

Library Liaison Advisory Group
Spring Quarter May 4th, 9:00am-10:30am, 2011
Minutes

Meetings were held at Penrose Library in the Research Seminar Room on Wednesday, May 4th, 9:00am-10:30am and Monday, May 9th, 11am-12:30pm.

Agenda:

New Plan for collection (Provost Gregg Kvistad, Dean Nancy Allen, and Michael Levine-Clark, Collections Librarian)

New LLAG Website (Peggy Keeran)

New Plan for collection

- Dean Nancy Allen introduced herself, welcomed everyone, and outlined the agenda.
 - Majority of this meeting is to discuss the new plans for the collection and Provost Gregg Kvistad is in attendance to discuss and explain decisions and to discuss his recent email.
 - The key issue is the reduction of the percentage of the collection returning to Penrose. The original proposal was discussed at Fall & Winter Quarter LLAG meetings, and called for storage of low use materials including 20-25% of the monographic collection.
 - We were going to store all the Federal documents, microforms, most of the bound journals and archives\special collections.
 - We would have brought back the most used collections on special moveable shelving, including the most used special collections.
 - However, the Board of Trustees and Chancellor did not feel plan provided enough flexibility or seating.
 - Large amount of space on lower level dedicated to books on expensive moveable compact shelving not allowing for seating and study spaces for students. There was a concern that we could not provide enough seating to meet the standard: goal for seating should be 20% of FTE, although that does not factor in digital content.
 - Therefore, the Board of Trustees and Chancellor changed these plans, and although Nancy expressed great concern about these changes, they asked Nancy to move ahead with a plan to store 80% of the collections, based in part on studies indicating that 20% of collections receive 80% of the use.
 - Data also indicate over 50% of our monograph collection have not been checked out in 13 years.
 - Not the only use measure, but only use measure that we can point to.
 - Nancy did her best to express to the Chancellor and Board of Trustees that these decisions can't be based solely on numbers.
 - Factors such as projects, assignments, teaching and research methods, must be considered. Data points need to include measures that we don't currently have.
 - Browsing is very important to many, although there have been discussions in previous LLAG meetings about numerous changes in the effectiveness of browsing.
 - Have discussed our intent to provide alternate tools, which could include digital content in a browsing display.
 - Currently 50% of the records in our catalog points to digital content.
- Provost Gregg Kvistad spoke at some length, making key points as follows:
 - The decision to storage the majority of materials after renovation Penrose was not as inclusive as it should have been.
 - Role of library has changed dramatically since this building was built, with the introduction of digital resources.
 - Library attendance has grown significantly.
 - Wanting to be clear about the role of Board of Trustees and Chancellor, Provost noted that it is not accurate to state they are cavalierly disregarding what faculty does; rather they may not appreciate how the faculty work.
 - The future of libraries is a very complex question we do not have answers to.

