

**Report of the Administrative Board of the Library to Faculty Council  
April 15, 2016**

**Membership of the Administrative Board of the Library**

<u>Last name</u>	<u>First name</u>	<u>Dept/School</u>	<u>Constituency/Elec. Div.</u>	<u>Term Expires</u>
Anthony	Bob	Univ. Lib.	AA Libraries	2016
Brundage	Fitz	History	Social Sciences	2017
Churukian	Alice	Phys-Astro	Natural Sciences	2017
Crescenzi	Mark	Poli Sci	Social Sciences	2018
Hasan	Mejs	.	Graduate Appointee	2016
Kim	Heidi	Engl & CL	Humanities & Fine Arts	2018
Langbauer	Laurie	Engl & CL	Humanities & Fine Arts	2017
Lee	Cal	Libr Sci	Chr. Appt at-large	EO
Michalak	Sarah	Libr Sci	University Librarian	EO
Nzongola-Ntalaja	Georges	AfAfAmDiSt	Chr. Appt. At-large	2018
O'Neill	Hugh	Business	Chr Appt. Academic Affs.	2018
Russo	Nick	.	Undergraduate rep.	2016
Shoultz	Lars	Poli Sci	Chr. Appt At-large	2016
Tolleson-Rinehart	Sue	Pediatrics	Chr. Appt Health Affairs	2017
Vision	Todd	Biology	Natural Sciences	2018

7 meetings during the 2015-2016 academic year (6 past, 1 pending)

Report prepared by Todd Vision, Chair, and reviewed by full committee.

**Overview**

The Libraries are midway through a 2013-2018 strategic plan, the themes of which are the (1) Research Lifecycle; Transformative Teaching and Learning; (2) Service To and Beyond the UNC Community; and (3) Investing in Success. The ABL is pleased with overall progress to date. Areas requiring further work include: (A) supporting library staff through training, professional development, mentoring, and similar efforts; (B) stabilizing the budget; (C) space planning; and (D) defining a clear role for the library in the storage of research data. The ABL identified two particular areas of need that we wish to bring to the attention of the faculty as whole: (1) the longstanding practice of meeting the collections budget with gap funding, which we believe to be unsustainable, and (2) a critical maintenance backlog at Wilson Library, home to some of UNC's most unique and irreplaceable physical collections. This is followed by brief summaries of the other topics on the ABL's agenda during the 2015-2016.

**(1) Gap funding**

Since 1997, the University has made a one-time allocation from unspent end-of-year funds to partially or fully cover inflation in the Libraries' core acquisitions budget. Since the baseline has remained at the 1997 level, this "gap" now accounts for 34% of the current year's core

acquisitions budget and is projected to exceed 40% in two years. A sudden cut to more than 1/3 of the acquisitions budget at this point would be unthinkable. After several years of fiscal retrenchment, it would no longer be possible to make a substantive dent in the gap by reallocation of funds from other categories of the Libraries' budget. Monograph acquisitions (most important to scholars in the humanities) take a disproportionate share of any temporary cuts, since they can be more easily adjusted from year to year. The size of the gap is larger than the entire share of the budget devoted to monographs alone. Furthermore, since some of the most expensive items in the acquisitions budget are serials purchased on multi-year contracts, the uncertainty created by a gap of this size creates risk with respect to existing commitments and hinders the Libraries' ability to negotiate the most cost-effective multi-year deals. The ABL commends the Provost for recognizing that this is an "awkward funding model" and putting \$750,000 toward reduction of the gap last year. But in light of the predictable difficulties it creates on an annual basis, ***the ABL strongly recommends a full reset of the baseline for the core acquisitions budget.*** That, together with budgeting for inflationary increases, is needed to prevent this problem from worsening over time. The ABL also discussed a proposed move toward Responsibility Centered Management of UNC's budget, the consequences of which for the Libraries are deserving of careful consideration.

## **(2) Deferred maintenance needs**

The ABL is concerned by deferred maintenance, particularly for the iconic Wilson Library, home to many of UNC's priceless treasures, including the North Carolina Collection, the Rare Book Collection, the Southern Folklife Collection, the Southern Historical Collection, the Music Library, and University Archives and Records Management. The University has allocated \$2.5 million this year for maintenance to the roof, building envelope and a fire alarm upgrade. The last major work done prior to that was in 1989. A Facility Condition Assessment Report from January gave it a condition rating of Poor and estimated over \$50M in High Priority needs, including both interior exterior repairs, fire protection, HVAC and other items. In 2009, the NC Department of Insurance (DOI) placed restrictions on Wilson until a building-wide sprinkler system is installed, two exterior staircases are added, and an interior staircase is rebuilt. Sprinklers have since been installed in the special collections stacks, but in the public areas funds were only available to put in the connections for future installation. Until the DOI requirements are met, a Public Safety employee must be on duty whenever people are present in the building to perform hourly rounds checking for undetected fires. This limits the use of the building for after-hours events. The ABL arranged for special tour of Wilson Library to observe first-hand both the maintenance needs and the opportunities for renovation and modernization of the facility. While we recognize that deferred maintenance is a problem across campus, ***we urge that Wilson Library be given high priority due to the vulnerability and significance of its physical collections, the condition of its safety and security systems, the historic status of the building itself, and its visibility to guests coming to campus for events and exhibitions.*** On a positive note, the ABL is pleased to see critical renovations are being done to Davis Library this year that will enhance life safety systems, and to see that staff have been taking advantage of these renovations to update programming in the building, including a new combined reference and circulation service desk. Input from faculty and students has been

solicited to help understand how Davis can evolve to meet the needs of researchers and students.

