative limitations placed on the Library will not allow the Library to be all things to all people.
 - UMBC planning should take advantage of information resources available to the UMBC community both within the Baltimore-Washington area and online.
- **IT Exploitation:** The Library must be aggressive, dynamic and innovative in the use of new and emerging technologies to meet the changing needs of the campus both in terms of pedagogy and research.
- **Evidence Based Decision Making:** The campus, the BRC and the Library should strive to make all decisions based on hard data, rather than conjecture or ideology. Financial decisions especially should be data driven.
- **User Self Service:** Increase patron self service as much as possible.
- **Library Standing in University Planning:** connect budgeting for Library support more strongly to campus planning, especially for new programs.

For Library Budget Decisions:

- **Budget Priorities:** Maximize the ability of the Library to support the research and creative endeavors of the university across all disciplines as well as to support undergraduate and graduate teaching across all disciplines.
- **Cost Effective Acquisitions of Information Resources:** In the acquisition of information on behalf of the UMBC campus, implement the concept of “Just in Time” instead of “Just in Case,” where cost effective.
- **Commitment to People:** The administration and staff of the Library exist to support the Library’s mission. To this end, people and positions should be protected, but not to an

extent that such protection hinders the Library's ability to provide necessary basic services. Move people to the projects that best serve the Library's mission.

- **Faculty Input on Acquisitions:** Collection decisions for resources should have input from faculty at the departmental, college and campus level.
- **Transparent Decision Making:** Decisions on acquisitions and overall budget priorities should include mechanisms for transparency to the UMBC community at all levels.
- **Equitable Acquisitions Choices:** Collection decisions should be guided by considerations of benefits to all constituencies.
- **Reversibility:** Higher priority should be given to budget cuts that can be reversed when budget climate improves.
- **Book vs. Journal Funding:** Colleges may take very different approaches to book/journal acquisition ratios; there will be no campus-wide decision to move book funding to journals. However, individual departments may opt to do this in the short term.

III. Findings and Recommendations

The Committee notes that the Library is at a tipping point for being able to offer the resources and services needed by the campus. In order to maintain UMBC's research mission, the campus must financially support the library to the level required for teaching and research across the disciplines. Committee members expressed concern that the subscription cuts anticipated by this report could threaten UMBC's status as a research institution; one committee member indicated that this concern is widely held among faculty members.

The BRC discussed the possibility of a student Library fee. Since no consensus was reached by the Committee, the Committee recommends that the issue be reviewed by the campus at a later time.

The following sections detail the guidelines and specific recommendations from the BRC.

General Guidelines

- Move from "just in case" to "just in time" information where cost effective.
Large cuts in subscriptions are likely to be unavoidable. Therefore, strengthen online tools used for locating and evaluating articles, and delivery systems for articles.

Reduce staffed service points waiting for clients; increase online accessibility of personal, individual services and services by appointment.
Transition to online only subscriptions when less costly and when provisions are adequate for UMBC's perpetual access to purchased online content.
Review all subscriptions which are costing more than \$65.00 per use.

- Migrate from in-person staff service to online, virtual, staff facilitated, or user self-service.
 - Shift from immediate response services to asynchronous services.
 - Shift staffing effort toward development of online presence tailored to users.
 - Digitize and provide online access to UMBC's unique holdings (i.e. materials that are not widely available in print and have not been digitized by other libraries).
 - Enhance the current strength in developing or applying digital methods for providing services and give priority to staffing up in this area.
- Move away from attempting to provide a full array of research level resources and services on site, and toward brokering users' access to external resources and services.
 - The UMBC Library will not attempt to grow to be another UMCP or JHU library.
 - Aim for steady state print collection of no more than 1.1M volumes.
 - Limit ownership to high use information resources and fund access to the rest.
- Develop quality learning spaces that enable student success and retention through peer-to-peer learning, consolidation of services, and a convivial, socially-connected ambiance.
 - Free Library space by shifting to online resources when these resources are more efficient to use than hard copy materials, and by placing less used materials in shared storage facilities; provide online access or delivery from these shared storage facilities.
 - Repurpose stacks space to be used as dynamic learning and teaching space.
 - Consider introducing a Library fee, the proceeds of which would be earmarked for student Library needs.
- Expect and plan for static or lower staffing levels for the duration of the current recession. In anticipation of budget cuts, and significant budget constraints in the medium term:
 - Cut services that are the least difficult for users to do without, and which could be undone, i.e. restored, in a better budget year.
 - Adjust staffing assignments to match vacancies to service cuts.
 - Avoid layoffs through this methodology, phasing in service cuts.
 - Give staffing priority to the trends identified.
 - Give priority to staff development which facilitates rebalancing of staff effort.
(“staff” here means: library faculty, exempt and non-exempt employees)

- Investigate and consider the development of an institutional digital repository (or participation in a regional project for this purpose) for faculty research results, data sets and digital publishing. (See the Library’s web pages on “scholarly communication” at <http://aok.lib.umbc.edu/scholarlycommunication/> for examples and descriptions of institutional repositories.)
- Provide for an annual assessment of the implementation of these principles, and in particular of the subscription review process. This assessment should be under the auspices of the campus governance committee established for Library oversight, i.e. the Library Policy Committee, and the results should be presented to the University Steering Committee. The assessment process should include gathering of undergraduate and graduate student opinion, as well as faculty and staff opinion, and involve SGA and GSA representatives as requested by the SGA and the GSA.

Budget Projection for Planning Purposes

The BRC reviewed a number of different budget scenarios in anticipation of the most likely budget reality for the coming years. The scenarios considered ranged from a most pessimistic budget projection of a 5% decrease in each of the next 5 years, to a 5% decrease for two years then a flat budget, a flat budget for 5 years and finally to a highly optimistic 5% increase for the next five years. The implications of each scenario were discussed and the two most optimistic scenarios were ruled out. The middle ground scenario that was selected as most likely was: 5% decrease for two years then a flat budget. However, after this selection, the Provost predicted that the budget cut would be no more than 3%, and urged that this be part of the planning process. Further, based on more recent data, the Librarians made adjustments in other cost factors; most notably, they lowered their prediction of the serials cost inflation rate from 7% to 5%.

The BRC now proposes that Library planning for FY11 – FY15 presume budgets that are cut by 3% in FY11 and by an additional 3% in FY12, then remain flat in FY13, FY14 and FY15. The BRC recommends that the current balance of budget allocations among personnel, operating, and information resources should be largely continued, so that none of these three categories of expenditure would be subject to major additional cuts that might be required to address budget needs in another category. Most notably, the BRC proposes that Library services and monographs should not be cut more than their proportional share of the budget. The additional budget pressures from excessive cost increases in subscriptions, should not be addressed by transferring funds from other budgets.

The following table shows the consequences of the above budget predictions and recommendations for subscription and monograph purchasing, as well as article delivery costs.

PLANNING FY2010- FY2015 2-Year Decrease Then Flat Scenario

	FY09 Base	FY10 Budget	FY11	FY12	FY13	FY14	FY15	FY10- FY15 % Change
# of subscriptions	3559	3350	3067	2804	2648	2503	2364	-29%
\$ for subscriptions	\$ 3,505,116	\$ 3,398,903	\$ 3,281,467	\$ 3,164,770	\$ 3,146,821	\$ 3,131,340	\$ 3,114,118	-8%
# of Ref. Resources, Abs. & Ind.		79	77	75	74	72	71	-10%
\$ for Ref,Abs.&Ind. (Incl. in subscr.\$)		\$ 486,349	\$ 473,380	\$ 460,756	\$ 453,077	\$ 445,526	\$ 438,100	-10%
# of books added (from purchase)	8741	6993	6573	6179	5993	5814	5639	-19%
\$ for books	\$ 402,671	\$ 426,801	\$ 413,997	\$ 401,577	\$ 401,577	\$ 401,577	\$ 401,577	-6%
\$ for Article Delivery	\$ 72,325	\$ 85,938	\$ 101,406	\$ 119,659	\$ 137,608	\$ 153,089	\$ 170,312	98%
Projected Book Cost Inflation Rate (%)	3%							
Projected Serials Cost Inflation Rate (%)	5%	Serials Cut amount:	\$ 287,381	\$ 280,770	\$ 176,187	\$ 172,822	\$ 173,790	
Projected Chg in Article Delivery Rate (%)	18%	Per article cost inflation rate:		10%				
Priority Factor for Databases	3	Serials Cut %:	8%	8%	5%	5%	5%	
Percent Budget Change FY11 & 12	-3%							
Percent Budget Change FY 13, 14 & 15	0%							
<i>Note on # of Subscriptions: some will be canceled to fund increased delivery costs</i>								
I:\admin2\planning\fy10\blueribboncommittee\planning FY10 v7								
10/26/09, 10/27/09 msb, 10/27/09 lw, 11/9/09 msb								
rev 1/20/10 lw re lines 12, 14.								
rev 3/8/10 msb chg B12 & B15, formulas in line 12, edit 6A								

The Committee recommends cutting at a lower rate Indexing and Abstracting Databases, Reference Sources, and other materials that are crucial to the initiation of research projects and the identification of information sources. The priority factor of “3” in the above table indicates that the cuts to such resources are planned to be at one-third the rate of the cuts to other subscriptions. To implement this recommendation in FY11, the Library plans to transfer funds originally budgeted for equipment and for e-resources expansion within the LIMS budget (which is funding administered by the USMAI consortium that runs the Library Information Management System and purchases subscriptions through consortia) to reduce the cuts to these resources. It is not yet possible to determine whether similar transfers will be possible in subsequent years. The above table projects cutting Reference Resources, Abstracts and Indexes at one-third the rate of other subscriptions.

Short Term Service Reductions: Strategy for Realizing Up to 8% Savings in Library Personnel and Operating Budgets

The following section is a listing of possible library service reductions that could save up to 8% of the Library personnel and operating budgets over FY10-12. These service reductions may not in practice yield the estimated savings; the estimates represent maximum possible savings. At least \$216,000 of these savings must be realized to achieve the 3% projected cuts in FY11 and FY12. The estimated potential savings adds up to \$280,000, leaving \$64,000 in savings

which could be used to rescind some service cuts, use as a cushion in case projected savings are not realized, or applied to subscription bills. The Library Policy Committee has recommended a split of this funding between the latter two options. This would provide some cushion, and also allow the serials cuts in FY11 and FY12 to be reduced to 7.5%, on current estimates. The BRC concurs with this recommendation.

The ideas for possible service cuts were developed in conjunction with suggestions from library staff, survey comments, BRC discussions and a review of current economic issues. This list has gone through extensive revision and review by library staff and the BRC. While service reductions would be painful for the campus, the BRC believes that these are the least harmful to the campus as a whole and could be easily reversed in better budget time.

Potential for up to \$280,000 in Savings

- 1) Cutback on Serials desk hours open – begin Summer session 2010 to conform with Reference hours.
- 2) No staffing in Slide Library – begin Summer 2010.
- 3) Reduce gift program, scale back on book sales and cataloging of gift materials – begin immediately.
- 4) Reduce binding of most journals – already in place (theses/dissertations/high use journals/miscellaneous will still be bound).
- 5) Close library on Saturday in Winter break and Summer – begin Summer 2010.
- 6) Stop organizing and presenting Friends-sponsored events other than Theatre with Dinner – Summer 2010.
- 7) Stop notification of monograph orders to departments (except for rush/notifies) – Summer 2010.
- 8) Cut funding for recreational materials from book sale and state accounts – at the end of the McNaughton contract, fall 2010.
- 9) Curtail library instruction offerings – begin Fall 2010 by not promoting the service; however requests will not be refused.
- 10) Continue to develop and promote user independence and online self-service – this continues the efforts for #9.
- 11) Charge for study rooms and lockers – begin Fall 2010.
- 12) Review workflows and opportunities for cross training to find more efficient methods – begin immediately and continue to revisit, refine and streamline.
- 13) Cut student assistant allocations to some units – begin to study services immediately - individual departments can begin to determine where they can cut back on student assistants. Mandatory cuts will be enforced as needed when specific budget cuts are announced.
- 14) Use lead students in place of staff where there are vacancies or increased work flow – begin as vacant lines are frozen.
- 15) Reduce Circulation/Security desk staffing if vacancies occur.
- 16) Limit ILL for undergraduates– begin Summer 2010, with exceptions.

Subscription Review

The BRC discussed the budgets for subscriptions and electronic resources at length. It was agreed that due to the severity of the impending cuts to these budgets, the current process for subscription cuts would no longer be the best method for department, college, and campus decisions. It was agreed that the process should be dramatically changed so that campus administration and deans would make initial decisions about the amounts of cuts, and then would institute a process for department, college and campus review of possible cuts. To address this need for a more structured and transparent process, the following document was developed to offer a roadmap of the FY11 Serials Review.

Subscription Review: FY 11 Serials Review Process

Serials and electronic resources are ordered and paid for several months before the beginning of the subscription year. The review of individual titles and databases will need to occur in the spring and summer. Final cancellation decisions must be communicated to our vendor in September. In order to have more comprehensive review of titles, departments, colleges and full campus review will occur for this project.

