

Library Liaison Advisory Group
Spring Quarter May 9th, 11am-12:30pm.
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, Michael Levine-Clark, Collections Librarian)
New LLAG Website (Peggy Keeran)

- Dean Nancy Allen introduced herself, welcomed everyone, and outlined the agenda. She explained that the majority of this meeting would be to discuss the new plans for the collection with Provost Gregg Kvistad, who will explain the decisions made. The Provost had recently sent out an email to the faculty about this issue. She further noted that there are many things about the Academic Commons project to be excited about, and that a good deal of effort is currently going into planning for the transition. She will also be meeting with Deans soon to find spaces across campus to utilize for student study spaces during the transition, and we will communicate with students in the fall about these alternative study spaces.
- Provost Gregg Kvistad made the following points, explaining where we have been in discussions and decisions. He believed this was the 9th meeting he has had with faculty on this topic. He was interested in hearing how we can move forward, but was happy to listen to faculty concerns about where we have been as well.
 - Plans and discussions regarding the renovation of the library have been in works for almost the last decade. The library has serious infrastructure issues and will not last much longer, and there are issues with asbestos abatement and water leakage. This is an opportunity, if done right, to have a library that will last us a long time.
 - University has done almost half a billion in building in the past several years. DU knows how to build, and the DU buildings are known as extraordinary spaces built with construction practices that are not seen much in public buildings. Perhaps this approach is more expensive, but the buildings are built to last. However, this is a renovation, and DU has some difficulties with renovations, such as deciding whether to work with the existing footprint or expanding it.
 - The university decided not to expand the footprint of Penrose after some discussion, because this is one of the most difficult projects to get money for, and to date there is no major naming gift.
 - \$17 million of the universities' money going into this building. Money for this project comes from the operating margin surpluses we have generated over the last few years.
 - Additional monies are partly from year-end funding that was designated for this project.
 - Also gain share extraction from all of the academic units a few years ago of approximately \$10 million.
 - Chancellor has stressed:
 - The first priority is that the renovation plan must be as flexible as possible.
 - We are unsure what libraries will be like 5-10 years from now. Libraries have changed significantly over the last 30 years. These changes can be very disconcerting and disorienting for those used to the traditional library.
 - The renovated library is not being built for those who prefer the traditional library, but rather for the students and faculty of the future.
 - The new space must be as flexible as possible, with few load-bearing walls and moveable walls to avoid future costs of reconfiguring the library as needs change. Ensuring the space

is as flexible as possible to accommodate needs for the next 20-30 years is a very high priority for the Chancellor.

- Second priority is student spaces. Students are flocking to library again.
 - For a long time students did not do this. Trends indicate students are returning to libraries, but not for the same reasons as in the past. Students are using all sorts of new media and new resources.
 - It is easy to say that students are only coming to the library to hang out. Perhaps some of this does happen, but a majority of it is not.
 - We have much less seating than our student body size then is the national norm and we need more. The library is now open more hours than ever before, 24 hours 5 days a week.
- Traditionally libraries have had a majority of their space dedicated to the collection. The goal is to increase the seating and build a library for the future. To do so, we need to determine how many volumes should be retained in library.
 - DU purchased Hampden Center to store books during renovation project. Some of these volumes will be returning to the library when renovation is complete.
- It was understood until a few weeks ago that 70-80% of the monographs would return and the rest would be stored in Hampden Center. However, the Board of Trustees and Chancellor looked at the space that was left for seating on the original plan and made the judgment that we did not have enough student space with the original plan.
 - Over a number of years, Nancy Allen and the library faculty discussed having 70-80% of the monographs return. The faculty was kept informed and their input sought.
 - In this recent decision the faculty was not included. The Provost believes this was a mistake, and apologized.
 - There is no question that the Chancellor and Board of Trustees are responsible for making this decision, and there is also no question that typically, on decisions of this magnitude, faculty are brought into the conversation.
 - The Provost believes he should have become involved much earlier and tried to rectify this mistake. Typically the Provost does not get involved with building projects, however this is not a typical building project because the library renovation affects the entire university community.
 - As a result of this decision there has been a tremendous set of concerns raised by students, staff, and faculty. The story has been covered by local news media and others.
- Last week the Provost spoke with the Chancellor, and decided we need to back up. We need to focus optimization of three key factors.
 1. Flexibility.
 2. Student space and seating.
 3. The number and types of materials returning to library.
 - Believes we can adjust the percentage of books returning to Penrose a bit, but bringing back the 70-80% discussed in the original plan is impossible. We can only make a decision by providing the best information we have regarding usage, realizing that usage is not limited to only books being checked out, but books used in any way. We will involve the Deans, primarily the Arts, Humanities, and, perhaps, the Social Sciences to get a clear idea of student and faculty needs in those areas. We must acknowledge the needs of other departments as well, and additional considerations that the librarians can help us with.
 - Dean Nancy Allen explained that, as we go into this new process of engagement on the question about how the collections are used in teaching and research, we are not starting from zero. We actually have a lot of data, much from our automated systems. We also count the items we pick up throughout library which gives us a good idea of how much is being used without being checked out, although information here in this area is limited as we do not do a call number analysis of these items. We will pull together a lot of data we currently have, including lending by call number, frequency of lending by

