

Staff Senate Library Ad Hoc Committee Report

April 3rd, 2013

Consideration:

- Reviewed the presentation material provided by Dean Reid to the Staff Senate on January 2nd
 - Includes Faculty Senate Library Recommendation and Staff Senate Presentation
- Committee members met on January 15th.
 - Discussed material from presentation.
 - Created list of questions for clarification including clarifications regarding possible solutions.

Questions Regarding NDSU Library Materials Budget – emailed to Michele Reid Jan. 18, 2013

- Committee members were invited to a Faculty Senate Library Committee meeting on February 1, 2013 to ask additional questions or request clarification to responses from the previous responses to questions. We also discussed the Student Fee Advisory Boards decision to support an increase to the student library fee.
 - Staff Senate Questions 01/30/13

Dean Reid's responses to questions submitted 1/18/13

- FY14 Student Fee Library Increase Proposal 01/21/13 – Presentation to Student Fee Advisory Board
- February 1, 2013 Faculty Senate Library Committee-Note– Notes compiled by Staff Senate Ad Hoc Committee
- Committee members met again on February 8, 2013 to discuss materials presented and possible course of action.

Consensus:

- The library is in need of funds to continue operating at its current level due to increasing costs for library materials and resources (specifically a rising cost for database subscriptions).
 - Failure to increase these resources may at some point impact the University's research status, credibility, and ability to procure grants.
 - NDSU's library materials resources are well below that of its peer institutions.
- We acknowledge the difficult financial situation of the library, however we do not feel that staff senate should support the resolution put forth by the faculty senate. Which calls for:
 - Increasing appropriated funding through the prospective new higher education funding model.
 - Increasing privately endowed collections and expand private donations to the libraries.
 - Increasing student library fee.
- Nor should the Staff Senate take action to write its own resolution.
Reasons:
 - The Student Government has already approved the increase in the student library fee.
 - The library competes for additional funding with other entities on campuses facing very similar financial pressures.

- Our committee does not feel we are in a position to say that the library's need for additional funds is more or less critical than others.
- Campus leadership is aware of the library's budget situation. We trust that if additional funding resources become available they will distribute them appropriately.

Unless there are additional considerations our committee does not feel that there is action to take at this time and that the ad hoc committee should be dissolved.

Committee Members: Kelly Bisek, Vince Anderson, Adam Christianson, Daniel Erichsen

****Presentation material from Dean Reid is below****

NDSU Libraries in Crisis: Status and Recommendations for the Future

This document is a statement of deep concern by the NDSU Faculty regarding continued deterioration of the Libraries and the inevitable negative impact of that decline on the University's ability to compete for students and to accomplish its land-grant mission.

Background

The NDSU library has languished with an inadequate appropriated materials budget for decades. The cumulative effects of this inadequacy has now manifested in an accelerating decline in the size of the library staff, availability of new resources, and access to existing resources. It has put the accessibility of current knowledge and information by NDSU students, faculty and staff far behind that of their peers at other institutions, including the University of North Dakota.

Maintenance of even our inadequate holdings has required a growing and increasingly unstable infusion of supplementary funds from the central administration near the end of each fiscal year. Table 1 lists the amounts of those "bailout" funds since FY2005. It should be noted here that, in addition to the supplements listed in Table 1, the VPRCATT and Center for Protease Research have made significant contributions to help defray the cost of NDSU's subscription to SciFinder Scholar. Clearly, this stifling mechanism for funding our libraries has a long history that predates extraneous factors such as the fiscal shortfall left by the Chapman administration and the national economic downturn that began in 2008. This history is consistent with the inadequate funding being endemic to the NDSU budgeting process and punctuates the need for a new approach.

In its ongoing effort to maintain some respectability in its electronic subscriptions and holdings, the Library has cut virtually all paper subscriptions, including journals, magazines, and newspapers. Vacated staff positions have gone unfilled and Library personnel have renegotiated database access wherever possible in order to minimize costs. The student library fee was doubled in 2011 and, as shown in Figure 1, that fee increase put the fraction of the FY2013 budget funded by student fees at 19%. Despite these and other increased efficiencies, the FY2013 budget fell \$450K short of the cost of the Library's paltry subscriptions. In order to meet the library's contractual obligations, nearly a quarter million dollars was forcibly reallocated from the already pathetic budgets of the colleges. There has been no book budget for the past four years. Additional information regarding the library shortfalls is provided in the Appendix.

In addition to the concern articulated herein, the NDSU Faculty's collective concern was quantified in the 2011-12 COACHE Faculty Job Satisfaction Survey wherein all faculty cohorts ranked the NDSU Library in the lowest categories, both among its peers *and* among all COACHE institutions. Additionally, the 2006, 2008 and 2010 Noel-Levitz Student Satisfaction Inventories showed student satisfaction with the Library resources and services to be significantly lower than their sense of its importance.

Strength of the University. Focus on growth in recent years by the NDSU Administration and a dedicated Faculty has resulted in the classification of NDSU as a Research University of Very High Research Activity (RU/VH) by the Carnegie Commission on Higher Education. The Faculty takes pride in having been ranked with this group, and in the stature it brings to a degree from NDSU.

Table 1.