- Board of Trustees responded to the two factors of student use of the library building, and loan data.
 - More students are using the library, and are using the library for a variety of reasons, including access to books, study, services, group projects, workshops.
 - Board of Trustees reviewed usage data, showing a large % of books have never been checked out. There was even discussion of why we invest in collections, which Nancy addressed, as well as explaining that loans are not the only measure of collection use.
 - Board of Trustees focused on the fact that the renovated library needs to last as long as possible, and therefore must be as flexible as possible for future needs
 - Moveable walls allowing for reconfiguration of space.
 - Shelving must flexible, and added or removed as needed.
 - Very difficult to raise money for a library renovation.
 - Despite some loud voices on Board of Trustees, the discussion was driven by the Chancellor, and his goal was to do as well as we could working within these restraints.
 - The voice of the faculty was not heard in the time leading up to the decision to change the number of volumes we would keep in Penrose, although voices of the faculty had been listened to and cultivated through LLAG by Nancy and the librarians.
 - This cultivation was not a lead up to the Board of Trustees decision, and Provost noted it may have helped had he gotten involved sooner, and worked actively with communication.
- Provost recently met with Chancellor Monday, May 2nd 2011; indicated the situation needed to be changed to include the voice of the faculty.
 - This meeting led to the e-mail the Provost sent to faculty.
 - Provost called for the help of the faculty in determining what and how much of the collection needs to remain in Penrose.
 - Timeline is short as the bids for the compact high-density shelving needs to be done soon, with rough deadline of July 1st.
 - The input of the faculty will not be as empirical as the usage data, however it is understood that the usage data doesn't provide a full picture of the collection usage.
 - Need to get the Deans involved to help organize this process as it will a bit unwieldy.
 - Special concern for Arts and Humanities as well as Social Sciences.
 - The collection we keep at Penrose can't simply be a % of what is already here but must be determined in a more complex plan
- **The Provost opened the floor for comments, ideas and questions.**
 - Susan Stakel indicated her department met and requested a survey for students and faculty be created, and that faculty, not just Deans or administrators, should have input on questions on survey. Provost agreed, but suggested he never intended deans alone should design the survey, although they should be leading divisional discussions, as well as collecting empirical data.
 - Polina Rikoun believes it is very important not only in arts and humanities, but also in foreign languages, for the students to have immediate access to the books. Often the first thing a student needs to determine is if they will be able to read the book. This is not always possible online, and often involves browsing the stacks. She also believes the students should receive the survey.
 - Provost Gregg Kvistad believes the faculty know what students need, that the timeline would be problematic for a student feedback system that works, and that while student survey would be good, faculty feedback is most important
 - Susan Stakel noted that the administration indicated they want everyone to feel a part of this, that students have organized a FaceBook page trying to keep the books in Penrose; that she read student comments posted in response the Higher Ed blog post about the decision that give the impression of how disenchanting the students are with the decision. Students were unhappy that they were asked about seating but not about collections.

- Provost Gregg Kvistad noted that all students are not equally concerned about this issue, which is not to say that students should not be brought into this process somehow, through a survey, or in a representative way.
- Dean Nancy Allen thinks it could be difficult to mobilize student government around this in such a short time since student government winding down for the year, but that the library might be able to send out collection survey to students. She explained that in terms of the seating survey Susan Stakel referred to, that was a case of accidental timing; the release of a long-planned student survey happened to be after this collection decision was made.
- Carrie Forbes pointed out that although the survey we sent out does not ask about collections, she received roughly 800 responses, some with comments about the collection.
- Provost Gregg Kvistad and Carrie talked about sending out another survey, and Michael Levine-Clark said the library could come up with questions for the survey.
- Jeff Bowen stated his department met to discuss the collections issue, and that he wanted to report that they are collection browsers, and that members of his department were shocked about this decision. Because the department members are browsers, they know primarily where the books they need are in the stacks, which helps faculty send students to the right material in Penrose. The second concern from his department is the location of the Hampden Center. The department would be more receptive if the location were closer to campus.
 - Provost Gregg Kvistad explained that the building has been purchased as a replacement for storage facility PASCAL, which is much further from campus than Hampden Center. Hampden Center is about 15 minutes away. It is not meant to be browseable. Materials won't be stored by call numbers, but by size, and will be in boxes. High-density storage was required to fit all the collections into the Hampden Center.
 - During the planning process there was talk of building an on-site underground storage facility with robotic retrieval. Cost was in the \$10-\$11 million range. The University decided it would not be a good use of funds. Now that we are committed to the Hampden Center, we need to deal with the question of how we allow for that browsing function to be done as well as it possibly can.
- Ingrid Tague, wondering about faculty feedback, asked if there will now be possibilities for faculty feedback through surveys and discussion. She is concerned about what happens to that information once it has been gathered. She noted that even in the prior discussion about storing only 20% of the monographs, faculty voiced concern but eventually came to terms with storing 20% of the material. The Chancellor or Board of Trustees apparently received none of this feedback in any way that had an impact on this latest decision.
 - There is concern within the History department as to how this decision will be made at the end of the quarter when everyone is gone and can't mobilize as they are now.
 - Once the data is gathered, she wants to know how the Provost sees inclusion of the faculty in the next decision-making process.
 - At least there should be an opportunity for the faculty to speak to the Board of Trustees about where the data is coming from and how to interpret it.
 - Provost Gregg Kvistad responded that the Chancellor and Board of Trustees were made aware of the previous discussions regarding only 20% of collection being stored. Chancellor understood the new plan was certainly a big shift from initial plan. The reaction of faculty to the initial plan was nothing compared to what they have received with this latest plan.
 - The Provost noted that the process is being designed now to include faculty, but that this is not the Provost's nor the faculty's decision; it is the decision of the Chancellor and the Board of Trustees. Nonetheless, we need to gather as much information as we can. We need to have access to the Chancellor, rather than directly to the Board of Trustees.
 - Provost believes the most useful focus is the Chancellor, through the Deans, through Provost, and through the LLAG. We should provide the most useful, most clearly stated, and most empirical data we can. Need to three factors on the table: flexibility of space, student seating, and the amount of collections in the library after renovation. The latter didn't get the faculty