call number over time, how our collections are used in resource sharing, and more. We need to hear more about things that aren't measured by the library.

The floor was opened for discussion.

- Tim Weaver asked for more information on how the decision went from 80% of the collection returning to the library down to only 20%. The Provost responded that Building and Grounds committee meets each month and the report to the full Board of Trustees. The committee's experience is very high in construction and real estate deals. There had been a concern for a few months that there was not enough student space/seating. The Chancellor was under the impression that well over 50% of lower level would be open for student seating, but once the plans were drawn it ended up being much less than what was envisioned. There were a few discussions between Nancy Allen, the Provost, and the Chancellor about what could be done to get the plans through the Building and Grounds committee.
 - The Board of Trustees has the responsibility to make the best decisions for the future of the university, and concerns regarding student spaces had to be addressed. Moving the back-of-house librarians and staff to the Hampden Center was considered, but the Chancellor realized that wouldn't be logical. The Chancellor and Provost asked Nancy Allen to generate a new proposal, which she did with a great deal of resistance. The proposal ended up being a reversal of the original plan, not by design, but by the footprint of the compact shelving. This proposal was created literally within a few days before the Board meeting in which the decision to change the plan for the returning collection was made.
 - There are committees where the Provost can stop or slow down decisions, but this is less the case with the Buildings and Grounds Committee because it is more of a construction/facilities entity. The Provost felt he should have contacted faculty senate leader immediately, but he was not certain what that would have done in terms of slowing down this decision, because the decision took on its own momentum once a solution was provided that allowed for adequate student seating and the ability to keep faculty and staff in house.
 - Dean Nancy Allen explained that there are use studies that aligned with this new proportionality. We did look at models in other libraries, and ended up recommending that roughly 75% of the collections returning. However, there was a previous plan on the table in which a large portion of the collections would be stored on site in a high-density retrieval system, with 10-minute turn-around time, but it would have added \$10 million to the construction plan. Dozens of libraries have these retrieval systems, many storing 40% or more of their collections in them. Therefore, despite the cost, Nancy Allen made significant efforts to convince the Buildings and Grounds Committee we should go this direction, but the committee rejected it as too expensive. The plan was not rejected because it was not a good plan or because other universities are not doing it, but because DU simply could not afford it.
 - In terms of the percentages, the benchmark study is the 80-20 rule, first proven in the 1960's and, despite tremendous changes in libraries, academic collections still work this way: 80% of use comes from 20% of collection. We were asked to provide our usage data to the Buildings and Grounds Committee which we did, and the loan data itself, for any research library, didn't appear to warrant keeping all this materials on site. Also, the future of print collections is uncertain, as the digitization of journals took less than 10 years. How long will the digitization of books take?
 - Tim Weaver indicated those in his department have no impression that the data was bad, or that bad decisions were made, but, in the experience of Digital Media Studies, digital islands don't work out. There needs to be a physical cognition component to reinforce digital mediation. What is the contingency if the data used is bad? If, in the future, we discover that we need the physical books back what is the plan? If we need to bring back 50-60% of the books in order to bring us up to 80% of the books housed in the library, then where will the books go? The Provost responded that the flexibility of the space will allow us to bring the books back to the library if needed.
- Clara Sitter asked how the figure for the amount of seating was determined, and approximately how much seating is that. Dean Nancy Allen responded that the figures are based on a classic library building guide