FY	Supplement Amount	Source
2013	\$420,000	Provost/Colleges
2012	\$200,000	Provost
2011	\$400,000	Provost
2010	\$350,000	Provost
2009	\$150,000	President
2008	\$375,000	Provost
2007	\$125,000	Provost
2006	\$40,000	
2005	\$187,500	

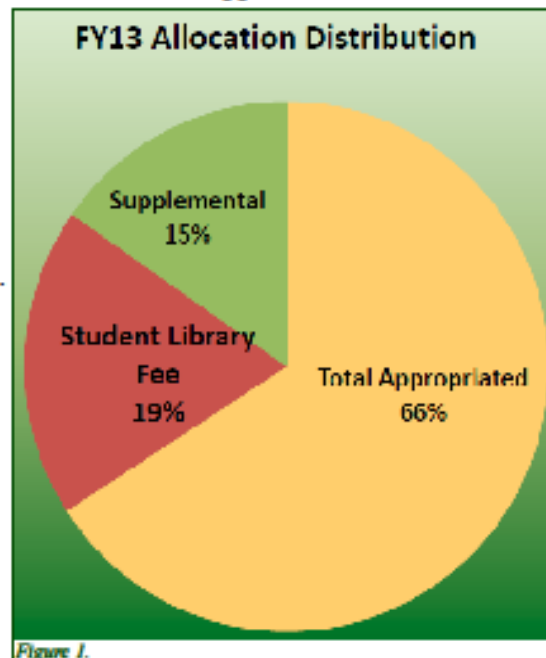


Figure 1.

Significant Weakness. However, it is important to recognize that future success of our University is not a foregone conclusion of this classification. In order to continue its grouping with the 108 research universities in this elite category, NDSU will not only have to sustain, but grow the activity and productivity that earned it's place in that group. Figure 2 reveals that NDSU's only remaining up-to-date access to the World's knowledge base its electronic database subscriptions. And those lag severely behind even its IPED peers. It is worthy of note that, of the four institutions in Figure 2, none are among the six ranked as RU/VH in our IPED group of fifteen universities. Without substantial growth in NDSU's library holdings, the Faculty is concerned that fulfillment of NDSU's mission, much less maintaining the RU/VH ranking, will soon begin to slip beyond our reach. Hence, we herewith aim to initiate a campus dialog with the goal of developing and implementing a strategy to address the deficiencies in our Libraries.

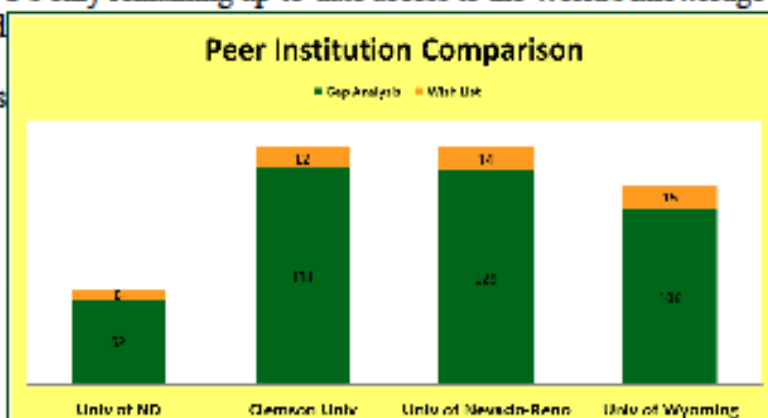


Figure 2. Numbers of electronic databases to which NDSU's peers have access and which are unavailable through NDSU Libraries. The orange sections indicate numbers of databases at the peer institutions that are on NDSU's "wish list."

The Goal

The Faculty strongly encourages NDSU's Central Administration to implement a strategy (*vide infra*) to grow the library holdings and database access to *at least* the average level of NDSU's IPED peer institutions. Since this crisis has developed over many years, we realize that it will not be alleviated overnight. However, as this is a matter of considerable urgency, achievement of this goal should be put on a *maximum* time line of five years. In the interest of establishing a stable line of funding for the Library, the Faculty recommends that both appropriated and privately endowed funds be aggressively pursued and dedicated to maintaining competitive library holdings. These budget allocations should be adjusted for inflationary increases on an ongoing basis. Additionally, the Library should receive supplemental funding to rebuild its current book holdings in both print and electronic formats.

Given that NDSU's academic units are already operating with increasingly inadequate budgets, the Faculty feels it would be destructive and discouraging to continue taking fiscal resources from academic departments and colleges. This dampens campus enthusiasm and only prolongs a stable solution to the Library's crisis. Hence, the Faculty strongly contends that the Library's needs should be funded with *new* resources, not by enforcing reallocation of academic college and department budgets.