Late February/Early March-

- Deans and campus administration endorse proposed plan and process for serials cancellations and communication to department chairs and campus. Library prepares target dollar amounts for cuts. Provost, Deans, and VPs review plan and target amounts.
- Library communicates plan, dollar amounts to cut and the details of the process to department chairs and library liaisons.
- Colleges & Librarians determine process for review of proposed cancellations within the College structure.
- Library creates website with Serials Review FAQ, Timelines, and proposed cancellation listing as they become available with information for submitting comments/concerns on specific titles.

Mid-March-

- Library distributes department lists with title, cost, usage data, and cost per use. Interdisciplinary databases and packages will be pulled from individual departmental lists and put on a separate listing for all to review and comment on.
- Departments review lists and rank order titles.
- Comments on databases are due to library by March 30.

April-

- Early April Library compiles information on databases and posts a suggested list of cancellations on library website.
- Comment from campus community on database cancellations due by April 9.

- Departments communicate rank orderings and suggestions for individual title cancellations to College body charged with review for the College.
- As needed, inter-College meetings are held to evaluate decisions with campus-wide impact.
- College completes review by the end of April.

May-

- May 3 title rankings and suggestions for cancellations are due to library.
- Library collates lists and compiles cancellations.
- Library posts list of suggested cancellations to website with information on submitting comments to library.

June-August-

- Library responds to comments from campus on proposed cancellations and works with Colleges on issues that arise.
- Last week of August Library posts final list of cancellations.

September-

- Mid /late September Library initiates cancellation process with vendors.

December-January-

- Library distributes updated title listings to departments and colleges.

Principles to be used in cancellation recommendations:

1. Evidenced-based decision making: cost, use, cost per use, etc.
2. Cross-disciplinary titles are evaluated at College or even University level.
3. Feedback opportunities are provided at each stage of decision making.
4. Differences of opinion on particular cancellations that have not been reconciled are decided at next higher administrative level, with Library input.
5. Continue predominance of department/program based decision making on subscriptions to the extent possible.
6. Spare Indexing and Abstracting sources needed to identify information resources to the extent possible.

The process for subscription review in years beyond FY11 may be adjusted based on the experience gained with the FY11 implementation.

Appendices to Library Blue Ribbon Committee Report

A. FY2010 Library Budget:

**UNIVERSITY OF MARYLAND, BALTIMORE COUNTY
BUDGET CONTROL WORKSHEET
STATE SUPPORTED BUDGET, FY2009 - FY2010**

LIBRARY

		FY2010 FINAL BUDGET	
		<u>FTE</u>	<u>AMOUNT</u>
REVENUE	Other Sources		(\$78,000)
TOTAL REVENUES			(\$78,000)
SALARIES & WAGES			
Faculty Positions		20.50	\$1,328,683
Total Faculty Positions		20.50	\$1,328,683
Exempt Positions		3.00	\$167,309
Total Exempt Positions		3.00	\$167,309
Non-Exempt Positions		35.25	\$1,251,359
Total Non-Exempt Positions		35.25	\$1,251,359
Total F&E Positions		58.75	\$2,747,351
Other Wages			\$204,357
Total Other Wages			\$204,357
TOTAL SALARIES & WAGES		58.75	\$2,951,708
OPERATING			\$4,364,194
TOTAL OPERATING EXPENSES			\$4,364,194
TOTAL EXPENSES			\$7,315,902
TOTAL DIVISION			\$7,237,902

FY10 Working Budget as of 7/14/09					
Revenue					
<i>Fines & Fees</i>	\$	(78,000)			
	\$	(78,000)			
Personnel (Library & Gallery)					
<i>Faculty</i>	\$	1,384,717			
<i>Cost Containment- one Line</i>	\$	(56,034)			
<i>Exempt</i>	\$	172,857			
<i>Cost Containment- Curator line</i>	\$	(5,548)			
<i>Nonexempt</i>	\$	1,290,437			
<i>Cost Containment- one line</i>	\$	(39,078)			
<i>Contractual Nonexempt</i>	\$	38,146			
<i>Overtime/Shift</i>	\$	9,540			
<i>Student Payments</i>	\$	213,375			
<i>Turnover Expectancy</i>	\$	(56,704)			
Personnel Subtotal	\$	2,951,708			
Operating					
<i>Operating, Library</i>	\$	238,157			
<i>Operating, Gallery</i>	\$	12,716			
<i>LIMS</i>	\$	702,258			
Operating Subtotal	\$	953,131			
Materials					
<i>Monographs</i>	\$	426,801			
<i>Serials</i>	\$	3,025,012			
<i>increase budget in Serials (Provosts)</i>	\$	50,000			
<i>Cost Containment- Serials</i>	\$	(90,750)			
Materials Subtotal	\$	3,411,063			
DRIF for Serials	\$	187,000			
	Grand TOTAL	\$ 7,424,902			
Notes:					
This table excludes benefits costs					
This table represents the working budget as of 7/14/09, including the initial round of FY10 cuts.					
It includes \$191,410 and \$30,436 in fringe benefit one-time beginning of year cost containment					
In October, 2009, the above amounts were designated as cuts to base and this additional cut assessed:					
\$219,477 of which \$109,739 will become a cut to base - not represented in the above working budget.					

FY10 Budget	Total Budget	Materials Budget for allocation memo	Serials: budget for expected bills	Serials: as shown in campus budget (FY10 control sheet)
<i>Personnel - incl. Gallery (no fringes)</i>	\$ 3,052,368			
<i>Faculty (Sequin line)</i>	\$ (56,034)			
<i>Exempt (Gallery Coordinator)</i>	\$ (5,548)			
<i>Nonexempt (Keys line)</i>	\$ (39,078)			
Personnel Subtotal	\$ 2,951,708			
<i>Materials</i>				
Monographs	\$ 426,801	\$ 426,801		
Serials	\$ 3,025,012	\$ 3,025,012	\$ 3,025,012	\$ 3,025,012
increase budget in Serials (Provosts)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
minus Serials Cost Containment	\$ (90,750)	\$ (90,750)	\$ (90,750)	\$ (90,750)
Materials Subtotal	\$ 3,411,063	\$ 3,411,063	\$ 2,984,262	\$ 2,984,262
<i>Operating</i>				
Operating, Library	\$ 238,157			
Operating, Gallery	\$ 12,716			
LIMS	\$ 639,823			
LIMS (FY10 increase)	\$ 62,435			
DBs		\$ 175,784	\$ 175,784	
DBs in Central Services - est.		\$ 51,857		
Operating Subtotal	\$ 953,131	\$ 227,641	\$ 175,784	\$ -
Library & Gallery Total	\$ 7,315,902	\$ 3,638,704	\$ 3,160,046	\$ 2,984,262
DRIF for Serials	\$ 187,000	\$ 187,000	\$ 187,000	\$ 187,000
Grand Total	\$ 7,502,902	\$ 3,825,704	\$ 3,347,046	\$ 3,171,262
<i>*Total Serials for Alloc. Memo</i>		\$ 3,398,903		
I:\admin2\bud\fy10\FY10 budget summary v2				
6/15/09 msb,6/22/09 lw, 10/20/09 msb				

B. Comparative Data:

National Center for Education Statistics

Data from Academic Libraries Survey Fiscal Year: 2008

The file contains (6) records based on your search.

NCES is not responsible for the manner in which this data is presented. To download full Public Libraries datasets, go to the Academic Libraries <http://nces.ed.gov/surveys/libraries/Academic.asp>

Library Name	Librarians & Other Professional Staff	Librarians & Other Professional Staff Per 1,000 FTE Students	All Other Paid Staff	Total Staff Per 1,000 FTE Students	Total Salaries	Total Material Expenditures	Total Library Expenditures	Total Library Expenditures Per FTE Student	FTE	2007 R&D Expend. In \$M
Comparison Group Aver.	39.30	3.12	42.00	8.33	\$3,846,278	\$4,389,932	\$9,634,005	\$779.61	12,895	73,422
Peers Only Group Average	36.20	2.96	35.81	7.16	\$3,425,869	\$3,707,102	\$8,775,967	\$712.05	12,152	86,436
Comparison Group Median	39.60	3.33	26.13	8.76	\$3,341,521	\$4,339,124	\$9,622,404	\$741.40	12,009	77,969
UMBC (Library of Interest)	22.25	2.22	35.25	8.22	\$2,875,931	\$3,673,722	\$7,212,226	\$718.42	10,039	66,968
Lehigh University, PA	24	3.92	26.75	13.19	\$2,879,860	\$3,877,288	\$6,937,560	\$1,133.22	6,122	36,537
New Jersey Institute of Technology, NJ*	14.41	1.66	11	3.58	\$1,621,868	\$957,588	\$3,332,346	\$384.62	8,664	88,699
U of Rhode Island, RI*	16.5	1.22	24	5.58	\$3,262,469	\$3,670,435	\$7,399,677	\$546.55	13,539	76,237
U of Wyoming, WY*	55.19	5.27	25.5	9.34	\$3,420,572	\$4,800,960	\$11,845,130	\$1,130.48	10,478	79,700
Main Campus, AR*	58.7	3.69	82.74	10.13	\$5,398,566	\$5,399,424	\$12,526,715	\$786.56	15,926	101,109
George Mason U, VA	67	2.96	82	8.17	\$6,494,331	\$7,633,898	\$15,762,601	\$696.23	22,640	58,252

NOTES: NJIT shows 8,209 "Enrollment" on web site as of 7/14/09.

* These are the four UMBC peers with closest R&D expenditures to UMBC's, per NSF 2007 data. Other campuses are non-peers of interest with R&D expenditures below UMBC's.

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7/14/09 msb, rev lw 7/15/09, rev 7/31/09 msb, 8/26/09 msb reformatted lw 2/19/10

C. Survey Questions: (as presented in Survey Monkey)

The UMBC library is seeking your input on the relative value of some of our services. The University is facing budget cuts and we would like to know what services you consider feasible to cut or decrease, and those which you would consider crucial to maintain as we plan for future budget cuts. The Library and other university committees will use your input in future planning in challenging economic times.

Please rate each item with the following:

Retain - Keep service and keep it at the present level

Cut Back - Keep service, but curtail hours the service is offered

Eliminate - Eliminate service totally

No Opinion - Don't use the service and have no opinion on its relative worth

1. Close Library on Saturdays during Winter Session and Summer Sessions.

Retain Cut Back Eliminate No Opinion

2. Articles for Course Reserve readings processed and hosted by Library

Retain Cut Back Eliminate No Opinion

3. Assistance to users at Reference desk (currently 71 hrs/wk)

Retain Cut Back Eliminate No Opinion

4. Library Instruction Classes

Retain Cut Back Eliminate No Opinion

5. User assistance for Journals and Microfilm (86 hrs/wk)

Retain Cut Back Eliminate No Opinion

6. Binding of print materials (journals & magazines)

Retain Cut Back Eliminate No Opinion

7. User assistance for Library Media, including charge out of media materials (currently 80 hrs/wk)

Retain Cut Back Eliminate No Opinion

8. User assistance and instruction in the Library Special Collections (currently 19 hr/wk)

Retain Cut Back Eliminate No Opinion

9. Digitization of local collections (archives, images, etc. for online access)

Retain Cut Back Eliminate No Opinion

10. Library Gallery exhibitions and events

Retain Cut Back Eliminate No Opinion

11. User assistance in the Slide Library

Retain Cut Back Eliminate No Opinion

12. Acceptance, review and processing of books and journals donated to the Library

Retain Cut Back Eliminate No Opinion

13. Notification for academic departments of materials purchased when they are available

- Retain
 Cut Back
 Eliminate
 No Opinion

The last two questions of the survey are for nominations of any other cut possibilities, services or projects you want to defend, and any other comments.

14. Should some other service or services be cut, if so, what?

15. If you have any additional thoughts you would like to include on library services, such as new services needed, (e.g. 24/7 Student Learning Center) expanded services, or cuts to present services, please note your suggestions.

D. Conclusions from the Surveys of Students, Faculty & Staff

General Perspectives on use of the Library (FY2009 circulation data, Fall 2009 head counts):

<u>Count</u>	<u>Circulations of UMBC Material</u>		<u>Head Counts</u>		<u>Survey Respondents</u>	
					<u>#</u>	<u>% of Head</u>
UMBC						
Students:	96,928	(13,347 Grad; 83,581 UG)	12, 870	(2,923 Grad; 9,947 UG)	578	4.5%
UMBC						
Faculty:	12,509		1,018	(714 FT 304 PT)	183	18.0%
UMBC						
Staff:	5,834		1,128		98	8.7%
Stud/Fac/Staff						
TOTAL:	115,271		15,016			

RETAIN:

2. **Articles for Course Reserve** readings processed and hosted by Library
consensus

3. Assistance to users at **Reference desk** (currently 71 hrs/wk)
plurality in each user type

7. User assistance for **Library Media**, including charge out of media materials (currently 80 hrs/wk)

Majority of Students and Faculty would Retain (57.5%); plurality of staff would cut back.

8. User assistance and instruction in the Library Special Collections (currently 19 hr/wk)
plurality in each user type

9. **Digitization of local collections** (archives, images, etc. for online access)
consensus

However, we believe that some respondents interpreted this to mean digitization of books and journals in the general collection rather than Special Collections materials. Therefore, the responses may not be a reliable indicator of support for current digitization efforts.