which advises 20% of student FTE. This target, established in the 1960s long before digital resources, is still relied upon by academic libraries being renovated now because space for non-collection use is skyrocketing. Penrose is not the first to embrace the Academic Commons concept, and we do better than most collaborating with support services, such as the Writing Program and Center for Teaching and Learning. The model, in which support services are located in the library and where students study near help, is hugely successful. As technology becomes more mobile, the draw of libraries has turned from technology to academic support as well as access to collections. Many academic libraries are still relying on the 20% seating target, but for very different reasons than in the 1960's. The 20% target is working because of the draw of academic support.

- Clara Sitter asked if the new plan will allow for more than 20% seating, and Nancy Allen said no, we are at 18%, and if 75% of the collections had returned, it would have cut student seating significantly.
- Tracy Mott identified himself not only a liaison, but also chair of his department, Economics, in AHSS. He met with his department recently regarding this decision. His faculty agree with those in the humanities that there is a need for books in the library, about the importance of browsing, and about the importance of sending students to the library to learn about resources available. His faculty question the Academic Commons concept, and why the library needs to be the place for all of these services instead of books. The current plans turns the library into a giant study hall.
- Robert Fufeld commented that he does not see an issue here because there are many great libraries that are closed stacks libraries. Students in his department rely heavily on the support services, which have really helped some students. His students make significant use of the services and student seating/spaces. This decision will require giving up the ability to browse, but he regularly hears complains from the students that the library is crowded and they can't find seating.
 - Tracy Mott responded that no one was saying there shouldn't be support services. Specifically, why do these support services need to be in the library? Christof Demont-Heinrich said that the suggestion being made is that the library is where the resources are that the students don't know how to use. Robert Fufeld believes these services within the library provide a tremendous value. Tim Weaver noted that the library is an environment where resources are available that propagate the need for help and access, that there is a physical and digital component to the library: if you diminish this one aspect of the library what will happen to library? You have a physical component of the ecology of the library that will be severely diminished - how will this impact the library and support services?
 - Provost Gregg Kvistad said that this is a rewiring of the browsing element, but browsing is not what the rest of the world considers as part of a research library. Some of us have spent time in other countries where there is no browsing ability. He does understand that serendipitous discovery was a result of the desire for libraries to make materials openly accessible to the public. Tim Weaver asked if the popularity of library due to the accessibility of the books?
 - Michael Levine Clark explained that the composition of the on-site collection is the challenge, for we want to provide all patrons with the ability to browse. We will be pushing Special Collections out into the space more so that students are surrounded by this material, which is different because these collections are not typically browsed. These elements however will add to the environment in the absence of a majority of the books. Tim Weaver said that the presence of these materials is critical as well, for the history and persistence of books is critical.
- Michael Levine Clark said that he has been thinking a lot about browsing lately. What does browsing mean? Why do we browse? How do you build a smaller collection that is still meaningful to browsing? We have been chipping away at browsing for years, by buying ebooks and putting some of our collections in storage, and that both of these make browsing the shelves to see everything impossible. The way we classify books, depending on the call number it is assigned affects browsing. We rely on Prospector, and make decisions not to buy a book because there are more than X number already in Prospector, which also means you can't browse through that book. How do we keep browsing effective for a smaller portion of the collection? Which parts of the collection can we move off-site without damaging the ability to

browse? He believes we can achieve this with less than 80%, and maybe even less than 60%, of the collection on-site, but doesn't know the right percentage for much depends upon what you consider browsing. If browsing means you wish to view all the books in a given call number, we can make that happen with a combination of searching the catalog and paging those books. If browsing means walking up and down the aisles, then that is a lot harder.