voice that it needed. Provost indicated he believe faculty will be around for this decision.

Provost added he can't imagine a situation where we would ask this data to be collected then say "never mind."

- Provost would ask faculty to go into this with some kind of trust that this is meant to be real. The Chancellor understands the need for the collection of this data from faculty. Provost believes the reaction received from the DU Community was somewhat of a surprise, but that this response has been communicated, and that there will be a meeting about this with the Chancellor, or perhaps a series of meetings, yet to be determined. Provost doesn't believe this data is going to be ignored, and he would not participate in this if he believed it was going to be ignored.
- Ingrid Tague noted that it is not just about participation in the collection of data; this is about participation of the interpretation of that data and the presentation of that interpretation.
- Provost Gregg Kvistad responded that this can't be a situation where we take the data, interpret it ourselves and tell you, the faculty, what the outcome is.
- Nick Galatos believes the Mathematics department will be affected by this decision, much like the Humanities and Social Sciences. Because of the nature of the discipline, principles of geometry that are used now are the same as they were 2000 years ago. Nick noted the book he recently checked out for use in a class he is teaching was published in 1958, and he discovered the book as a graduate student, while browsing. If we hide these books, students will never discover them. Undergraduates will not have the opportunity to be taught from books such as this, if faculty are unable to discover them. This decision will be affecting undergraduates in ways they don't recognize, and will have an impact on interdisciplinary research. No matter how fancy the online browsing tool used, it will not work as well as browsing the stacks. Unfortunate that the act of browsing the stacks is not recorded if book is skimmed and put back. Only books that need to be reshelved are recorded as being used. Many very good monographs on mathematics were written in 1960's. This leads to the question, how can we convey this information to the Chancellor? Doesn't believe this can be done with a survey.
- Gareth Eaton noted that it is always good in negotiations to understand the person on the other side of the table. Having worked with the Chancellor for many years prior to his current role, he noted that the Chancellor's research did not require very much use of monographic literature; rather he used professional journals, which were available electronically. The courses he taught used only a single textbook, and no references to readings from the library; as a scholar and teacher, the Chancellor did not demonstrate monographic awareness.
 - Provost Gregg Kvistad was not sure how relevant this is, due to the differences in teaching and administrative roles, but he thanked Gareth for these insights.
- Susan Stakel hopes when the survey questions are compiled, that questions are also included about the other tenants in the library, and asked that empirical evidence of the value of other services in the library should be established – are they all justified? If books need to be justified, should all square foot usage be justified?
 - Provost Gregg Kvistad noted that we do have data on the usage of non-library services housed at Penrose, and that this is being used in decision making; for instance, Quick Copy will not be coming back to the new library. Will be housed in DU Bookstore.
- Kathy Mahnke asked if faculty and others involved in this discussion be presenting alternative percentages of the collection to be housed in Penrose? If 80 – 20 % is prominent in discussion, would it be difficult between now and July to say we need 50% or 60%?
 - Provost Gregg Kvistad again noted that we need to optimize the three variables of flexibility, student seating, and collections as best we can. Need to ask ourselves, what would be a reasonable amount and distribution of this collection? Need credible arguments, as we are working within confines of these two other needs also. Let's find out what collections needs are, what student spaces needs are, and what the projections of those needs are. Provost believes it may not be very far from where we already are.