10. Library **Gallery** exhibitions and events
plurality in each user type

12. Acceptance, review and processing of **books and journals donated** to the Library
Student and Faculty majority; staff plurality

13. **Notification** for academic departments of materials purchased when they are available
Student and Faculty majority; staff plurality

However, we believe that some respondents interpreted this to mean notifications of patron requested materials for pickup, or availability on shelf. Therefore, the responses may not be a reliable indicator of support for notifications of the receipt of new materials. Also, as indicated by comments, some users presumed that an automated solution would be cost beneficial.

CUT BACK:

1. **Close Library on Saturdays** during Winter Session and Summer Sessions.

Plurality in each group favors cut back or eliminate. However, question confused some as it was phrased in the negative. Remarks from #14 & #15 favored not cutting hours generally.

4. Library Instruction Classes

Students: Cut back – 43.8% for Cut Back and 16.8% for Eliminate; plurality of Faculty and majority of Staff favor cut back.

5. User assistance for Journals and Microfilm (86 hrs/wk)

plurality in each user type

6. Binding of print materials (journals & magazines)

Faculty and staff would cut back or eliminate; student plurality of 41.1% would retain.

11. User assistance in the Slide Library

plurality in each user type; students: 34.2% for cut back, 4.7% for “eliminate,” 37.7% for “no opinion.”

RESULTS FROM QUESTIONS 14 AND 15, IN ORDER OF NUMBER OF REMARKS:

Hours:

There was strong consensus for not cutting hours at all, including Saturdays in Summer and Winter.

Many respondents among students strongly favored more provision for 24/7 or the Student Learning Center. While there were dramatically fewer comments from the faculty and staff in this area, the vast majority of faculty and staff comments were positive toward extended hours and the Student Learning Center.

Subscriptions/Databases/Article Delivery by Interlibrary Loan:

There was broad support for increasing the number of subscriptions which provide online full text articles, and for article interlibrary loan services for articles not available through subscription.

Lights/Saving Energy:

There were a surprisingly large number of remarks about saving energy, especially suggesting that lights and computers be off when the Library is closed. We are investigating these, though they do not affect the budget specifically.

Cuts in General:

One theme was general opposition to cuts in the Library at all. Some, particularly faculty, expressed their indignation at the prospect of making cuts; some named cuts that they thought should be made elsewhere on campus before the Library would be cut.

Specific Ideas:

There were few new ideas of merit. Some stated the obvious, e.g.

- “automate” (ongoing, but limited by resource scarcity),
- “digitize slides” (vast majority are done, including all identified by faculty as priorities),
- find “new ways” of accessing information (prototype of iPhone app is in Beta test; Library instruction and help is being moved online),
- “do fund raising” (have been doing), etc.

Others suggested new services or expansion/improvement of existing services.

Promising suggestions were:

- Reduce after hours lighting - we have begun an inquiry into the feasibility of that by asking what fire regulations require.
- Turn off computers after hours - we will investigate.
- Decrease service desk hours generally together with an awareness campaign on when in-person service would be available.

A surprising number of remarks favored cutting back on cleaning (janitorial services) in the Library. This is not advisable, and may be based on misunderstanding regarding the contract for janitorial services.

Questioning the Survey itself:

A number of remarks were opposed to the purpose of the survey, i.e. to identify cuts which users could accept. From many remarks one could infer that respondents wanted to interpret the survey as a general survey on what they liked and didn't like about the Library and its services. Some were annoyed that the survey proposes possible cuts, or has a “negative tone.” Some proposed incremental cuts without entirely eliminating any services.

We received several remarks in the survey and verbally which questioned the validity, reliability or usefulness of the survey. Some pointed to the possibility of respondents “voting” multiple times, or in the survey of another constituent group. Others believe that the opinions of those who know little or nothing about some of the services will overwhelm the opinions of those more knowledgeable. Some would have wanted the questions and answer options to be more complex, so as to distinguish the reasons or causes for answers (e.g. “cut” because not familiar with, or don't use, or used and found useless).

I:\admin2\planning\fy10\brc\survey conclusions 1/5/10 LW rev p.m.; changes accepted and saved 1/8/10

E. Cost Saving Scenarios in Library Services

These are scenarios under consideration by Library faculty and staff, and committees external to the Library with summary of the Library Executive Council's analysis to date. None of these scenarios preserve current levels of user service. Most cuts would see delays in cost savings due to the need to reorganize staffing and redistribute effects of vacancies so as to avoid layoffs.

I. Most Favored by LEC: (not ranked within category)

1. **Cut back on Serials Desk hours open**, to conform with Reference Desk hours, i.e. cut 15 hrs./wk.

- Savings: up to 0.15 FTE in support staff time (\$5,100), and another 0.20 FTE in student assistants (\$3,200). Total: \$8,300 saved.

2. **Provide no staffing in Slide Library** except student assistants engaged in scanning existing slides.

- Savings: 0.75 FTE staff (\$25,500).

3. **Radically reduce gifts program; scale back on book sales; scale back cataloging of gift materials:** Accept very few donations of journals and magazines, all pre-approved. For monographs, accept only those which are pre-selected as having academic merit and relevance to UMBC teaching and research. Document conditions under which exceptions may be made for donations to Special Collections. If no OCLC record is found for an already accepted gift book, unless it is key to the Library's collecting goals, do not add to the collection.

- Savings: 0.4 FTE staff in Collection Management (\$13,600), 1.0 FTE staff (\$34,000) and 0.4 FTE faculty (\$24,000) in Technical Services, and 0.2 FTE staff in Serials (\$6,800). Total: \$78,400 saved. Some of the staffing saved could assist with the anticipated increase in Interlibrary Loan requests generated by subscription cuts. Note loss of book sale revenues which funds recreational Library materials for UMBC users.

4. **Reduce Binding:** \$19,000 is being removed in FY10 as part of cut to base. At most, another \$5,000 could be removed within three years as use of paper journals continues to decline. Binding of Theses and Dissertations, high use journals in paper, rebinding of damaged materials and some miscellaneous works for the collection must continue.

- Savings: \$19,000 in FY10; up to and additional \$5,000 in FY11; 0.15 FTE staff (\$5,100) and .10FTE students (\$). Total: \$26,100 saved, beyond the \$19,000 already taken in FY10.

5. **Close Library on Saturdays in Winter break and Summer**, as volume of business is very low.

- Savings: est. 12 Saturdays (96 staff hours); i.e. 0.04 staff (\$1,360); 0.1 students (\$1,600). Total: \$2,960.

6. **Stop Organizing and Presenting Friends- Sponsored Events** other than Theatre with Dinner, except as co-sponsors of events organized by others. MUST DISCUSS WITH FRIENDS COUNCIL.

- Savings: 0.05 (2 hrs./week) faculty (\$3,000); 0.05 (2 hrs./wk.) staff (\$1,700); Total: \$4,700 saved.

7. **Stop notifications of monograph orders** to departments. Rush/notify to requestors will continue.

- Savings: 0.12 FTE staff (\$4,080).

8. **Cut funding for recreational materials** from book sale and State accounts.

- Savings: est. \$4,000/yr.

9. **Close down article reserves;** faculty do their own on Blackboard.

- Savings: 0.75 FTE staff (\$25,500); \$600 in Copyright Clearance Center fees Total: \$26,100 saved.

10. **Charge for study rooms and lockers:** \$50 per semester or Summer for faculty study rooms; \$10 for lockers; and \$20 for graduate student bins.

- Revenue generated: -- assuming a use rate of 25% lower than current use rate due to the imposition of the fees.
\$2,500/yr. for study rooms
\$3,000/yr. for lockers
\$1,800/yr. for graduate student bins
Total anticipated revenue: \$7,300/yr.
Note: this will increase workloads in two Library departments due to processing of fees.

II. Rejected by LEC:

1. **Cut back on Media Desk hours open.** (80 hrs./wk. currently)

- Savings: depends on extent of cut; if 10 hrs./wk., then est. 0.25 FTE staff (\$8,500) and 0.25 students (\$4,000). Total: \$12,500 saved.

2. **Charge for Media loans** of non-reserve materials: charge \$2 per loan on campus cards; use funds to staff Media Service desk, and some recreational materials. No net savings in staffing is anticipated.

- Savings: difficult to estimate, as demand would decline. Perhaps in the range of \$10,000 per year? But, it may cause a need for more staffing to process collection of the charge for each transaction. So, no net savings in staffing is anticipated.

3. **Charge for interlibrary loans (including article delivery):** Impose a "threshold" charge per borrowing request, assessed at point of request, of perhaps \$10, collected online with use of campus card.

- Savings: \$150,000 income generated if no decline in requesting. With a 25% reduction in requesting, \$112,500 income generated, and perhaps 0.5 FTE in student wage savings, i.e. \$8,000.

4. Consolidate **Reference, Serials and Media on second floor:**

Reference collection and services would move to second floor; serials collection would be shifted and stacks installed for Reference collection next to current periodicals. At slow times, all services would be offered from the Media desk; when Library Reference staffing is available, Reference services would be offered from the Serials desk. If funding were available for construction of offices, additional efficiency would be gained by moving Reference offices to the second floor, to where copiers are now in East wing.

- Savings: up to 0.5 FTE non-exempt staff (\$17,000).

5. **Cut back Library hours during the academic year:** Students have stridently opposed this option. Library use at even the least popular times is significant. Therefore, this option is rejected.

- Savings: depends on hours closed, perhaps 0.5 to 1.0 FTE staff (\$17,000 to \$34,000)

6. Consolidate **Special Collections** services (e.g. staffing for open hours) or processing with that of other units:

- Savings: \$0.

7. Consolidate **Reference into Circulation** location

- Savings: 0.5 to 0.7 FTE of support staff (\$17,000 to \$23,800)

8. Consolidate **Serials and Media** on second floor at Media desk

- Savings: 0.5 FTE in non-exempt staffing (\$17,000) and 0.375 FTE in student assistants (\$6,000) Total saved: \$23,000. Pros: Saves mostly student assistant staffing, but little, considering that the Media desk would have to have an additional person on it some of the time so that help could be give to microfilm users from that desk.

9. **Surcharge to Departments with high Interlibrary Loan use:** suggested in Library Policy Committee and Blue Ribbon Committee in response to very high use by some departments.

- Savings: none for campus as a whole, unless requesting declined.

10. **Close Library Gallery:** place permanent exhibition on the walls, changed every few years, so that we continue to have a nominal Gallery. Save 0.75 FTE staffing. There has been strongly expressed faculty support for the Gallery and because we depend on the Gallery to attract gifts-in-kind for Special Collections in lieu of materials we need but cannot purchase on State funding. Long-term exhibitions would cause deterioration to materials on display. Classes such as those in Ancient Studies and Visual Arts would be unable to have relationships and internships with the Library Gallery. This option is rejected by the Library.

- Savings: est. \$60,000/yr.

11. Add or Raise Fees

- a. Raise price of printing and photocopying to \$0.15 or \$0.20 per page
- b. Offer book paging service for \$3/e, to any campus address; \$10 to mail home.
- c. Charge campus groups a \$200 fee for 767 and Gallery use.
- d. Charge departments for reserves copyright fees

- Savings:
 - a. Net loss of revenue.
 - b. Break even.
 - c. No net savings for the campus.
 - d. No net savings for the campus.

12. **Cut back on shelving of Serials, Books, Media;** allow backlogs to develop at peak times. (continue to move materials to the routing shelves on the upper floors; overflow on upper floors to go on book trucks to be parked at routing shelves).

- Savings: \$0 -- Library analysis is that there will be no net staffing cost savings.

13. Stop check-in of print journals

- Savings: 0.25 FTE Serials staff (\$8,500); with a 0.5 FTE additional interlibrary loan student assistants workload (-\$8,000). Net Total: \$500.

Library Median salaries for use in calculating approximate cost savings:

Fac/exempt: approx. \$60,000; $\frac{1}{4}$ =\$15,000

non-exempt: approx. \$34,000; $\frac{1}{4}$ =\$8,500

student FTE est. @ \$8/hr. = approx. \$16,000/yr.; $\frac{1}{4}$ =\$4,000

lead student: start @ \$10/hr. (\$20,000/FTE); range to \$12/hr. (\$24,000/FTE)

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F. Availability of Services/Resources at Area Libraries for UMBC Faculty, Staff, and Students

Institution	Access to Library	Access to computers	Printing and Copying	Borrowing Materials	Access to Electronic Resources
UMB-Law	People with current photo ID are permitted to access after signing in with the guard at the entrance.	No login is needed for using the public/standup computers, or the visitor computer can be logged on by a staff member.	Visitors can purchase a card to print or make photocopies.	Circulating materials can be requested via catalogusmai system.	Some databases including Westlaw are restricted to law school students and faculty.
UMB-Health Sciences	People with current photo ID including campus ID are permitted to access after signing in with the guard at the entrance.	Using the barcode from the UMBC ID card to log on the computer.	Visitors may purchase a card to print or make photocopies.	Circulating materials can be requested via catalogusmai system.	A few databases including MD Consult, Micromedex, Facts & Comparisons are restricted to law school students and faculty.
UB-Law	Patrons are asked to show their ID as they enter the building.	There are 6 workstations are available for public use.	A card can be purchased by using a credit or debit card for copy & print.	Circulating materials can be requested via catalogusmai system.	All the databases except Westlaw are available on the public workstations.