- Tim Weaver asked, if our concern is the library of the future, how much of the memory of the past library has to be present in that architectural memory of the future to make it a library and not a data processing center and or a meeting center?
 - The Provost believes this is an empirical question that must look forward not just backward. We should be very careful in making assumptions about our students' intellectual curiosity and abilities to find, understand, and use information and knowledge and create knowledge in the process.
 - The Chancellor has made this very clear. If this move, which is out there a bit relative to other libraries in the United States, is not the right thing to do, we have other options, such as buy more movable shelving and restore the books, find student space elsewhere on campus, and, perhaps, have another fundraising campaign to expand the library's current footprint.
 - We don't know how long the support services model will stay intact as well. We may need to be able to clear those spaces out relatively easily if and when their services change in nature or don't need space any longer. This is another argument for flexibility.
 - Dean Nancy Allen said that faculty can see the tremendous success of some of these support services. The Math Center, for example, has become hugely popular. The concept of the library as the place to go to spend an evening, to do a variety of work to help you succeed, is working. The students appreciate it, for they send thank-you messages and were very grateful when library started being open 24 hours a day 5 days a week.
- Erin Meyer reported that she worked with Carrie Forbes on a survey to gather feedback from students on how they use the library, what kinds of study activities they engage in, and what sort of furniture and space and levels of quiet do they need. This survey was developed before the recent changes in the plans for the returning collection, and, although not specifically asked about the presence of books, in the 850 replies received, students commented on collections in the open-ended sections of the survey. Many of them specifically asked about books and commented that books are part of why they are in this space and why they engage in activities in this space.
 - In the LLAG meeting last week, the question was raised about the role students would have in this discussion, about the size and composition of the returning collection. Although the students can be difficult to get in touch with at this time of year, many are very concerned about this. They wish to be included in this discussion as well.
 - Christof Demont-Heinrich commented on the number of references to student wishes: what do they want, and which students want what? We have a high percentage of graduate students at DU. There is at least one Facebook page started by students, perhaps more. It seemed odd to him that students were not surveyed on this question. Erin Meyer explained that at the time the first survey was sent out, the changes had not been announced yet. The decision came after the survey was distributed. Dean Nancy Allen said that this omission was not intentional, but that we simply did not have this knowledge at the time.
 - Provost Gregg Kvistad provided statistics: we have roughly 12,000 students, over half of these graduate students, with 42% in law and business. The Law school has its own library, and the graduate business students use online resources. We need to figure out which students need the print collections as part of their program, and how to accommodate that. For those faculty that need this as part of their research, how do we accommodate that? Not everyone will get an equal amount of attention in the collection that remains.