- We have had some discussion already about the percentage of humanities monographs that could come back. This is not to say management and chemistry and mathematics aren't part of that conversation as well, but they will be smaller components.
- Kathy Mahnke noted the discussion is leaning towards arts, humanities, and social sciences, and for a significant representations for those disciplines, referring to the Nick Galatos' comments about mathematics, this decision is really about all the books. She hopes this doesn't become a competition across divisions as to who gets the most.
- Dean Nancy Allen expressed serious concerns that this might turn into a competition as well, and endorsed Michael Levine-Clark's approach that creates an interdisciplinary collection with some sampling of recent publications across disciplines. She believes this is very important to students and that we should give this very careful consideration. Further, a basic collection that is a representative sample of recent books won't necessarily be equal numbers across the disciplines. Decisions about date ranges for recent publications may be based upon the discipline. Once this basic set is established, how do we enrich that set with additional materials that reflect the needs of the disciplines? High-use materials should be included in the collection returning to Penrose. Much of this high-use material is probably in the Arts, Humanities, and Social Sciences. The combination of the high use material and the recently published material provides a more balanced collection.
- Michael Levine-Clark noted that there will be disciplines in which all of the high use material will be the newer material, such as Computer Science, where almost all of the use is in the last three to five years. He noted that his example does not apply to mathematics, which we have grouped with the humanities when thinking about this process.
- Dean Nancy Allen reminded us that the recent and high use material will often be the same items, so when the faculty responds to the survey and indicates what they need in the collection, some will be included in the high use or recent material.
- Ruth Chao can find most of the materials she uses for research electronically, so the impact of this decision on her is limited, but she does appreciate that other disciplines need to browse the books. She wonders how we can collaborate on the space, because her discipline requires minimal space. She suggests that investment during construction in more digital resources might help.
 - Michael Levine-Clark noted that we have been adding as many digital resources as we can. We replaced huge sections of the reference collection with digital resources and will continue to do so. Beginning July 1st we will begin buying more digital reference collections and e-books as a supplement.
 - Provost Gregg Kvistad noted that for the transitional period, we have resources, and referred this issue to Nancy Allen, who explained that creation of a special on-campus set of small distributed collections had been suggested, but that the library would rather focus on paging services and fast document delivery. Course reserves, handled through Reserves, are another service; however, books on course reserves have not been heavily requested in the past. That might change. Book chapters can be scanned and made available online, and articles can be linked or scanned. Will have Circulation and Traditional Reserves in the Driscoll Ballroom galley space. Paged books retrieved from Hampden Center available for pick up in Driscoll. If we discover the galley space is insufficient, we can open negotiation for additional space.
 - Glenn Mueller has been aware of coming renovations for 4 years. Three years ago began moving towards digital of all he did. Although he has his favorite journals on bookshelf in his office, recently received a disk containing all volumes of a journal. Realized how much easier using the disk was for searching the journal, etc. He is a sustainability advocate, and hands out no paper in class with except of exam which is printed double sided. Everything else done on Blackboard. This process has helped him to understand the students, and their uses of technology, better. Thinks digitization of materials has made his teaching easier. Other faculty in his department have rejected the use of technology in their teaching, but he believes we need to ask all our faculty to use less paper and to use digital resources the way they are intended to be used.