UB-Langsdale	Anyone can come in the library during normal hours.	A librarian can log you on as a guest if you ask and present ID verifying your status at the reference desk.	Visitors can not print, but can make copy by purchasing a copy card.	Circulating materials can be requested via catalogusmai system.	Some databases only allow limited numbers of individuals to access at one time, such as Mergent.
Towson	Anyone can come in the library during normal hours.	The computers all have a public login and password labeled on the monitors. Visitors can login for using them.	You must use a one dollar (\$1.00) bill to purchase a card. You cannot purchase a card with coins or other bill denominations.	Circulating materials can be requested via catalogusmai system.	Media collections are only available for Towson users. Visitors can use them in the library.
UMCP	Available during regular hours Not available during late night hours.	Most computers open to the public.	Copy cards cost \$1	56 day borrowing period for undergraduates. Term changes during the year for faculty and grads.	No restrictions on campus for dbs. Media must be used in nonprint services room.
Library of Congress	Metal detector/screened bags. Need to get a reader registration card—Must be 16, have valid ID, must register in person and renew every 2 years.	Can use computers with registration card.	Copiers take debit cards. Duplication Services Dept. accepts credit cards.	Can request materials with reader reg. card to use on site.	No wireless for laptops. Can use e-resources from computers on site.

GWU	Faculty Only Can access with OCLC borrowing card supplied by home institution.	Faculty Only Can access computers on the first, third and sixth floors.	Faculty Only Purchase copy card for \$1. Copies cost nine cents/page.	Faculty Only Obtain a Gelman ID card and renew each semester. Need OCLC card for Gelman ID. Can borrow from general collection for 28 day period.	Faculty Only No restrictions once you are in the building. Not eligible for remote access.
Georgetown	Must sign in with ID during regular hours. Cannot access during late night hours.	Wifi for laptops are available. Can login to computers once in the library.	Purchase copy card for \$1. Copies cost ten cents per page.	Can show valid ID and purchase four months of special borrowing privileges for \$50.	Can access on campus. A few databases may need a separate login but very few.
JHU	Over 16 with valid ID during regular hours. Restricted access during exam period.	Can use standup computers that do not require login.	Purchase copy card for .75 and copies cost seven cents/page.	May purchase a borrower's card for \$200/year. Buying this card qualifies you for an affiliate login, with which you can use Hopkins computers.	Can access whatever is on public computers —these computers have the same access level as the private computers.
NIH Library	May enter with valid ID	One public computer	No copying or printing	No borrowing	Can browse the NIH Library catalog, NLM website and catalog, Medline Plus, NLM Gateway, PubMed,

					ToxNet
National Library of Medicine	Need valid ID and must state purpose. Register for a library card on arrival.	Need library card.	Need library card.	Must register for library card to request materials from closed stacks. No borrowing.	Medline Plus, PubMed and all electronic databases in addition to catalog.
National Agricultural Library	May enter with valid ID. Special Collections has limited hours and patrons need to make an appointment.	Web access and are to be used for research purposes only	Copying and printing are free	No borrowing. May request items for onsite use from closed stacks.	No information about e-resources.

I:Reference/Area Library Availability Updated 2/16/10 JG

G. Academic Departments Interlibrary Loan Requests MADE FY06-FY09 (both articles and books)

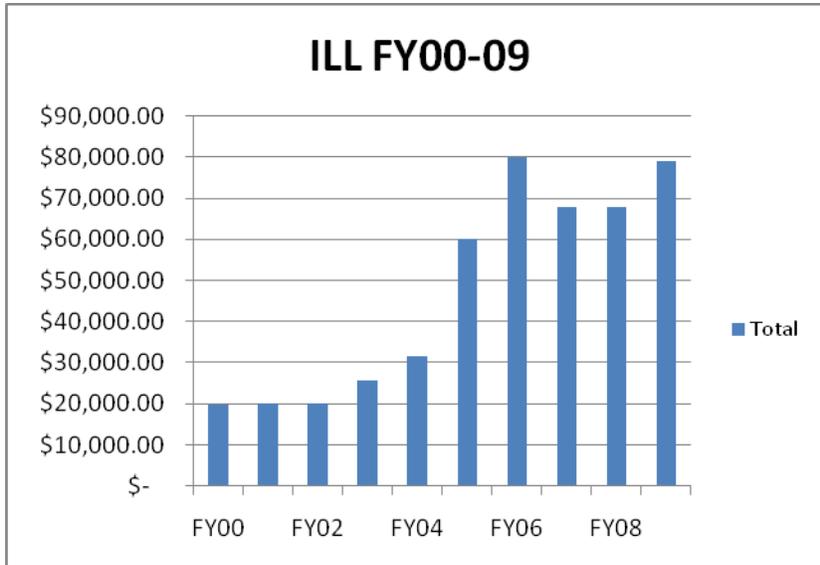
Department	Faculty	Graduate	Ugrad	Staff	total
ACTIVATE	1	14	0	0	15
Administrative Sciences	1	0	0	0	1
Africana Studies	32	0	24	0	56
Aging Studies (Erickson School)	0	50	37	8	95
American Studies	2	0	124	1	127
Ancient Studies	77	3	148	0	228
Art	40	26	202	0	268
Athletics	0	0	0	1	1
Biological Sciences	566	1508	1262	83	3419
Biology	0	23	0	0	23
CASPR	0	3	0	4	7
Chemical/BiochemicalEngineering	187	2241	672	263	3363
Chemistry/Biochemistry	513	2754	396	24	3687
CHPDM	0	8	0	266	274
Civil Engineering	261	991	10	0	1262
Commons	0	0	0	1	1
Computer Science/Electrical Engineering	118	445	75	28	666

CSEE	0	45	0	0	45
CUERE	252	439	0	86	777
Dance	0	0	0	1	1
Economics	234	200	182	0	616
Education	225	1980	45	2	2252
Education - Instructional Systems Development	0	3	0	0	3
Emergency Health Services	91	54	61	9	215
English	528	7	601	0	1136
English Language Center	25	0	9	0	34
Gender and Women's Studies Program	24	5	73	1	103
Geographic Information Systems - Shady Grove	0	1	26	0	27
Geography	209	523	592	0	1324
Gerontology	370	673	67	19	1129
Goddard Earth Sciences and Technology Center	12	0	0	8	20
HCST	132	0	0	0	132
Health Administration & Policy	78	0	534	46	658
Hilltop Institute	0	0	0	37	37
History	1378	1096	1748	1	4223
History - Shady Grove	0	0	3	0	3
Human Relations	0	0	0	1	1
Industrial & Organizational Psychology - Shady Grove	0	13	0	0	13
Information Systems	187	993	161	7	1348
Information Systems - Distance Education	0	1	0	0	1
Institutional Advancement	0	0	0	16	16
Interdisciplinary Studies	0	7	537	0	544
International Education Services	8	1	0	34	43
Joint Center for Earth Systems Technology	26	0	0	0	26
Judiac Studies	32	0	0	0	32
Language,Literacy & Culture	18	716	3	0	737
Library	625	5	105	463	1198
Mathematics/Statistics	135	203	102	0	440
Mechanical Engineering	732	5506	424	59	6721
MIPAR	0	0	0	2	2
Modern Language and Linguistics	823	1346	422	19	2610
Music	35	15	106	0	156
Office of Sponsored Programs	0	0	0	31	31
OIT	0	3	0	3	6
Other -	3	104	439	41	587

Philosophy	48	15	25	0	88
Physical Plant	0	0	0	2	2
Physics	541	793	7	0	1341
Policy Sciences	58	1198	2	0	1258
Political Science	195	88	691	1	975
Political Science - Shady Grove	0	0	4	0	4
Psychology	626	6811	4538	44	12019
Psychology - Shady Grove	1	15	114	0	130
Public Policy	79	719	7	0	805
Residential Life	0	0	0	2	2
Shriver Center	1	0	0	3	4
Social Work	88	2	800	0	890
Social Work - Shady Grove	19	0	88	0	107
Sociology/Anthropology	931	1632	785	5	3353
Sonography	0	0	4	0	4
Systems Engineering	11	0	0	0	11
Theatre	14	3	29	0	46
UMBC Administration	0	79	0	91	170
UMBC Administrative	0	0	0	45	45
UMBC Staff	0	0	0	71	71
University Counseling Services	0	0	0	4	4
University Health Service	0	0	0	1	1
Upward Bound	0	0	1	1	2
Visual Arts	14	0	157	0	171
Women in Technology Program	0	5	0	0	5
Total	10606	33365	16442	1835	62248

Cannot split out articles and books

H. Total Interlibrary Loan Costs for Borrowing Materials (books and articles), FY00-09



I. UMBC FY11 Serials Review FAQ

Introduction:

The rising costs of subscriptions, databases, books and article delivery have become serious budget problems for the campus. This FAQ addresses the causes of the problem and our options for solving it.

UMBC's subscriptions have been increasing at approximately 8% per year. FY2010 subscription and database costs are projected to be \$3,400,000.

Why are subscriptions costs increasing at such a high rate?

The merger of publishers and the growing influence of commercial publishers in the scholarly publications market have allowed a small number of publishers to control the serials pricing structure.

Also, the shift from print to electronic has not produced the savings projected in the late 1990's. If anything, it has increased costs to libraries due to bundled subscriptions and add-on costs from publishers.

See information from the Association of Research Libraries on the costs of subscriptions and books over the past 20 years. (<http://www.arl.org/bm~doc/monser04.pdf>) This is an international problem, and universities across the world are dealing with these issues.

What would be the cost of continuing UMBC's 2010 subscriptions into 2011 without making cuts?

The current estimate is an additional \$238,000, plus \$15,000 for document delivery costs, for a total of \$255,000. In fairness to departments and programs which depend more on books, we should also add the \$13,000 needed to continue our 2010 purchasing power in books into 2011.

What can UMBC do about this problem in the short term?

UMBC can cut subscriptions, database and books, or fund the costs increases. We have no other options that make a significant difference. Options for cost efficiency in purchasing and pricing of these materials are already being exploited to the maximum extent possible.

Why is UMBC engaged in a serials and electronic resources review at this time?

UMBC is in a much more challenging spot now than we have been in previous years. In the past, thanks to modest budget increases, we were able to balance our budget by canceling a relatively small number of journals. We face tougher decisions in our next rounds of cancellations; all serials titles, in print or electronic form, and all databases will have to be carefully reviewed.

Two factors influence the need for the present major cancellation review: likely budget cuts and anticipated inflationary costs for serials. For the next fiscal year, the budget for Library operations and materials is likely to be reduced by 3%. Moreover, serials inflation has averaged 8%, well above the rate of consumer inflation; for this year we expect 5%. The two factors amount to a projected shortfall of 8%. Regrettably, the Library must prepare to reduce UMBC subscriptions by this percentage for next year based on faculty input, as well as available usage and cost data. Our objective is to find \$255,000 in serials cancellations for the 2011 fiscal year and to prepare for likely additional cancellations in the following years. We also plan to purchase fewer books, CDs, and films, cancel several database subscriptions and budget additional funds to strengthen article delivery services. We must notify our subscription vendors of our intent to cancel by the end of September, with the effective date for the cancellations being January 2011.

Can the Library save money if it purchases online only serials?

UMBC has switched many of its serials titles to online only (i.e. from print + online) to take advantage of the small savings offered by some publishers for going online only. There is generally little, if any, cost savings in going to online only. In some instances, publishers charge libraries more for the online only option, e.g. *Science*. The print cost for *Science* is \$910.00 per year and the online cost for *Science* is \$5,645.00 per year. Some publishers are concerned about losing their individual subscriber base when they offer site access to large user communities like a university.

For titles that have offered a small savings by going to online only, the cost savings only happens once at the time of the switch, the cost of the subscription will continue to inflate at the normal rate (6%-8%) each year after the switch to online only. While switching to online only subscriptions eliminates the costs of processing print materials (i.e. receipt and check-in of print issues, shelving, and binding), new costs are created (licensing, linking in multiple locations for access, troubleshooting access problems and collecting usage statistics).

When reviewing a title for online only access it is important to consider whether the title has a reliable archiving model in place before cancelling the print title. If you feel that it is critical to maintain a print subscription for a particular title, please let us know.

Can the Library save money on serials and electronic resources if it participates in a consortium or shared purchasing program with other Maryland or local libraries?

UMBC has participated in the Maryland Digital Library Consortium, the USMAI Consortium (University System of Maryland and Affiliated Institutions), and Lyrasis, to name a few, for many years. Most of our electronic resources, many of our print materials, and our binding services are purchased through shared contracts and negotiations. We always shop for the best deal when looking at purchases. However, some publishers give no discounts to consortia and charge fixed, non-negotiable fees based upon their pricing model.

Can't we just get access online to titles purchased by University of Maryland, College Park or University of Maryland, Baltimore?