Other issues discussed this year include the following:

### **(3) Human resources**

The library has undergone substantial turnover in leadership of late. Rich Szary, Associate University Librarian for Special Collections, retired in February; the ABL resolved to honor him for his distinguished service. Will Owen, Associate University Librarian for Technical Services and Systems, passed away unexpectedly in December. In addition to these vacancies, this year the Libraries have been recruiting a new Director of the Health Sciences Library (now filled), the Director of Human Resources, and the Director of Library Development. The last of these is a particularly critical position as we enter a new university-wide funding campaign. Retention of talent is a general issue for UNC Libraries. A recent library staff task force noted that while the UNC Libraries do a great job at recruiting and training staff, they are less successful at retaining them. This is a concern since the Libraries depend on people with specialized skills and deep institutional knowledge. The ABL discussed remedies proposed by the task force to address this. **The ABL supports Ms. Michalak's recommendation to the Provost that progression through the librarian ranks (from general to assistant to associate to full librarian) be accompanied with a salary increase (the current progression is to a multi-year contract) and for staff to be eligible for raises that are not tied to reclassifications.** The ABL also applauds the introduction of programs to recruit a more diverse library workforce.

### **(4) Open Access Policy**

We are pleased to report that the Open Access Policy recommended by Faculty Council in 2015 has been approved by the Vice Chancellors and is now University Policy. The University Librarian is charged with implementation, and is appointing an advisory group to be overseen together with the chairs of the ABL and the Copyright Committee. A modest amount of funding has been allocated for that and staff have been recruited. An early repository self-submission system is live now, and further development of the necessary infrastructure is underway.

### **(5) Information Technology**

Tim Shearer, Director of Library and Information Technology discussed how the Libraries' IT infrastructure to support research and teaching is changing. Collaborations, such as with Information Technology Services and the Odum Institute, are increasingly critical around technology projects. The ABL discussed how to anticipate possible future needs, such as in data stewardship, digital laboratory notebooks, and online faculty profiles.

### **(6) Publishing**

The ABL invited John McLeod of UNC Press for a conversation about the history of co-publications with the library and further opportunities for collaboration with the new Office of

Scholarly Publishing Services at UNC Press. The new office opens the door to new models for editing, review and production of monographs, journals and digital scholarship.

### **(7) Office of Scholarly Communications**

The ABL heard from Anne Gilliland, Scholarly Communications Officer, about the services her office is providing, including a variety of consultations (concerning copyright law), legal research and advice (e.g. on the Open Access policy mentioned above), presentations to classes and other groups, and - notably - co-teaching a successful Coursera MOOC on “Copyright for Educators and Librarians”.

### **(8) Collections**

The ABL had a number of conversations about changes in acquisitions and management of book and serial collections. Carol Hunter, Deputy University Librarian described the trend over the past decades away from purchase at an item level and toward structured methods including approval plans, agreements with e-book publishers, large journal subscription packages (“big deals”), and demand-driven acquisitions for e-books (where the Library only pays after a title reaches a certain use threshold). The Library also continues to build collections through agreements with Triangle Research Libraries Network partners and through open access. E-book usage in particular is increasing tremendously. While price-per-use at UNC-Chapel Hill is less than at other UNC system institutions, looking ahead the acquisitions budget cannot keep pace with the growth in the volume of (non-Open Access) material being published. Joseph Williams, Director of Public Services, spoke to the ABL about the Library Service Center (LSC), a high-density storage facility operated by Duke University in which UNC leases space. Approximately 1.58 million of UNC’s 6.68 million print books and bound journals are currently at the LSC, with approximately 140,000 added in a typical year. Approximately 7,000 LSC books are requested for retrieval each year by UNC users. The LSC has allowed the Library to reserve premium campus space for higher-use materials and person-centric purposes such as the Research Hub, while LSC conditions (controlled low temperature and humidity, plus special lighting) are ideal preservation conditions for book storage. At the current rate of transfer, storage will again become an issue for the Library in 3-5 years as UNC’s space at LSC nears capacity.

### **(9) Branch Libraries**

The ABL has had discussions about two branch libraries to date. First, the Music Library, headed by Phillip Vandermeer, which marks its 80th anniversary this year. It is notable for the large number of music scores and sound recordings in its collection. In recent years, it has benefited from its close proximity to the Rare Book Collection and the Southern Folklife Collection in Wilson Library. It serves close to 35,000 users in a typical year and is a popular quiet study space. Second is the Kenan Science Library, headed by Dianne Mizzy. A major renovation completed this spring introduced new coworking and collaboration space, and the library is now central to the network of Research Hub and MakerSpace facilities on campus. The library has also taken a leadership role in cross-disciplinary, extracurricular training in Data Science.

### **(10) Funding campaign**

The ABL is enthusiastic about the prospects for Libraries in the upcoming fundraising campaign, and particularly excited by a number of major gifts in hand and on the horizon. One notable early success is a challenge grant of \$500,000 from the NEH to the Southern Historical Collection to establish the position of African American Collections and Outreach Archivist. We encourage faculty to contribute where they can to ensure that the Libraries benefit from the campaign.

### **Conclusion**

The ABL has been deeply impressed by the important contribution Libraries are to scholarship, teaching and service throughout the university, and by the ways in which stewardship of world-class collections and long-standing services is complemented by openness to innovation and experimentation. One more meeting of the ABL is planned this year. Agenda items include UNC's participation in preservation consortia, an update on the Library Services Center, a report on the House Undergraduate Library, and further discussion of facilities plans for Wilson Library.

While the contributions of the Libraries to UNC are effectively priceless, there is nonetheless a price to maintain that level of excellence. Some of our members have described the Libraries as a "core competency", integrating skills and services that are critical to UNC's standing among public universities. Thus, we as faculty can help to advance the university as a whole by making the priorities of Libraries our own.

Respectfully submitted,



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