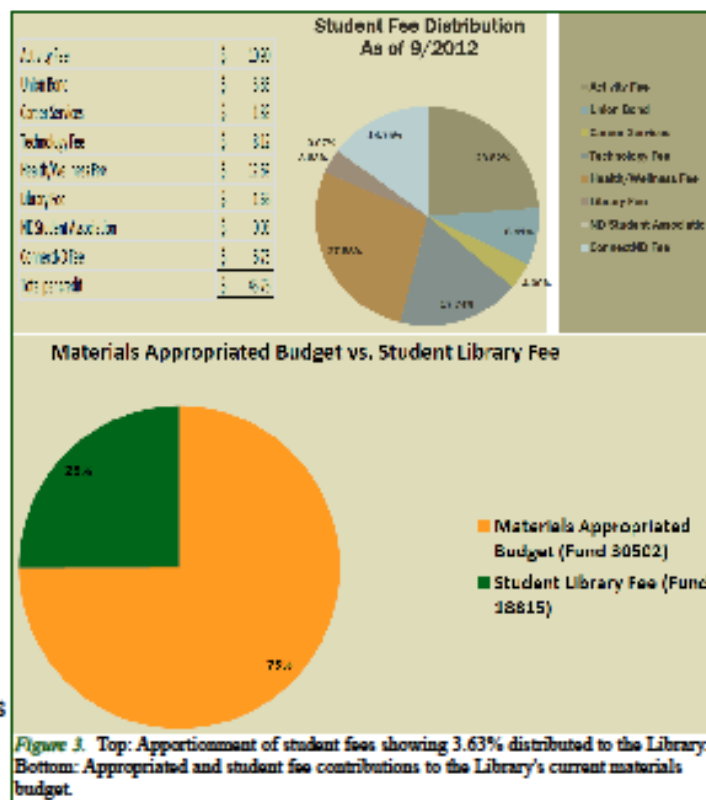
Recommended Strategies

The Faculty suggest that the NDSU Administration vigorously explore at least the following three funding streams. Success in putting any or all of these mechanisms in place would contribute significantly to the management of the Library's fiscal crisis. Lest we continue to fall further behind the peers with whom we compete for students and research funding, it is critical that allowance be made on an ongoing basis for the effects of inflation on the cost of maintaining the Library's holdings and access to modern databases. As our nation recovers from its economic downturn, NDSU should plan for an annual inflation rate of approximately 8% in the cost of materials and databases.

Increase appropriated funding through the prospective new higher education funding model. The Faculty has been made aware that NDSU could see a significant increase in its appropriated budget through the highly anticipated new higher education funding model. In that event, the Faculty recommends that a fraction of those funds be permanently allocated to the Libraries. It is further suggested that such an allocation be sufficient to put the Libraries on a fiscal trajectory to establish *at least* the average holdings of its peer institutions.

Increase privately endowed collections and expand private donations to the libraries. Work with the Development Foundation to launch fund-raising campaigns aimed at establishing endowments for long-term support of the Libraries. The Faculty is aware that there has been hesitancy in launching such campaigns based on the notion that donors do not want to support infrastructure for which the state *should be* appropriating sufficient funds. However, there is precedence for private support of the Libraries. For example, the Germans from Russia Heritage Collection is privately funded. The Library's ongoing decline from crisis to a state of peril, the University needs to give serious consideration to private funding as a means of minimizing further erosion of this crucial academic resource. One approach that NDSU and the Development Foundation could take is to name the Libraries after a private donor whose generosity is sufficient to endow some specified fraction of the Library's collections. This would be no different, in principle, than renaming Stevens Auditorium after the corporate donor who funded the renovation of that basic infrastructure.

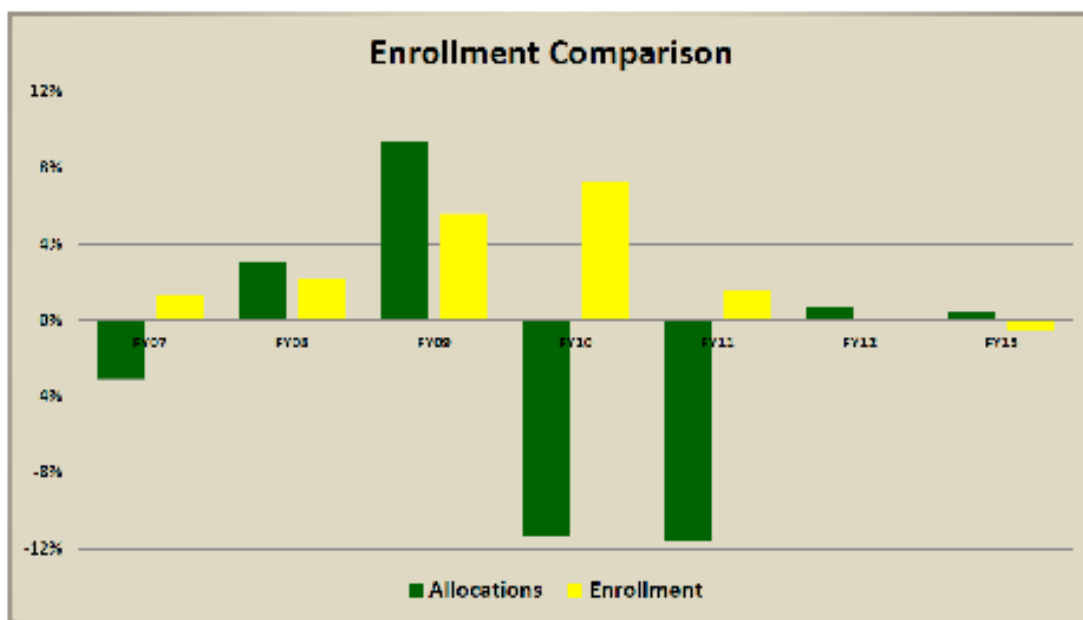
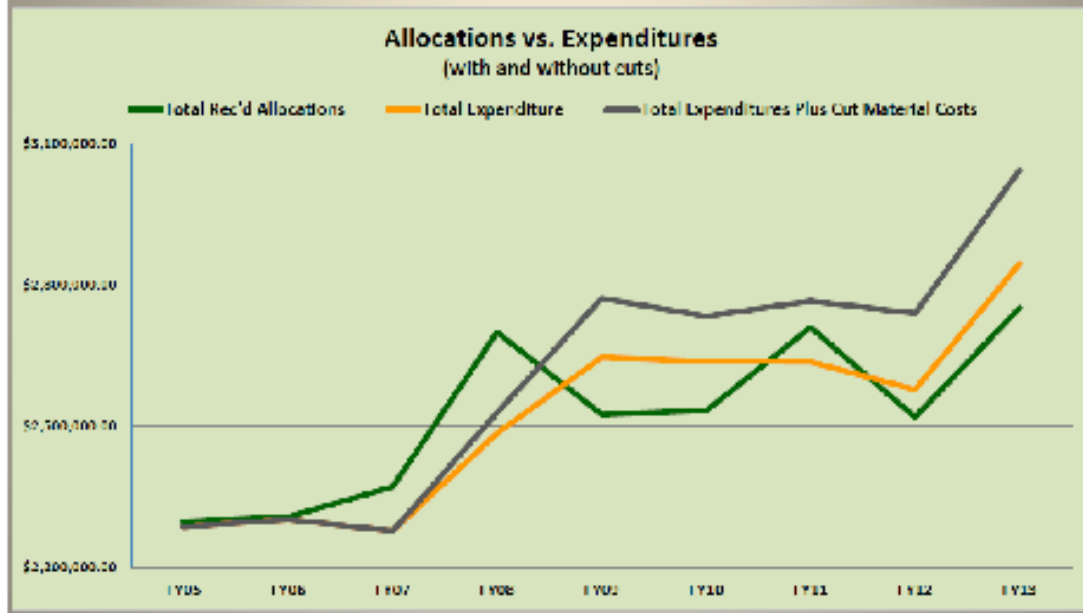
Increase the student library fee. Although the student library fee was doubled last year (*vide supra*) it remains but a small fraction of the total student fees. The Faculty recognizes that to continue raising student fees to manage this ongoing crisis is unreasonable. However, in the light of its relatively small stature among other student fees and the gravity of the Library's situation, the Faculty recommends one more doubling of the student library fee. Such an increase would raise the student fee contribution to the materials budget above the current level of 25% (Figure 3). However, it would avoid further cuts in holdings and database access for FY2014, thereby providing time for the University to develop and implement a new long-term strategy for funding the Libraries. It is important to recognize that our students have been heroically supportive of their University through its recent budgetary challenges. Therefore, out of respect and appreciation for that support, the Faculty feels that the new funding strategy should not rely on substantial increases in student fees in the near to medium term.