Publisher licensing agreements prevent us from gaining access to titles purchased by other campuses. Whenever possible we work through the USMAI consortium to negotiate the best prices and sometimes to share costs of subscriptions with other USM schools, but each campus must still pay their proportion of the total costs for access to online titles.

What are the consequences of further cuts in subscriptions?

Faculty, staff and students depend upon the availability of a core subscription base to support their study, research and teaching. UMBC's subscriptions are above the core needed for undergraduate study and teaching but below what is needed for graduate study and research.

Additional cuts would take us further below what is considered by many research institutions to be the minimum for graduate study and research; articles needed from these cut subscriptions would have to be obtained from off campus sources.

This will cause article delivery costs to rise further, and faster, than they have risen in the past. At some point, the increase in the cost of article delivery from a journal will exceed the cost savings of cutting the subscription. We will be monitoring these costs closely over the next few years.

How do I access a title after it is cancelled?

The Library has a rapid Interlibrary Loan system that can supply most articles in three business days. In most cases the article will be delivered online, directly to your desktop.

What is the process and timeline for the Serials Review Project?

Serials and electronic resources are ordered and paid for several months before the beginning of the subscription year. The review of individual titles and databases will need to occur in the spring and summer. Final cancellation decisions must be communicated to our vendor in September. In order to have more comprehensive review of titles, departments, colleges and full campus review will occur for this project.

Late February/Early March-

- Deans and Campus administration endorse proposed plan and process for serials cancellations and communication to department chairs and campus. Library prepares target dollar amounts for cuts. Provost, Deans, VPs review plan and target amounts.
- Library communicates plan, cut target amounts and process to department chairs and library liaisons.
- Colleges & Librarians determine process for review of proposed cancellations within the College structure.
- Library creates website with Serials Review FAQ, Timelines, and proposed cancellation listing as they become available with information for submitting comments/concerns on specific titles.

Mid-March-

- Library distributes department lists with title, cost, usage data, and cost per use. Interdisciplinary databases and packages will be pulled from individual departmental lists and put on a separate listing for all to review and comment on.
- Departments review lists and rank order titles.
- Comments on databases are due to library by March 30

April-

- Early April library compiles information on databases and posts a suggested list of cancellations on library website.
- Comment from campus community on database cancellations due by April 9
- Departments communicate rank orderings and suggestions for individual title cancellations to College body charged with review for the College.
- As needed, inter-College meetings are held to evaluate decisions with campus-wide impact.
- College completes review by the end of April.

May-

- May 3 title rankings and suggestions for cancellations are due to library.
- Library collates lists and compiles cancellations
- Library posts list of suggested cancellations to website with information on submitting comments to library.

June-August-

- Library responds to comments from campus on proposed cancellations and works with Colleges on issues that arise.
- Last week of August library posts final list of cancellations.

September-

- Mid /late September Library initiates cancellation process with vendors.

December-January-

- Library distributes updated title listings to departments and colleges.

Principles to be used in cancellation recommendations:

1. Evidenced-based decision making: cost, use, cost per use, etc.
2. Cross-disciplinary titles are evaluated at College or even University level.
3. Feedback opportunities are provided at each stage of decision making.
4. Unreconciled differences of opinion on particular cancelations are decided at next higher administrative level, with Library input.
5. Continue predominance of department/program based decision making on subscriptions to the extent possible.
6. Spare Indexing and Abstracting sources needed to identify information resources to the extent possible.

Will the Library also spend less on books?

Yes, the Library will be reviewing all types of purchase to assist in meeting the requirement of the budget reduction.

What can a faculty member do to help?

Participate actively in the Serials Review process in your department, college and across the campus. Give your department and the Library your input. Make sure you submit your feedback within the required timelines.

Faculty can also become educated on the issues surrounding scholarly communication.

<http://www.ala.org/ala/mgrps/divs/acrl/issues/scholcomm/scholarlycommunication.cfm>

Faculty can learn more about journal pricing and inflation issues, become aware of author copyright issues and review policies for copyright and access issues for journals that you publish in or serve on editorial boards.

Whom should I contact at the Library for more information?

For more information or any questions please contact:

Joyce Tenney

Or

Robin Moskal

Head of Serials

Head of Collection Management/Interlibrary Loan

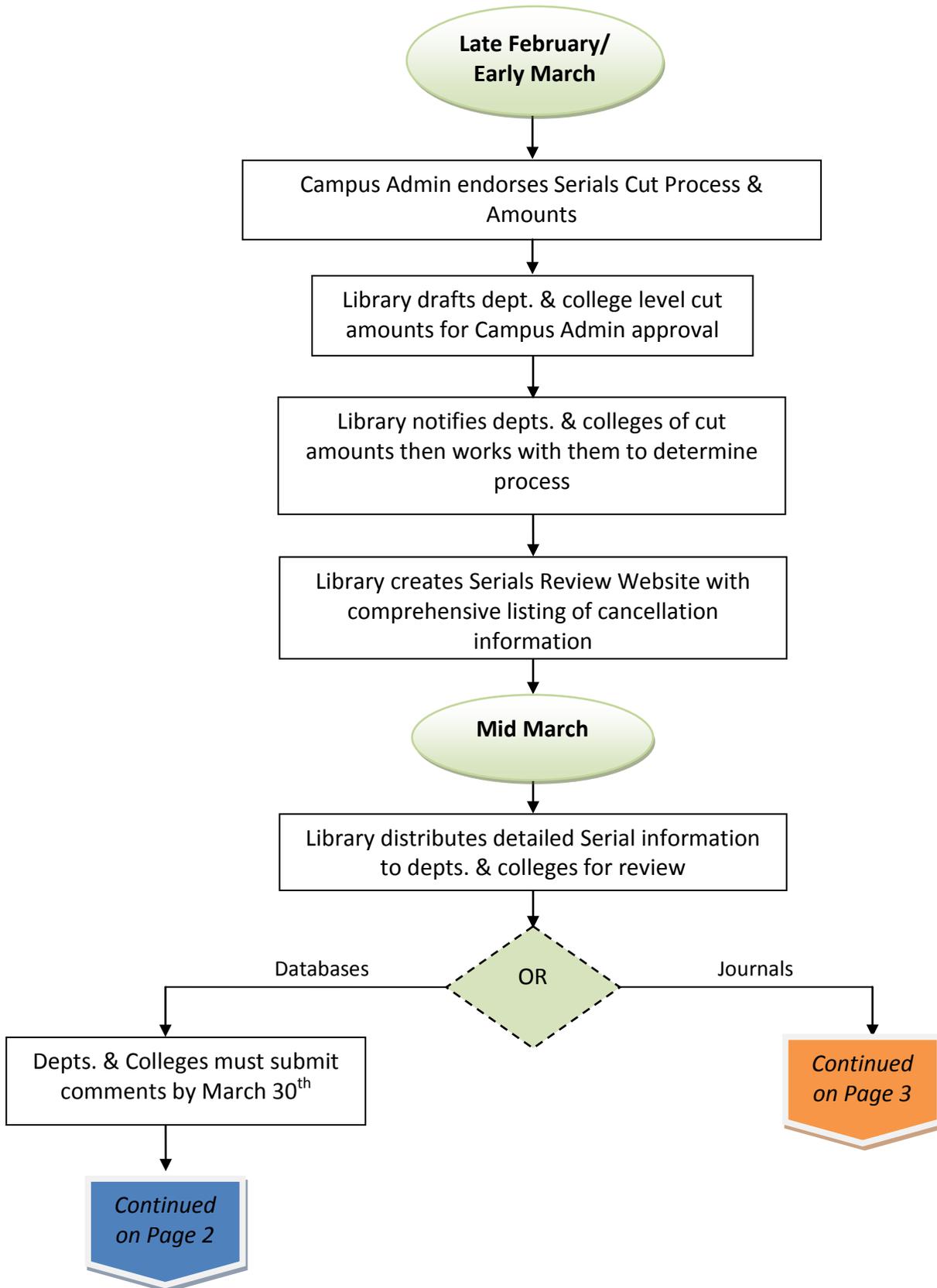
tenney@umbc.edu

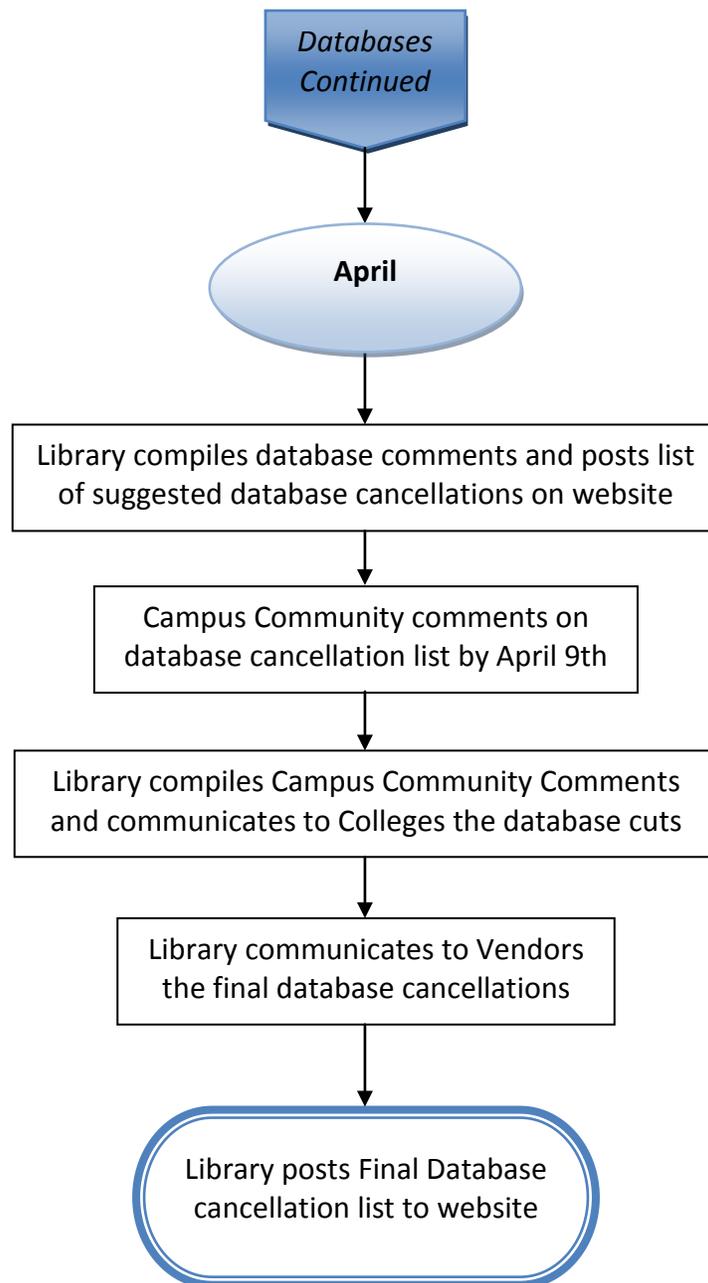
moskal@umbc.edu

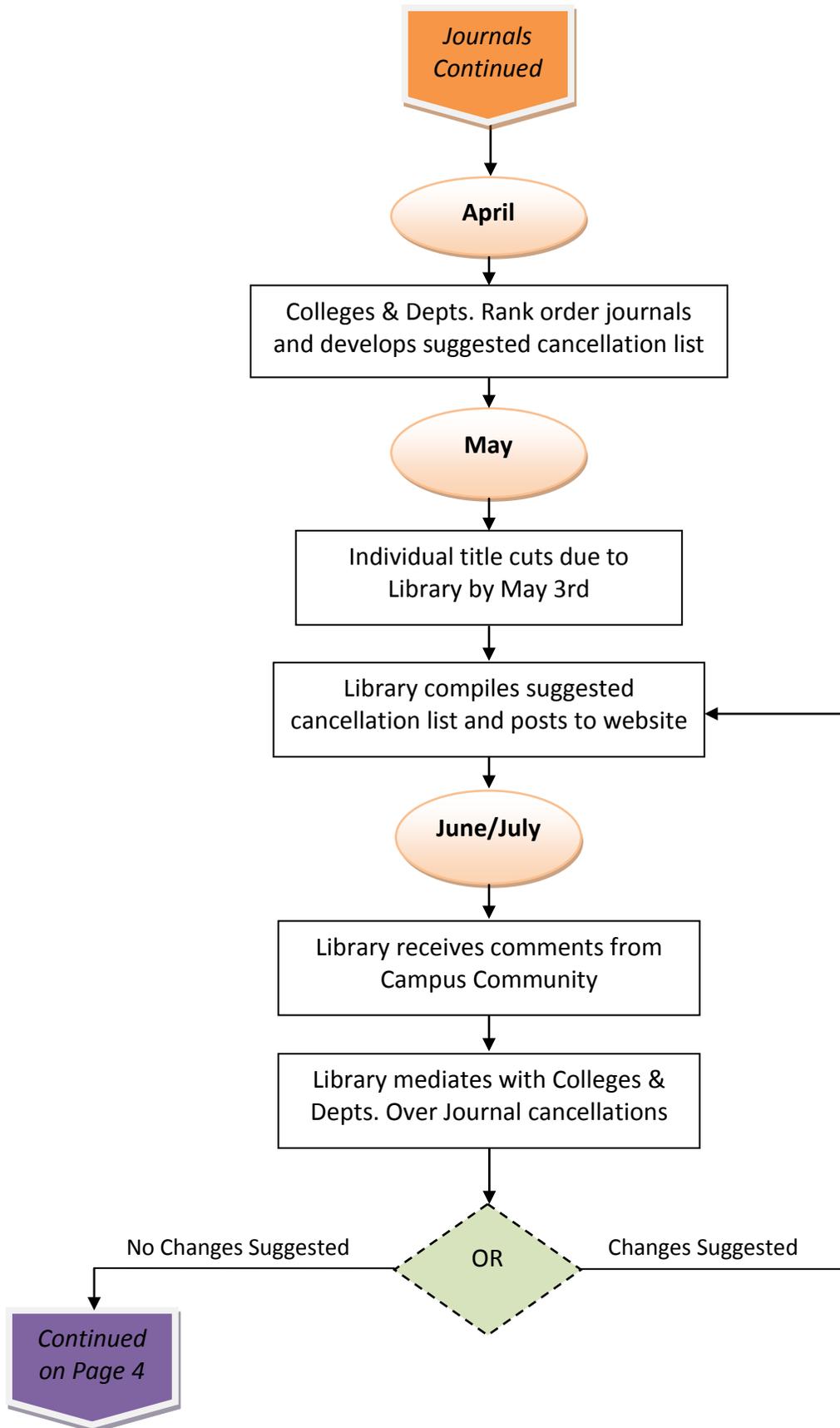
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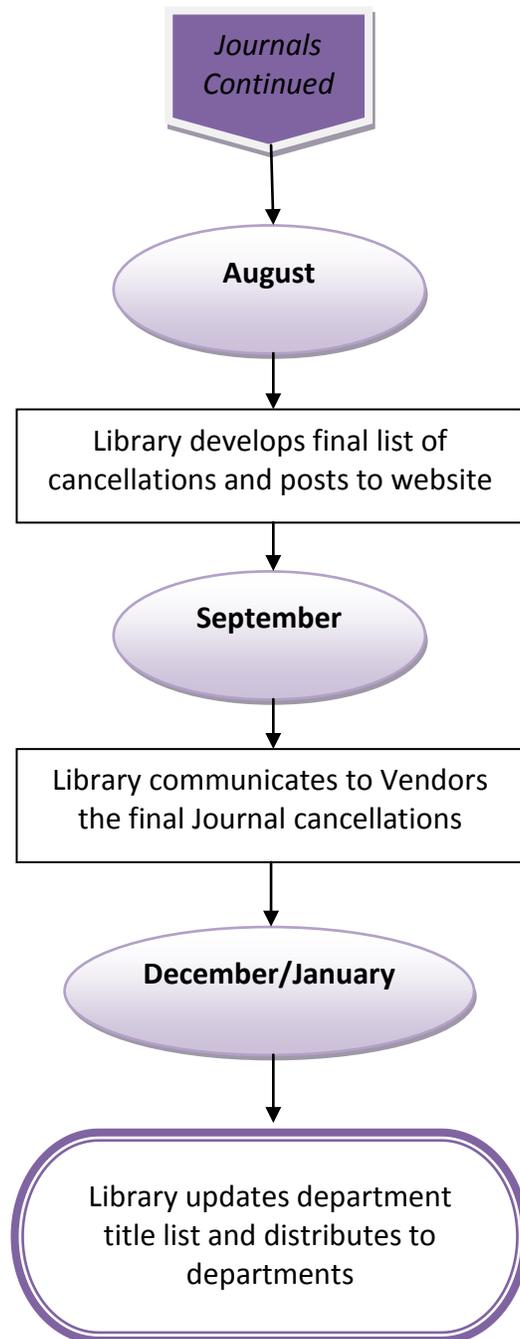
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J. Serials Review Process Flow Chart









K. Student Learning Center Project Synopsis

Background: Student advocacy for improved learning spaces dates from the 1980's or earlier. Several proposals were brought forward for expanding 24/7 study space and access to computers over the years. Library planning for the current project began in 2006. A concept study for a \$1.6M to \$2M project was prepared by an outside architectural firm in 2009. In 2010, UMBC's Provost endorsed reconceptualizing the project with one third of the concept study's budget. We have identified cost-saving revisions of the plan which will preserve the core values of the concept study and yield a very impressive space, with much of the functionality maintained within a reduced square footage.

Campus Goals Served:

- **Provide distinctive undergraduate experience:**

The SLC is designed as convivial social learning space in proximity to co-located library services, tutoring, information resources and information technology.

- **Improve Student Retention and Graduation Rates:**

The SLC environment facilitates student success and retention through peer to peer learning, encouragement of group learning, tutoring integrated with other learning activities, facilitation of informal student/faculty interactions, and positive reinforcement of a sustained study regime.

- **Environmental Sustainability:**

The SLC consolidates in one location activities which are now distributed, inefficiently and ad hoc, throughout the campus, in spaces not designed for optimum performance. Consolidation enables savings in heating and lighting in the currently distributed spaces.

- **Campus Safety and Security:**

The SLC plan provides for card access, video monitoring, and other features conducive to improved safety and security for late night study.

Location and Scope:

First floor, East Wing, the Albin O. Kuhn Library & Gallery, across front of building.

Approximately 8,000 square feet.

Minimal architectural revisions to current space.

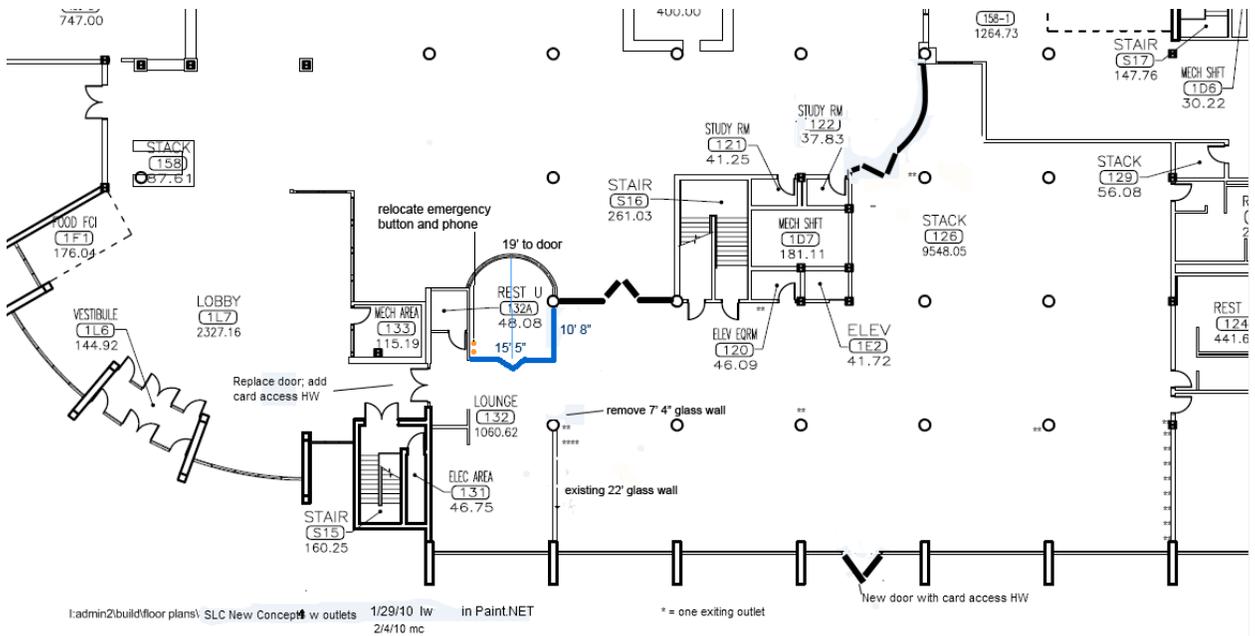
Excellent electrical, telecommunications and other Information Technology equipment.
 Enhanced security systems.
 Open 24/7: accessible to the rest of the Library by day, operating independently by night.

Environment and Ambience:

Food and drink allowed.
 Highly functional, reconfigurable and comfortable furnishings.
 Design and ambience which induce comfort while learning.
 Flexible collaborative spaces mixed with spaces for individuals.
 Structured as a socially connected learning environment.

Library file=I:\admin2\planning\fy10\SLC\ SLC synopsis draft1 lw, arm 1/14/10, 1/27/10, 1/29/10 mc

Student Learning Center – Draft Floor Plan Conception



L. Minutes of the BRC Meetings.

Blue Ribbon Committee on the Library

Meeting Notes for
Monday, September 14, 2009
2:00 – 3:00 PM
353G Library

1. Introductions, membership list (Moreira)
2. Charge (Hirshman)

Provost Hirshman distributed and reviewed the charge to the Committee, with these points of emphasis:

How does the current changing environment impact how the library is used? Plan in terms of 3-5 years. What are the new and different ways to obtain information?

Look at the library as a physical structure; are there different ways to think of the space?

Look at best practices at other institutions, especially peers.

Determine the likely budget scenario for the next 24-48 months, and be guided by this scenario to determine priorities for the library so budget decisions are not made as *ad hoc*, piecemeal events.

Provide thoughts to be considered in the planning of the FY11 budget.

The Committee should plan on reporting its findings by February, 2010.

Have discussion of what a research library should be like.

Library planning already done should be reviewed, even though it was done in recession era. LW will supply link to library planning document.

[post meeting note: see "Library & Gallery Vision," "Annual Report for FY2007-2008" especially the section beginning on page five: "Short to Medium Term Challenges (Fiscal Years 2009 – 2012)," and "Albin O. Kuhn Library & Gallery Plan for FY2006-2016" which are accessible from <http://aok.lib.umbc.edu/admin/> We must note that these planning documents precede the current economic downturn.]

3. Review of context, handouts (Wilt)

UMBC Library Data: provides picture of what is problematic and what is not –
Book purchasing is about 60% of the numbers from the mid-1980's
Journal subscriptions declining due to underfunding of price increases @ 8%/yr.
But, circulation of books is holding steady; gift volumes added is up; article use is up and
use of the Library as a learning commons is up; demand for 24/7 is up.

Serials Subscription Stats: reveals the complexity of what used to be straight forward –
We used to have one number of subscriptions: equiv. to the first total: 3,458.
Now, it is complicated by online vs. print, and full text in packages and in Abs/Indexes.
Many of the journals in our total count are very low use for very low marginal cost.
Campuses count subscriptions in different ways, making their stats incommensurable.

Scholarly Communication: Crisis and Revolution: summarizes the core national
problem ... and a possible route to a medium term (5-7 years?) solution.
Key question for the Blue Ribbon Committee: how to get from here to 5-7 years out?

NCES Peer Comparison: shows **no clear patterns** in approach to libraries, info resources
Lehigh: added as example of low student FTE, high expenditure per FTE on library
George Mason: added as example of high FTE, medium expend per FTE on library
Other 4 in table are the UMBC peers with the closest R&D expenditures:
NJIT: notable for lowest expenditure on subscriptions; is this a best practice?
URI: notable for similar subscription expenditures to UMBC, but cutting now.
Is URI our *de facto* model?
Wyoming: recently increased its Library funding dramatically; not a UMBC option.
Arkansas: most enviable library numbers; but UMBC cannot emulate.

4. Discussion of charge and the needs of the Committee to fulfill its charge (all)

Look at PubMed Central and what we could cancel in light of their public access model.

Read book: What Would Google Do.

Look at what are the essential parts of the library, what do we need to maintain in a flat
or declining budget

Survey faculty and students to see what works and doesn't work in the library and what
are considered the crucial services and resources.

Consider balance of student needs vs. faculty needs

Allocation of money: does the current model need to be changed? If so, what would be the model? Establish one central fund and central decision procedures for allocation of resources or divide funds and decision procedures among colleges?

Are there advantages to going online only (at least for subscriptions)? (We are already dropping print when online only subscriptions are available.) What are the possible options? What are the risks? What are acceptable risks?

5. Meeting schedule and tasks list (all)

Meetings: we will try for monthly meetings on Mondays. Dr. Moreira's office will schedule.
[Post-meeting note: meeting schedule has been set through January 2010 and is posted on the Bb site for the committee]

Requests for information:

Amount spent on ILL and Document Delivery over the last two years

Usage statistics on ILL and Document Delivery by faculty, graduate students and undergraduate student over the last two years

Monograph circulation counts broken out by students, faculty/staff and others.

Review requested allocations for new programs that were not funded

Review subscription lists for availability in databases

Review subscription lists for savings by going online only (using lists compiled after the currently in process subscription cut).

Review possible benefits for bundling subscription packages

Listing of largest unmet needs of the faculty

Information on other institutions' best practices

Check NSEE data for inclusion of questions on the library to the students

6. Other organizational issues, e.g. Blackboard site (Moreira)

Blackboard site will be established and Information from LPC will be posted, lists of price increases from past years, databases costs and departmental breakouts, and other LPC info used in their discussions.