- Dean Nancy Allen provided a history about library surveys of students over the years, including 10 years of LibQual results. Students and faculty care about different things, with, generally, the students caring about the facility and the faculty about the collections.
- Susan Manning noted that we are talking about a change of culture in what the library means, and that a change of culture requires a sense of participation in the process. She noted that part of the reaction to this decision has been due to a feeling of a lack of participation, but that these things happen for a number of reasons that are not deliberate. In terms of where we go from here and the decision process, having faculty and student participation in that process so the DU community will know that those decisions reflect active participations. This is an opportunity for students and faculty to decide what the best mix or starting point knowing this may change in time.
- Alison Schofield inquired about how this decision coincides with the message that DU wants to increase our profile as a research university, that we should be researching and publishing more, and that we should be thinking about having a more international reputation? In what ways is this decision shown to value faculty work and research?
 - Provost Gregg Kvistad replied he doesn't believe these are mixed messages, although he understands how humanities scholars can say this takes away a significant chunk of their research materials, and the immediacy of their research materials. In the sciences, research is not dependent on the monographic collections. He recently had dinner with new faculty members and one noted he had not been to a library in 8 years to research, that all his work is done online. In addition to monographic research, many in AHSS use archives as primary sources of data. He doesn't believe this decision is about research, but about students and teaching. In terms of research, we have deadlines and need quick access to information, so that, although it is a pleasure to browse the stacks, time constraints make us resort to keyword searches. Also, he would be surprised if any faculty member could have finished a research paper or book by using only the current Penrose collection because our collection simply isn't that large. He believes this is more a symbolic thing than a reality, however this symbol is not a small thing when talking about a change in culture.
- Clara Sitter asked about delivery, and Nancy Allen responded that we are hoping for under 3 hours. Nancy Allen will be scheduling a meeting with the Provost's budget office to confirm our staffing plan for this. We'll match the processing of the request queues with staff at the Hampden Center, and we will have 2 vehicles we can use to drive in a loop between Hampden Center and here. We may adjust the request form for those who don't need the materials immediately, and we will be using scanners to deliver some content electronically. We have experience with Pascal, where we currently have 27,000 linear feet of materials stored, and which is twice as far as Hampden. However, only have daily delivery from Pascal, so will be able to improve on that with the Hampden Center. Everyone should be testing the "Request It" button now, to help us fine tune our procedures. Tim Weaver asked if Pascal be consolidated, and Nancy Allen said that all stored materials at Pascal as well as Mary Reed will be brought together at Hampden Center.
 - Tim Weaver inquired about the sustainability aspects of shuttling materials to and from Hampden Center. Nancy Allen responded that we have a large van and are looking for a Prius. Michael Levine-Clark said, because this issue keeps coming up, that we currently rely heavily on Prospector, and that materials are shuttled on a much bigger scale. Christof Demont-Heinrich said that there are realistic options such as solar powered electric vehicle charging stations, which are appearing on dozens of campuses around the country; he has a website <http://solarchargeddriving.com/> he started two years ago which specifically highlights these kinds of efforts, and he has several students intern with him on this. He realizes there is the larger issue of the carbon footprint with Prospector already, but that doesn't mean this is unrealistic, and he is willing to consult and help work on something like this. On this last issue of the courier service, Provost Gregg Kvistad said we need to over-deliver to begin with, even though this isn't the normal way to do things; usually you increase services as demand grows. His goal is to work with Nancy Allen to see what demand will be and to provide speedy retrieval.

- Peggy Keeran asked that, before the Provost leaves, to tell the faculty what the next steps might be. The Provost asked Nancy Allen over the weekend to put together a suggestion on moving forward to involve faculty and students. Although he believes the faculty are good stewards of our students interests, we can bring the students into this discussion as well. Deans must be involved, and although this is not to say the collection will be solely a humanities collection, those with the biggest roles are Anne McCall, Chris Hill, and Alayne Parson, with the primary dean being Anne McCall. Nancy Allen and Michael Levine-Clark are working on this, and, once we have a better plan we will see what next steps are. Clearly we must involve students and faculty in the next decision.
- Dean Nancy Allen thanked the Provost for taking the time to speak with the LLAG on this matter.
- In closing, Nancy Allen said this decision has been difficult for library faculty and staff as well, but we are confident library will do the best we can. We will make sensible decisions about collections in the new library with faculty and students advice, and we will do the best job we possibly can, with the Provost's help, by providing document delivery 24 hours. We are working very hard on these solutions and will do whatever we can to make this work. We will learn much in the next 18 months and what the patterns are. Still, we must bid the shelving, and must make some decisions sooner rather than later.
 - There is much concern in the library that this would end up being a humanities collection. This is not necessarily the right thing for our social sciences and sciences students. Students in their first 2 years are doing interdisciplinary work, and the librarians will be persistent on creating a broad interdisciplinary collection here. Once that is done, how do we build out? One solution is to put together a comprehensive survey that goes out to all faculty, which we need to do quickly. We will be working on this with the Provost.
- Pat Greer reminded everyone that the library is not in this by itself. Dean Nancy Allen said that we are not the only library doing this, and that we will include, with our set of information, the list of other libraries with high-density storage buildings. If we can determine the percentage of their collection they are storing, this would be very helpful; she was able to contact 3 or 4 of the libraries she knew had the highest percentage of their collection is storage, and has started email conversations with others about their practices.
- Peggy Keeran announced that the LLAG will be meeting again in the fall, and that she will send out an e-mail to the liaisons about the new LLAG website.