Respectfully submitted by the Faculty Senate Library Committee.
9 November, 2012

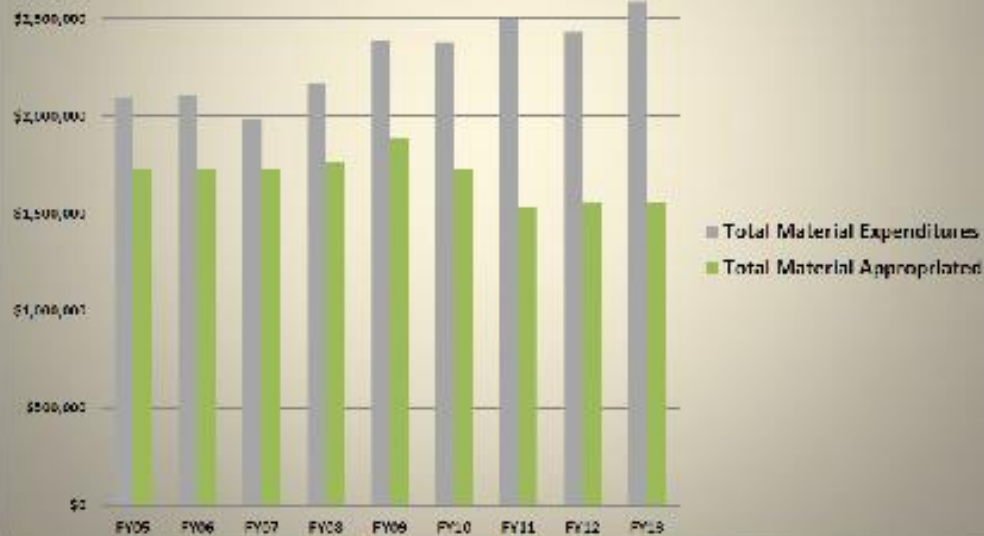
Appendix

Total allocations include state appropriations, student library fee, and supplemental from Provost's Office and Colleges