- Peggy Keeran explained that most materials from the 20th century are still under copyright. It is uncertain what the future hold for the digitization of these materials. She indicated it was good that others brought up interdisciplinary research. It is important to remember that the quarter system is very short, and students are busy with limited time. It isn't always feasible to wait a few hours to get the books a student needs to consult or to use. Peggy provided some examples she has had recently in which on-site collections were vital.
 - Music student needed images by Chagall. Retrieved books from the shelves, browsed, and identified the images the student wanted.
 - A first-year student required books and articles discussing the existence of God in terms of science. Worked together to identify 10 sources, five of them books, go to the stacks, and check out the resources. He left to take his mid-term, and afterwards to go home to start working on his topic.
 - Had about 25 undergrad students working on women and war. Many working on World War II, finding first-hand accounts and scholarly publications: diaries, letter and memoirs. Students went to the stacks with one call number, and were able to browse to find books on topics such as African American Women, Vietnam nurses, and women in the USO.
 - Student needed information on contemporary art from China, India and Japan. Student wasn't sure which artist or geographic area she wanted to study, so found several books from each area, and consulted together about possible avenues of research.
 - Very rewarding to go to the shelves, find the specific books discovered through the catalog, and then browsing the shelves for similar works.
 - Students will return with 3-6 books, decide which they need, and check them out.
 - If students had to order all these books and then come back a few hours later, this would be a great disservice to the students.
 - Wanted her voice to be heard because of how she works with the students.
- Susan Stakel commented on two things the Provost said.
 - Believes there is a misperception in the way faculty are responding to digitalizing; she is delighted that there is so much digitally. Has used as much of it as possible in her field, but it is just not always possible. Doesn't see it as being possible, due to copyright laws and many other things.
 - The second regards how this project is making the library good for the next few decades. She doesn't believe our need for books in the next few decades is going to go away, and doesn't believe the digital is going to be available to the extent to which we need it.
 - Her suggestion to the Board of Trustees would be that we don't need to be bleeding edge, we can be cutting edge, by doing this in 20 years. When the time comes that people are no longer using books, then we should get rid of the shelves. Right now people are still using books and the shelves should stay.
 - Provost Gregg Kvistad responded by saying when he discussed disruptive change, he was referring to the nature of research -- This is a disruptive period, a transitional period. People are using so many different media, and they need to know how to access and to manipulate them. The second issue that Susan raised is an empirical question. Librarians have been looking at this and hold conferences regarding the future of books and the library. Not sure we are in a position to determine what it will be like 10-50 years from now; hence the need for as much flexibility as possible. If 30 years from now we need to have the collection in this building and it was three times as large as it is now we could do it, but this is probably not the way things are going to be moving. We are clearly making some radical moves here. Other institutions have not gone this far. Not many institutions are building or renovating libraries. Not many institutions have the need to buy storage space for their renovations. In order to proceed with this renovation, the books must be moved anyway; can we put them in a building that could be used in a productive way after the renovation? We are already storing books, approximately 27,000 linear feet. We must be careful about assertions about what the

future is going to be. What we are trying to do here is to be as flexible as possible in response to that future.

- Michael Levine-Clark attended a conference last week where he was on a panel of librarians speaking to publishers about libraries in 2030. The original question was, “Will libraries still exist?”, which would have been easy to answer. He stated that in 2030 there would be very few physical collections in the library. Most things will be digital. We will have figured out how to get access to 20th century material that’s not easily available now. Truly believes that by 2030 this will be the case and possibly by 2020 largely the case. The question is how to get there. We are moving to a point where we are replacing huge portions of the collection with digital material. First big challenge is copyright. Materials published between 1923 – 2000 or so is copyrighted, and not necessarily going to be digitized by publisher. Much of it has been digitized by Google. How do we get access to that digital material in a legal way? Second challenge is building a tool that works for browsing. Believes both of these challenges are possible, but unsure when we will get there.
- Kathy Mahnke appreciated difficult position of the Provost, Chancellor, and Board of Trustees are in. Grateful for the opportunity about this. It is important. Thank you. Liked examples Peggy provided. Doesn’t know Board of Trustees or Chancellor and what speaks to them. Does know there is a survey that will be designed, however perhaps we can include some examples for how this works for students who are trying to get educated via the library.
- Glenn Mueller asked about how Google Scholar would have helped students in Peggy’s examples.
- Ingrid Tague said Google Scholar would have provided snippets, but does not provide full text. Google scholar is not very useful for searching most 20th century texts. Michael Levine-Clark said Google Scholar is helpful for *searching* 20th century material, just not for getting access to it. Peggy Keeran uses Google Scholar all the time, however in her examples to get the materials these students needed they needed books. Provost Gregg Kvistad noted that this set of examples speaks well to Peggy’s role at the library. Sometimes you would not have found a particular resource by browsing but by speaking to a librarian. Peggy Keeran explained that this is why libraries have different methods of organizing their collections. We organize by subject heading as well as by call numbers. Sometimes one subject maybe in different locations, and by going to the stacks and browsing those areas, you can find addition resources you would not have otherwise. This method is called serendipitous discovery. This is highly valued by library users, and thinks this must be communicated to the Board of Trustees and Chancellor. It is important to understanding how other disciplines do research and go about finding materials.
- Provost Gregg Kvistad reminded the group that we should be mindful of the Board of Trustees role. Their role is not to get into this level of detail, but rather to make large strategic decisions. We need to provide the Chancellor information and voice what these decisions mean for faculty and the students. The Chancellor will be lead on this. He is an academic and understands much, but not all, of the faculty does.
- Peggy Keeran noted that the librarians here at Penrose continually focus on the needs of the faculty and students. The library is not for the librarians, but for the community.
- Glenn Mueller asked what is the business decision to be made right now regarding the percentage of books that return and the impact on the construction?
 - Dean Nancy Allen replied that regardless of the size of the collection returning, the building will remain the same size. The University needs to bid on the high-density moveable shelving, and decide how much furniture we order for the lower level. These decisions can be made in the construction design phase, after the design development closes, so we have a little time. We will begin moving the books the day before commencement, and they will all be out within 4 weeks. She asked faculty to help convince their students not to disturb the system we are using to move the books. We are trying to mark the lower-use books so they can be put on higher shelves in