7. Adjourn

Blue Ribbon Committee on the Library

Meeting Notes for

Monday, October 7, 2009

1:00 – 2:00 PM

Library Reference room, then room 768

All present except Lasse Lindahl, Biology
Roy Rada substituting for Terry Bouton

Wilt displayed architect renderings of the proposed Student Learning Center design in the Reference Room, where the Student Learning Center space would be located. He discussed the vision, proposed design and conducted the committee on a brief tour of the proposed space for the SLC (approximately 130' x 70' of space envisioned for this) and the second floor, Serials, Honors College, Microforms, Media areas and then up to the 7th floor computer lab area, to room 768. He emphasized social learning, what students want from the Library, and the external pressure on libraries to streamline and consolidate services, and cut resources, as funding declines. About 30% of current journal are published in print format only. Some print copies of journals with good online preservation and access can be discarded or moved to shared off-site storage within five years. The Honors College is lobbying for more Library space. Students flock to the Library to study, and especially to use the approximately 200 desktop computers here. Laptop use in the Library is increasing as is use of handhelds and (computer) notebooks.

Tenney distributed information on the recently completed serials cancellations. Departments were required to cut 10% and the final list is still being reviewed by staff, but approximately 350 titles have been cancelled. Next a listing of Selected Major Unmet Faculty Request was distributed and discussed. Berman noted that some faculty don't even bother suggesting needed databases because they know there is no funding for them, i.e. Early English Books Online.

Requested Circulation statistics for Books and Media was distributed and discussed. Rada noted that undergraduate and graduate students don't have a mechanism for ordering books. Several noted that they can request either through the ordering system and suggestions are sent through departments, or they can speak with their advisors or faculty to request a book.

Wilt noted that he has heard from students that they need a strong monograph collection for their research; however, students do not tend to participate in the selection process – they prefer to request interlibrary loans to satisfy their immediate needs for books.

Moskal distributed the requested Interlibrary Loan (ILL) statistics and the committee discussed the reports. Graduate students account for more than half of the ILL requesting in FY06-FY09. Wilt noted that while there is a general upward trend in use of ILL, and especially in article requests, the data does not (yet) correlate well to the cancellations of subscriptions nor to the graduate enrollments. Walz noted that staff time should be included in cost figures for ILL and that Shady Grove programs should be assessed a fee for library services. Moskal distributed requested information on money approved for new programs, but not funded. Wilt noted that in the absence of funding for new programs, departments have sacrificed some resources for existing programs in order to provide resources for the new programs.

Wilt distributed information on basic library capacities. The current capacity to shelve print volumes is approximately 1.1M to 1.2M, while current holdings number approximately 1M. Seating capacity is approximately 1,146. This is an adequate total number of seats for the current population, but the allocation of seating to group study and social learning environments is inadequate.

Parker asked about the correlation between the increased use of Blackboard and the library e-reserves system. Wilt reported that e-reserves is still heavily used. Parker asked about copyright issues related to Blackboard. Wilt noted that if you use the library e-reserves system copyright issues are mediated by staff to ensure compliance with the law; however if you use the Blackboard system it becomes the responsibility of the poster to adhere to copyright law. The University Attorney should be consulted if questions arise regarding copyright issues with the Blackboard site.

Summers questioned the use of the library by students. Is it activity that could be done more cost effectively elsewhere on campus? Walz and Berman noted that the students need a place outside of their dorm room or other private space to conduct study. Wilt proposed that the *ad hoc* use of space in various academic buildings at night for group and social learning is unsafe, inefficient and in conflict with other uses of space; campus police and others have warned against such use of buildings after normal open hours.

Moreira thanked all for their thoughts and noted that next time discussions would start to focus on what specific ideas could be suggested for addressing future library funding issues as well as the other topics in the committee charge.

Blue Ribbon Committee on the Library

Meeting Notes for
Tuesday, November 10, 2009
11:30 AM – 12:30 PM
Library Room 353G

Present: Moreira, Baker, Bouton, Jeffries, Lindahl, Topoleski, Walz, Moskal, Tenney, Wilt

1. Review of Library planning projection scenarios for information resources:

See posted spreadsheets on Bb. The projection of 5% cuts in FY11 and FY12, followed by flat budgets, is considered the most likely to be dictated by outside forces (the economy, University budget constraints). The BRC was invited to plan around this projection. It implies continuing cuts in subscriptions and book purchases over the next five years.

2. Review of survey results.

Background: The Library currently has five frozen lines, two of which are slated to be cut. If personnel budgets are cut as expected, i.e. at the same rate as information resources budgets are cut, we should plan for the loss (i.e. cut) of approximately three lines in FY11 and three lines in FY12. The BRC is being asked to make judgments on what services can be cut as the Library loses lines. These are the areas which the BRC preferred to explore for service cuts, according to the straw poll conducted through Bb:

Shelving

Reference Desk Services

Serials Desk Services

Media Desk Services

Binding

Slide Library Services

Gifts of Books and Journals

Notifications of purchased materials to Departments

Additional potential service cuts are being analyzed by Librarians and will be reported back to the BRC when finished.

Most service cuts will, individually, save only a fraction of an FTE in staffing. The Library will have to rebalance staffing assignments to realize the FTE savings.

3. Discussion and Preliminary Conclusions.

ACTION ITEM: The BRC requested the Library's best guesses on FTE and dollars saved for each possible service cut that seems viable.

The BRC members support moving more toward user self service, "more like an Airport" with more reliance on online help pages (at point of need), on users "muddling through" and on peer to peer help.

It was suggested that the library have workshops in the beginning of the semester to instruct students, faculty and staff in library resources and practices and then move patrons to the self service model with online tutorials.

Some BRC members voiced that they are not concerned with negative effects on student success possibly resulting from our moving in this direction; others had concern about this. The BRC recommended that the input on potential service cuts be also obtained from undergraduate and graduate students.

ACTION ITEM: the Library will devise Survey Monkey surveys of students and faculty (separate surveys for each group) of the service cuts which seem most promising, advertise and recruit respondents, compile results, and report results to the BRC.

There was strong support for cutting back on notifications.

The BRC members advocated changing the culture around article use as we implement further cuts: encourage trips to other libraries and use of interlibrary loans.

The Library Policy Committee (LPC) has expressed concern over the severity of the problem and the need for the BRC to focus on how to manage the upcoming cuts to the library. Some thoughts the LPC suggests considering are as follows:

- Should enduring cuts to serials be the standard way to apportion the cuts?
- Should cuts in services be equal to or less than cuts to resources?
- Should the BRC be seeking other sources of revenue to lessen the cuts?
- Should there be established criteria for fundamental budget issues for the library?

Following receipt of the Library's analysis of specific service cut possibilities, Moreira will ask the BRC to focus on recommendations for dealing with cuts and what the long term view of dealing with library budget reductions should look like for the campus.

Blue Ribbon Committee Meeting

Tuesday, December 8, 2009

9:00 – 10:00 AM

LIB353G

Attending: Moreira, Baker, Berman, Bouton, Jeffries, Lindahl, Moskal, Parker, Summers, Tenney, Walz, Wilt

Moreira welcomed the committee and reminded all that the January and February meetings have been adjusted to 2 hour discussions to allow time to complete the work of the committee. Some noted that there may be scheduling difficulties. Moreira asked that those having scheduling issues contact him immediately, as it may be possible to move the date of the meeting.

1. **Surveys** of Faculty, Staff and Students: review and summary of progress.

Wilt reported that the survey has been issued. He noted that due to the rushed nature of the survey there are flaws in the survey's design and presentation; however it will offer some information on the opinions of the various campus constituencies. He will prepare and post a full analysis of the survey results in early-January. The survey has been advertised in *Insights*, *the Retriever Weekly*, with table top notices in The Commons, on the library webpage, the

Library Policy Committee, the Chairs and Liaisons library listservs and through all 5 senates. As of the morning of 12/8/09, we have responses from 345 students, 151 faculty and 68 staff. We did not poll graduate students separately from undergraduates.

2. Funding for Subscriptions.

Goal: begin to chart course of action

On which budget scenario should we focus in our planning?

Do we accept cuts to subscriptions as being inevitable?

What new procedures should be implemented for allocating future cuts?

Which possible procedures would the committee want the Library to develop for the next meeting?

Moreira opened this section of the meeting posing the questions noted above and asked what additional information the committee needed to move forward in their discussions. Jeffries requested that the complete library budget and any supplemental information be posted to the committee's Blackboard site for review.

ACTION ITEM: Wilt will post the working budget and any supplemental documents to Blackboard.

After discussion, the Committee agreed that of the four budget scenarios presented to the BRC, the library and the campus should plan for one of the middle ground scenarios: budget cuts of 5% in FY11 and FY12, followed by flat budgets in FY13, FY14 and FY15. It was noted that this budget scenario implies a cumulative cut in subscriptions of between 30% and 40% of current subscriptions over five years. This will be a major change in the information resources and services for the campus. There was consensus that this change is an unavoidable consequence of external forces on the campus budgets.

Walz suggested that we need to consider the cuts and general library budget in the broader context of the campus budget and strategic goals.

It was agreed that the committee needs to deal with the tactical problem of the cuts in the short term, but should develop and endorse strategic "Guiding Principles" for the library in developing the specifics of the agreed upon five year budget scenario, as well as the longer term beyond five years.

ACTION ITEMS:

- 1. Library will develop a location on the Blackboard site to start discussion of "Guiding Principles".**
- 2. Library will notify committee of location and logistics for adding thoughts and comments.**
- 3. Each committee member will post 4 to 5 nominations for "Guiding Principles" and thoughts on "Guiding Principles" prior to first week of January.**
- 4. Library will organize and edit these nominations and comments into a document for discussion at the January meeting.**

Post-meeting note: The Library has developed a wiki for the BRC members to post their "Guiding Principles" and initiate discussion. To access the wiki, log on the BRC Community in

Blackboard. Click on the “Information” button, scroll to the bottom to the “Guiding Principles” wiki and click “View”.

There was discussion on possible mechanisms for dealing with subscription decisions, especially for cross disciplinary electronic resources and how to allocate the money available for resources. It was agreed that the focus should not just be on dealing with the coming cuts, but how to move the library forward in terms of the mission of the university. This may entail more discussions among liaisons of the various departments and/ or colleges, or posting information for comment among faculty before cuts are made, or how to develop equity among disciplines. Several Committee members advocated that the campus should move away from its current department- and program-based decision procedure to some procedure or other which could make decisions from a broader perspective, perhaps College based or campus-wide. Some of the ideas discussed were:

- Collect rankings from departments and programs, then vet at the College level, with final decisions made by the Library.
- We will need to make decisions across Colleges in some cases.
- Consider favoring online journal titles over print journal titles (i.e. titles not offered online) in making cut decisions.
- The Library should provide use data, when available, to the decision process prior to establishing priorities. Also provide costs and closest availability info on each current subscription title.
- Once subscription decisions are made, post the cumulative list to the campus for comment and possible revision.

Berman suggested having information resources as part of startup packages for new faculty as a way to get some of the resources that have not been possible in the past.

Bouton raised concerns over the relationship of the library budget and the potential budget cuts to the UMBC’s Carnegie Classification.

ACTION ITEM: Summers will check on the implications and report back to the committee.

3. Possible cost cutting scenarios in Library Services.

Jeffries requested that the Cost Savings Scenarios listed in the rejected section be edited to include possible cost savings and reposted.

ACTION ITEM: Library will revise the Cost Savings Scenarios document and re-post.

Post-meeting note: A revised document has been posted to Bb.

4. Long Range Planning.

This will be a continuing topic for the January and February meetings.

The next meeting is January 12, 2010, 2 - 4 p.m. in the Library room

Library Blue Ribbon Committee Meeting

January 12, 2010, 2-4p.m., Library 353G

Attending: Moreira, Berman, Bouton, Jeffries, Lindahl, Moskal, Parker, Summers, Tenney, Topoleski, Walz, Wilt

1. Discussion of data from faculty, students and staff surveys.

Moreira noted that it was interesting to see the priorities that were reflected in the comments from the students, faculty and staff. The primary concerns of the students, most likely undergraduate students, were library hours, study space and services, whereas faculty were more concerned with information resources. He noted that there were some common themes, such as cutting back on binding and reducing support to the Slide Library. The committee noted the following comments on the survey and the Hypothetical Cost Cutting Scenarios:

- Not many respondents were willing to totally eliminate a service, so not sure how useful the information will be.
- The campus has expressed a priority to protect jobs, so in deliberations in cost cutting need to keep discussion in contexts that are acceptable to campus mandates.
- The Hypothetical Cost Cutting Scenarios would be activated by reassignment of current staff and the savings would come from not filling current vacant position and positions that would become vacant due to normal turnover. It would be difficult to do it in this manner, but it is possible. It is possible when working in this context to reverse a cut later, should it become possible/advisable. In general, the BRC favored cuts which were potentially reversible should funding be restored in future years.
- The total for all of the Hypothetical Cost Saving Scenarios was reported by a committee member to be approximately \$180,000, i.e. about 5% of the \$3.7M non-information-resources budget. This does not offer the needed savings for all 5 years of the cost cutting projections. It would cover just a 5% cut of the Library budgets outside of those budgets for information resources in FY11. It was noted that additional items would have to be proposed to cover year 2. Should personnel be hit at the same level in year 2, or should serials take an additional hit in those years and protect services? There was some support for additional serials cuts in year 2 to protect services. [**Post meeting notes:** the Library had not added up the total potential cost savings in "Hypothetical Cost Saving Scenarios in Library Services" (rev5- the current version) prior to the meeting. After the meeting, the total was found to be about \$300,000, not \$180,000. \$300,000 is about 8% of the approximately \$3.7M non-information-resources Library budget. Yet, the conclusions drawn at the meeting are still likely to be correct; the Library may not be able to realize the full \$300,000 in potential savings.]
- There was some discussion about whether a more major change in services, i.e. cutting out a whole type of service, would be best.
- Campus should be given a very clear picture of what these cuts will mean for the full 5 years. The picture should include serials, monographs, services and personnel implications.
- Wilt noted that to the extent that we have a higher quality and larger 24/7 study space, it might be possible to look at cutting the library open hours. It would require initial one time funds to construct or renovate existing spaces, but would allow for possible staff savings in fully staffed library hours.