Material Budget for FY05-FY13

Material Expenditures vs. Material Allocations for FY05-FY13

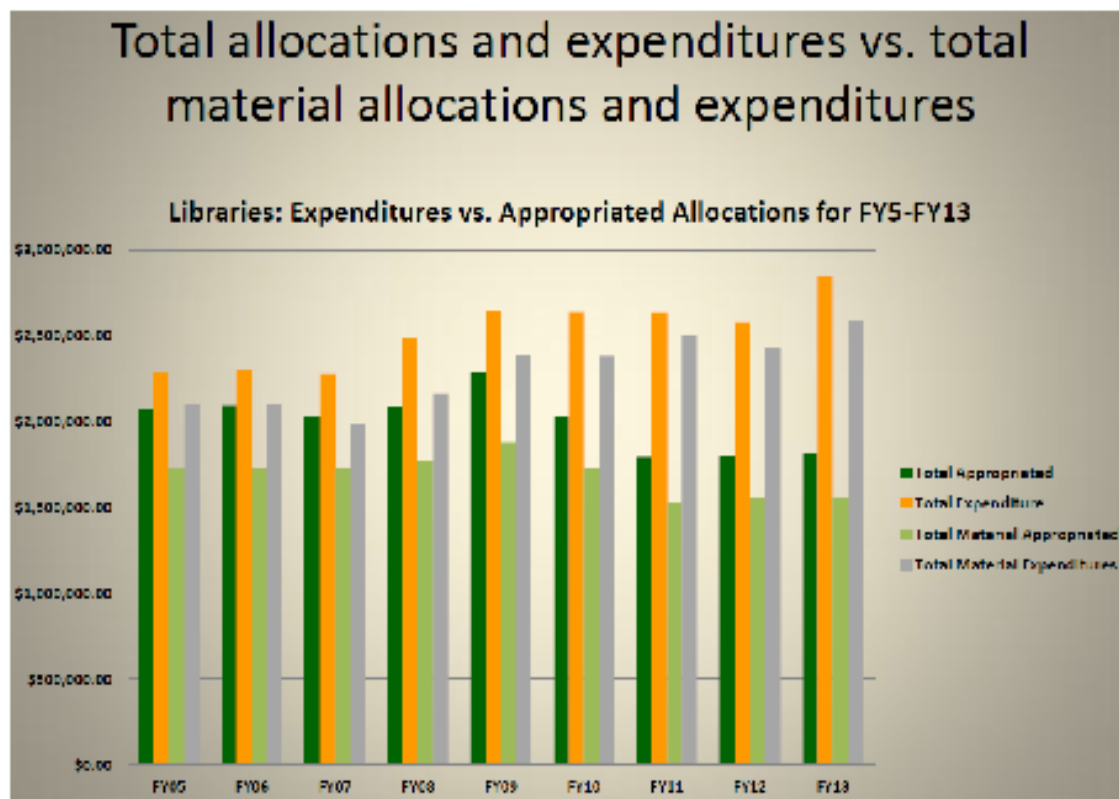


Each year supplemental income becomes more important to the Libraries' budget.

(no supplementals included)

Libraries: Expenditures vs. Appropriated Allocations





FY 2011-2012 Cuts

- In FY11 the Libraries took a 10% cut, which was made permanent in FY12, and lost all salary savings allocations, also eliminating/impacting services:
 - No appropriated book budget (restricted to endowed accounts)
 - Cut hours at Main Library and Branch Libraries
 - Closed Chemistry Branch to key access only
 - Subscription cuts (local newspapers, print periodicals, microfilm and fiche, continuations)
 - But preserved online database subscriptions

FY 2013 Materials Budget Shortfall

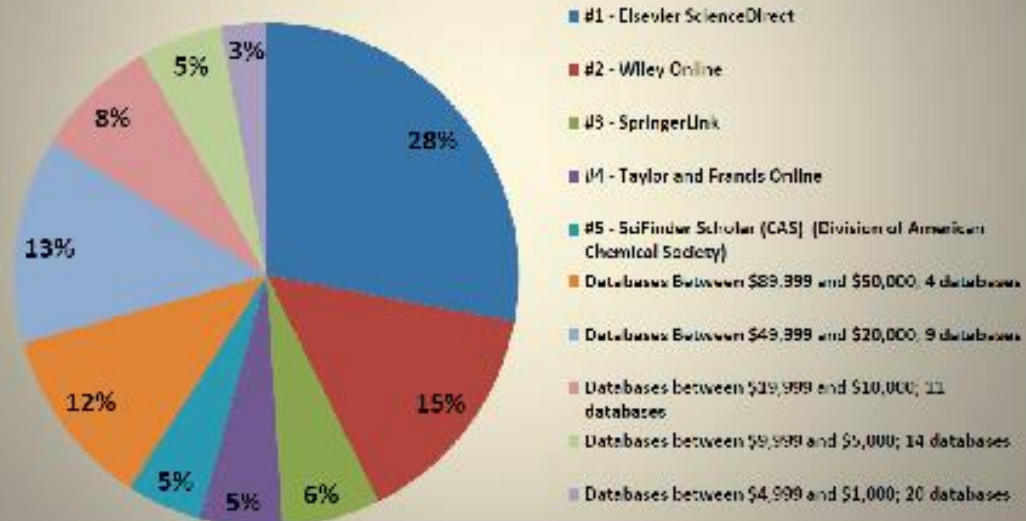
- \$420,000 covered by
 - Provost (\$200,000)
 - Colleges (\$220,000)
- Cut list of print subscriptions \$34,000
- No book budget (4th year)
- Gap Analysis – database subscriptions compared with selected peers

Supplemental Materials Funding Student Library Fee

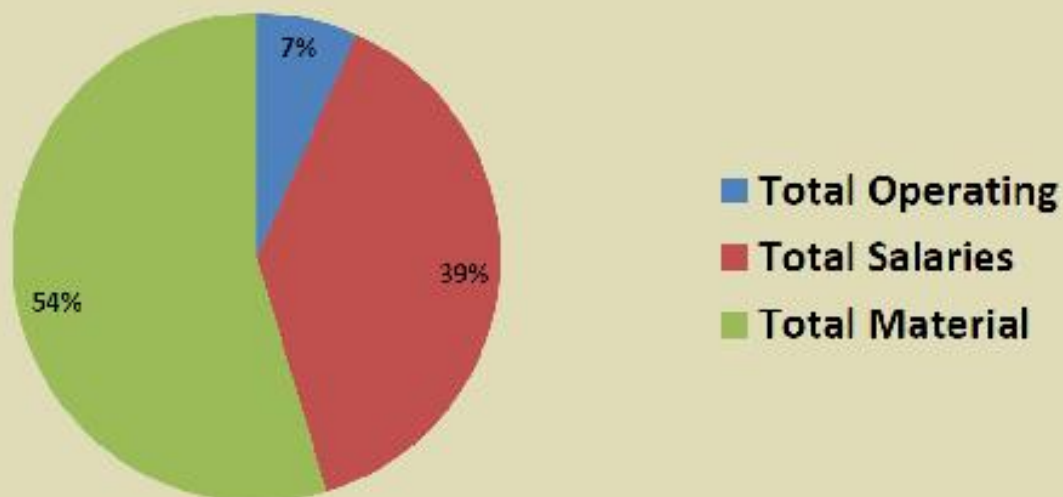
- FY 13: est. \$520,000
- FY 12: \$515, 774
- FY 11: \$517,890
- FY 10: \$256,164