storage. This would allow for faster retrieval of the higher use books, housed on the lower shelves. She explained the marking system.

- Gareth Eaton thanked her for clarification on this system.
- Michael Levine-Clark reported on a different protest that involves students checking out books and immediately returning them. If this invalidates the system's reports on lending, the result of this protest means we might have to start sending materials in no logical order. May end up sending high-use materials earlier rather than waiting till near the end of the move date. All of the books must be moved by the same date. Currently trying to box low use material. This protest might unintentionally force us to box high use material with low use.
- Dean Nancy Allen concluded this agenda item, since the Provost had another meeting. Provost Gregg Kvistad asked for any other questions or comments.
 - Rafael Fajardo echoed the passion, anger, and dismay of the faculty he is representing at this meeting. Is representing the Art History faculty, but the Studio faculty is also dismayed. These students and faculty learn visually and physically. The absence of books is extremely detrimental and immediate. Can't draw the words to express the depth of feeling.
 - Nick Galatos noted that moving forward the librarians and the faculty will be help make some decisions.
 - Provost Gregg Kvistad will get deans involved, as he believes they can organize the faculty voice a little better than the faculty themselves, but this doesn't mean the faculty won't be participating.
 - Provost will be working with Michael Levine Clark and Nancy Allen to talk to the Deans.
 - This new process is not only to collect the data but to discuss it, and faculty, deans, students, and LLAG have roles to play, in a timely way.
- Nick Galatos asked about the weight of the collective voice on this -- If the faculty, staff, students and deans recommend 60% of the books and we bring this forward, how will the university respond? Provost Gregg Kvistad again said that he thinks 60% won't work because the three factors, seating, flexibility, and collections must be balanced. Nick Galatos again asked if there any way to convince the Board of Trustees that the balance should move toward collections or there would be risk to the University. Provost Gregg Kvistad again clarified that there are three things that must be optimized. Nick Galatos noted that trustees are business people and wondered what business logic could be used related to the reputation of the university? Provost Gregg Kvistad thinks this is less about the prestige of the University, and more about future of the University for the next 20 years. Nick Galatos asked if in time it is clear that mistakes were made, can it be changed later? Provost Gregg Kvistad noted that if this is completely the wrong move, and if there is enough space for students yet they stop coming to the library, then, yes we could move the books back in, if that made sense.
- Peggy Keeran Informed faculty about the new LLAG webpage, which has links to minutes, newsletters, and latest announcements. Will send out the link to the LLAG listserv for everyone.
- Dean Nancy Allen concluded the meeting with thanks for coming.