- Course-integrated Library Instruction was one area that could possibly be drastically reduced or phased out, if more online instruction and help screens are developed.
- Reference assistance could be on appointment only basis or at limited hours. It was noted that this type of cut would hurt “at risk” students and the non-traditional students disproportionately.
- Need to look at it in terms of do we cut back and keep most services, or drastically change the way services are offered and eliminate something.
- Need to accept that we cannot continue to have subscriptions for “just in case” use. There will need to be a very careful review and ranking by departments and or colleges and accept that neighboring libraries like Library of Congress and UMCP will be points of access for research materials. Faculty would like to see about access to Johns Hopkins Library, perhaps UMBC could broker some access deal for faculty to make their collections accessible to those going to their library. [**Post meeting note:** entry to the Eisenhower Library is free to the public, and partial borrowing privileges for Eisenhower and its branches cost \$200/yr./person.]
- Usage rate for subscriptions will become very important. Serials staff will work on supplying current cost and usage data for subscriptions.
- Cutting serials in the online environment can often have the unintended consequence of deleting access to back files or other components that were not available in the print environment. These factors will need to be considered in the cancellation discussions.
- The possibility of a library fee was raised. It was agreed that this should be part of the recommendation and that scenarios should be illustrated with and without a library fee to see the consequences. Directly tie the fee to library hours and 24/7 study space for campus support.

ACTION ITEM:

Library staff will compile a document illustrating year 2 cuts and how it would look taking more cuts from serials and monographs than personnel, or taking more from just serials, or evenly distributing the cuts between serials and personnel.

2. Development of Guiding Principles for Library planning and budget decisions.

Moreira distributed a compilation of the ideas posted the BRC wiki on Guiding Principles and the following ideas were discussed:

Guiding Principles for Library Planning

- Combine bullets #1, 2,9, 10 to an overall mission statement/primary purpose of the library, and how to balance needs of the various constituencies of campus.
- Find a way to indicate that the center of campus will shift from the Commons to the library.
- Under bullet #3 use language from Berman’s comments on the wiki
- Bullet #4 should read as follows:

Sustaining as possible, the traditional uses of the library as a location for physical consultation of materials and face-to-face interactions with librarians.

Bullets #5, 6 should be combined to include language from the 2016 report. 3

Guiding Principles for Library Budget Decisions

- Bullet #1 should read as follows:

Support the ability of the library to support the research/creative endeavors of the university across all disciplines.

Bouton expressed the need to have a structure in place in early spring to deal with the coming serials cut. The cuts will be much more than departments are expecting and will require different decision metrics than those used in the past. It was agreed that decisions should be evidence-based with available data, such as usage data and rankings from faculty. Possible methods were discussed to get as much input from the various constituencies as possible. One possible method is to keep the departmental lists as they are now and provide usage data so departments can then make suggestions for rankings and needs within the department. These decisions are communicated to a College library committee (one in each College) and the final decisions are communicated to the library. At the campus administrative level, the amount of cuts for each College will need to be determined. After Colleges communicate decisions to the library, the library will process information and post for general campus discussion. Items that are interdisciplinary would be pulled from departmental listings and would require a joint decision from all concerned Colleges for cancellation. This would mean the individual title lists for departments would take a larger hit to protect both the interdisciplinary resources and the abstracting and indexing resources which researchers will need to use to identify the individual articles they should request through Interlibrary Loan (ILL).

It was agreed that this would be a major shift in culture for the campus and so chairs should be notified as soon as possible. At the end of the cuts the campus would end up with a small core collection of individual serials titles and a good array of abstracting and indexing resources to supply information on available articles to be requested through ILL. A guiding principle would be to supply just in time access, as opposed to ownership.

3. Development of structure for the final BRC report.

Moreira discussed the possible format for the final report. The following were suggestions for Format:

Charge of Committee
Budget Context and information
Broad Guiding Principles
Draft Recommendations
Short Range Solutions
2-5 Year Scenarios
Procedures
Appendix

Include the information on what the cuts would look like with and without a library fee.

ACTION ITEM: Moreira will prepare a draft for discussion at the February meeting.

The next meeting is February 9, 2010, 1:00 p.m. to 3:00 p.m. in the Library, room 353G

Library Blue Ribbon Committee Meeting

February 26, 2010

12:00 - 1:30 PM

Admin 1013

Present: Moreira, Berman, Bouton, Jeffries, Lindahl, Summers, Topoleski, Wilt, Moskal, Tenney

1. Review of **serials review procedures** and data driven decision making in subscription cancellations.

The BRC discussed the process and procedures for the FY11 serials cancellations. It was agreed that an across the board cut would be followed again as a starting point. If there is feedback from department chairs, Library users or others, favoring differential cuts in some cases, the Library will alert the Colleges, the Library Policy Committee and the Deans, and initiate discussions to reach policy decisions on these cases. Bouton reported that the Library Policy Committee had reviewed the different departments for distribution of serials rate increases over a 10-15 year period and there was a surprisingly small difference in the cumulative serials inflation rates from one department to another. The Library Policy Committee had come to the conclusion that the across the board method was still the most equitable.

The following was the agreed course of action:

- The library will send a memo to the Provost with approximate dollar amount needed for cancellations with information on how that breaks out for each College and each Department within the College. The amount listed will be the 13%, i.e. \$440,000; the memo will state that is an approximate amount and if the full cut is not needed some titles can be restored when the final cut is communicated to vendor in September.
- The Provost will work with the Deans to make a final decision on the actual amounts needed for each College and how the cut amount will be distributed within the Colleges.
- The Provost will communicate the final budget information to the Library.
- The Library will distribute the cut information and department lists to the Departments.
- The Library will establish a website for posting of information on the cuts and links for feedback information.
- The process detailed in the FY11 Serials Review Process document was approved.
- An additional bullet was added under Principles, in the BRC Report draft, to be used in cancellation recommendations:

- There will be a periodic review of the cut process and results of the cuts. The Library Policy Committee will be charged with this review.

The information to be sent to departments with their department lists was discussed, and it was agreed that the FY11 Serials Review FAQ would be sent with the memo and specific title information. Also, the sheets listing the usage statistics would be labeled to note that the usage statistics are for the calendar year 2009 only, that the data is the best available from the vendors, that the usage data represents total campus use, and that the data may or may not be accurate; so it should be just one of many factors used in deciding possible cancellations.

It was agreed that to the extent possible, bibliographic databases would be protected. The Deans will need to fully involve faculty in the process to obtain the necessary information to propose cancellations. Concern was raised over using the usage data, as it can be inaccurate or unavailable from vendors. It was agreed to include the usage data with the notation that it is just one element in the decision process.

2. Review of Moreira's meeting with **GSA** leaders.

Moreira reported that the GSA asked for a meeting with him to request a GSA representative on the BRC. As there was only one more meeting for the BRC (today), Moreira met with GSA representatives to explain the process and future plans of the BRC. Out of that meeting came these three questions/comments from GSA.

- If we make cuts to journals what is the process for accessing those journals? How do we determine what other libraries have access to, and what they are cutting?

Moreira responded to this question with information on ILL/article delivery services available to graduate students. He also reported to them that it was not possible to obtain listings of proposed cuts from other libraries, but ILL/article delivery work with libraries worldwide, so if another local library cuts the same title we cut, there will still be access to the needed articles.

- Will the BRC recommend a Library Fee?

Moreira responded that it has been discussed, but was not one of the final recommendations. He noted that the GSA was supportive of a Library Fee. The BRC agreed that the Library Fee would be mentioned in the final report of the BRC without a specific recommendation.

- What are the plans for evaluating the success of the implemented BRC recommendations? How can the GSA be involved in the assessment process?

Moreira responded that it had not been discussed in the BRC.

This issue was discussed and it was agreed that the Library Policy Committee, which has representatives from GSA, SGA, staff and faculty would be the appropriate body to assess the success of implementing BRC recommendations, especially the subscription review process, and to report to the University Steering Committee and the Deans. The Deans will brief the Department Chairs on this assessment.

It was agreed that the Library Director would report periodically to the Deans on the implementation process and any issues that arise. Possible future campus surveys were proposed by the BRC to review success of service changes as well as any collection changes.

3. Construction of the Committee **Report**.

There was discussion of the various sections of the draft report and possible edits and additions.

The following were suggested edits to format or text of sections:

- Add **preamble** to note that library is doing a good job with resources it has, but this committee was convened to deal with the changing economic climate and changing technological climate. It is a way to move the library forward in a planned and accepted manner.
- List committee members.
- Several edits were listed for the **Guiding Principles** section:
Research Support: The Library strives to support key research and creative endeavors of the university across all disciplines at all levels, as possible within the budgetary framework. This may be achieved through “just-in- time” access, as opposed to “just-in-case”, i.e. instead of owning all needed journals and books, Interlibrary Loan/Article Delivery would be utilized heavily.

Intellectual Commons: The Library must be an intellectual commons for the university, which allows for the development of the Library as the campus center for teaching, research and social learning.

- Under the section for **Library Budget Decisions:**
Budget Priorities: Maximize the ability of the Library to support the research and creative endeavors of the university across all disciplines, and also teaching across all disciplines.

- Under **General Course of Library Development:**
Change the bullet on scholarly communication to read the following:
Investigate and consider the development of a platform for a repository for faculty research and digital publishing.

- “Executive Summary & Conclusions” should be changed to “**Executive Summary, Conclusions and Recommendations**”

In this section the BRC would like to note that the Library is at a tipping point for being able to offer the resources and services needed by the campus and that if we want to maintain our research status the University needs to financially support the Library.

It was agreed that the Library and Moreira would work on a revision of the report and send it to BRC for review.

Add: The BRC discussed the possibility of a Library fee. Though no conclusion was reached by the committee, the BRC recommends that the campus consider such a fee.

4. How will report be used?

It was agreed that the committee was convened by the Provost and the Provost would direct the usage and dissemination of the report.

5. Other issues to consider? Should the BRC meet again?

It was agreed that the BRC would try to finish the report via email. The next draft of the report will be emailed to the committee and discussions would be held via email.

Moreira thanked all for their participation and encourage all BRC members to carefully read the next draft and send edits promptly.

M. Library Policy Committee Recommendations

Library Policy Committee Recommendations on Cut Distribution Between Serials and Other Budgets

The Library Policy Committee discussed, at its Thursday, March 11, 2010 meeting, the question of whether library services budgets should be cut at a higher percentage rate than serials, in order to transfer funds to the serials budget. The purpose of this discussion was to advise the Provost and the Blue Ribbon Committee on the Library, at the request of the Provost. The Committee reached the following consensus opinion:

The Library Policy Committee respects the importance of serials to the research mission of the university. The savings from service cuts already identified by the Library and recommended by the Blue Ribbon Committee on the Library (BRC) appear to be more than enough to cover the currently projected 3% cut in the FY11 operating and personnel budgets, with a similar cut in FY12. Specifically, an estimated \$280,000 in possible savings from service cuts were identified, and the projected cuts in the Library operating and personnel budgets would amount to \$216,000, phased in over two years. This leaves \$64,000, i.e. \$32,000 in savings in FY11 and another \$32,000 in savings in FY12, which could be put toward serials. However, since service cuts must be phased in, and since the full estimated cost savings from the identified service cuts might not be realized in FY11, the Committee recommends not allocating the full \$32,000 to serials. Instead the Committee recommends allocating only \$17,000 from the funding saved due to estimated services cuts; this amount would reduce the serials cut by 0.5%. The remaining \$17,000 would be preserved so that if service cuts in FY11 fall short, services identified as vital by the BRC would be protected.

However, making more cuts to services than have been identified by the Library and endorsed by the BRC would cause serious service impediments for the campus; this would not be supported by the Library Policy Committee. The Committee does not recommend a major reportioning of Library funding to favor subscriptions over other Library services.

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Full Report file location = H:\A. Moreira\Library Blue Ribbon Committee\----Slavezza 3/24/10 – saved as LBRC-Report_March_24_2010