List of top 63 databases: top 5 take up 59% of budget, or approx \$1.2 million

NDSU Libraries' Most Expensive Databases



FY13 Material Exp vs. Operating Exp



FACULTY SENATE LIBRARY COMMITTEE

Jace Beehler	Student, Undergraduate
Xuefeng (Michael) Chu	College of Engineering & Architecture
John Cox	College of Arts, Humanities & Social Sciences
Debjyoti Dwivedy	Student, Graduate
Nicole German	College of Human Development & Education
Thomas Ihle	College of Science & Mathematics
William Lenarz	Staff Senate
Maggie Lee Mackowick	College of Pharmacy, Nursing, & Allied Sciences
Kim Owen	Division of Information Technology
Kenton Rodgers	Graduate & Interdisciplinary Studies
Senay Simsek	College of Agriculture, Food Systems & Natural Resources
Christina Weber	Faculty Senate
Limin Zhang	College of Business
Michele Reid	Libraries

FACULTY SENATE LIBRARY COMMITTEE RECOMMENDATIONS

- *Increase appropriated funding through the prospective new higher education funding model.*
- *Increase privately endowed collections and expand private donations to the Libraries.*
- *Increase the Student Library fee. (Note that a proposal to double the fee is already pending.)*

STRUCTURAL BUDGET ISSUES

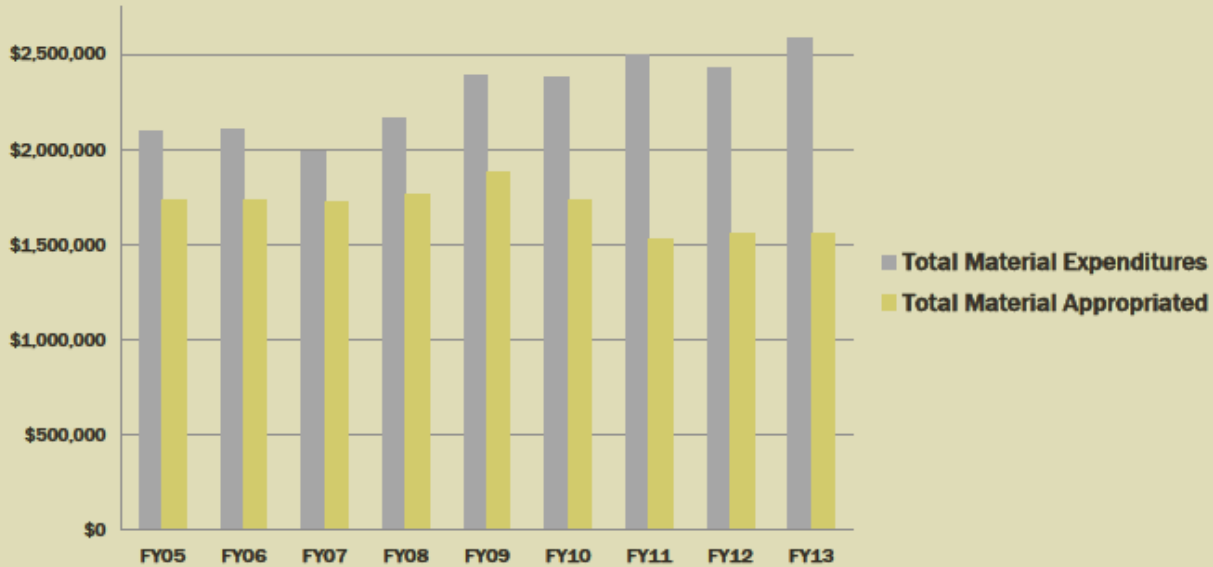
- History of inadequate appropriated funding going back decades
- Materials and operating budgets have historically outpaced funding (appropriations and Student Library Fee)
- In FY11 the Libraries took a 10% cut, made permanent in FY12, and lost all salary savings allocations, also eliminating/impacting services:
 - No appropriated book budget (restricted to endowed accounts)
 - Cut hours at Main Library and Branch Libraries
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STRUCTURAL BUDGET ISSUES

- Increasing need to support teaching and research with very high Carnegie status
- Peer data: severely underfunded compared to peer institutions and UND
- Have always had access to DCE funding; however, this one-time end of year local funding never added to base appropriations
- Libraries have increased efficiencies and cost containment measures, such as
 - renegotiated more advantageous vendor contracts in last 4 years
 - moved funding from operating to materials
 - saving \$50K per year beginning FY13 with move to ExLibris Alma system (had to wait until the end of the 5 year contract with Innovative negotiated during interim period)
 - drastic reduction of print journals-cancellations based on use data

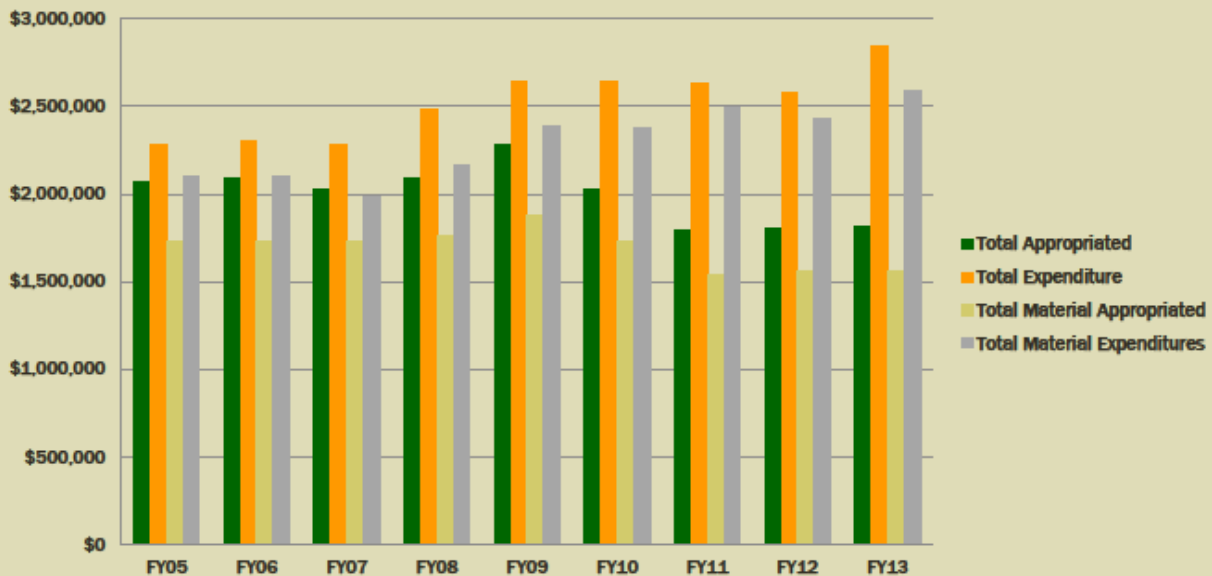
MATERIALS ONLY

Material Expenditures vs. Material Allocations for FY05-FY13



TOTAL BUDGET VS. MATERIALS BUDGET

Libraries: Expenditures vs. Appropriated Allocations for FY05-FY13



FY13 MATERIALS SHORTFALL

- \$420,000 covered by
 - Provost (\$200,000)
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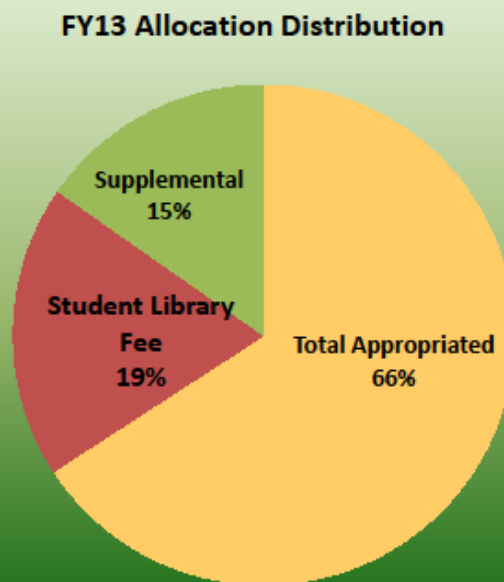
SURVIVAL THROUGH SUPPLEMENTAL ALLOCATIONS

- FY 13: \$420,000 (Provost and Colleges)
- FY 12: \$200,000 (Provost)
- FY 11: \$400,000 (Provost)
- FY 10: \$350,000 (Provost)
- FY 09: \$150,000 (President)
- FY 08: \$375,000 (Provost)
- FY 07: \$125,000 (Provost)

STUDENT LIBRARY FEE

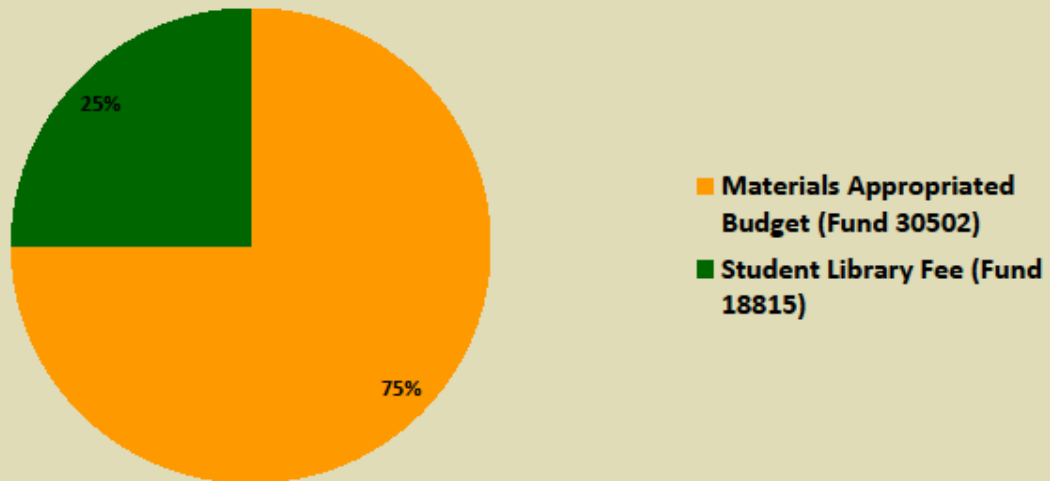
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FY13 ALLOCATION DISTRIBUTION



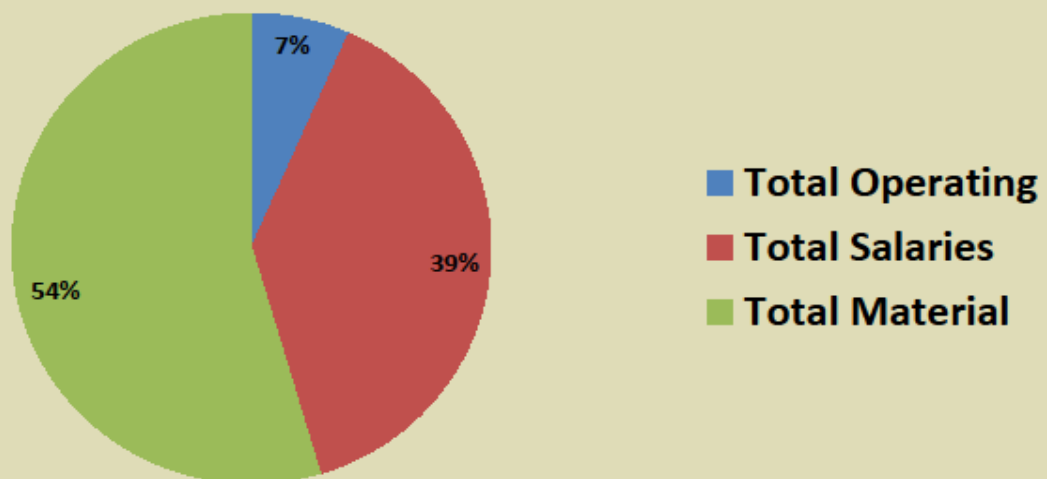
MATERIAL WITHOUT SUPPLEMENTAL

Materials Appropriated Budget vs. Student Library Fee

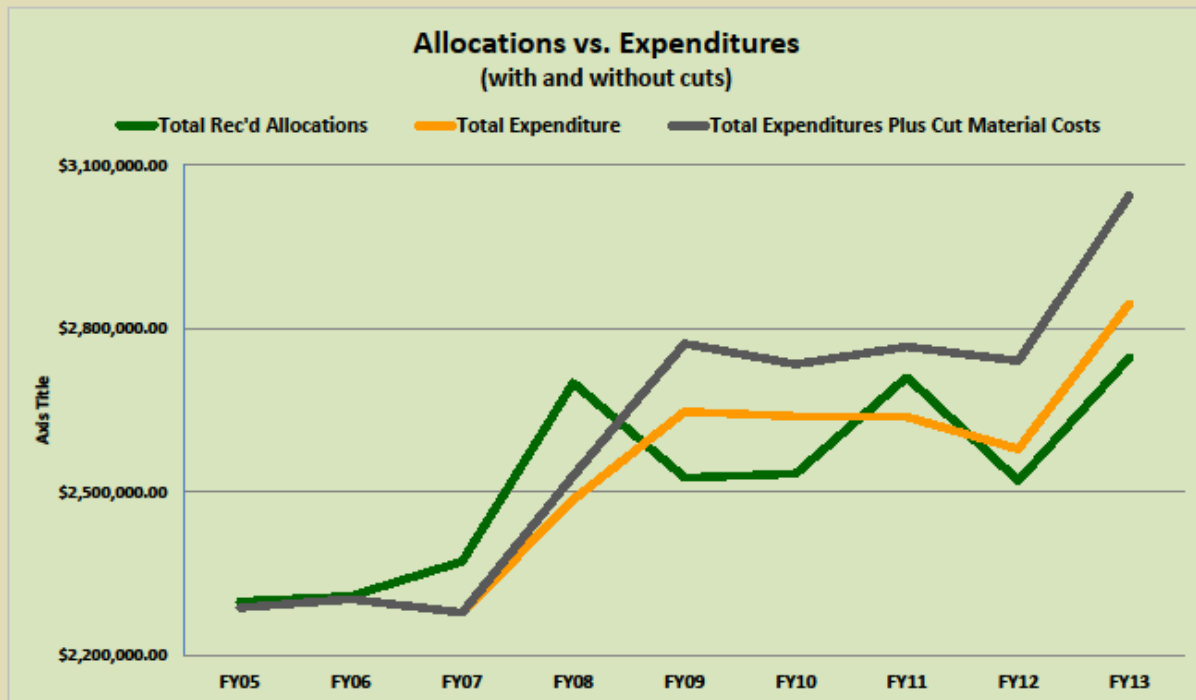


EXPENDITURE COMPARISON

FY13 Material Expenditures vs. Operating Expenditures

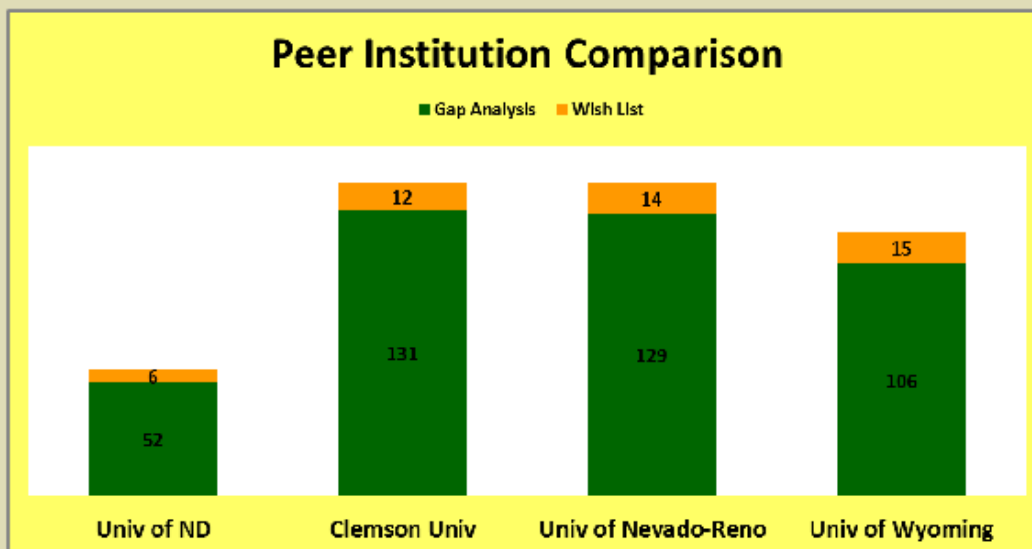


ALLOCATIONS VS. EXPENDITURES (WITH AND WITHOUT CUTS)

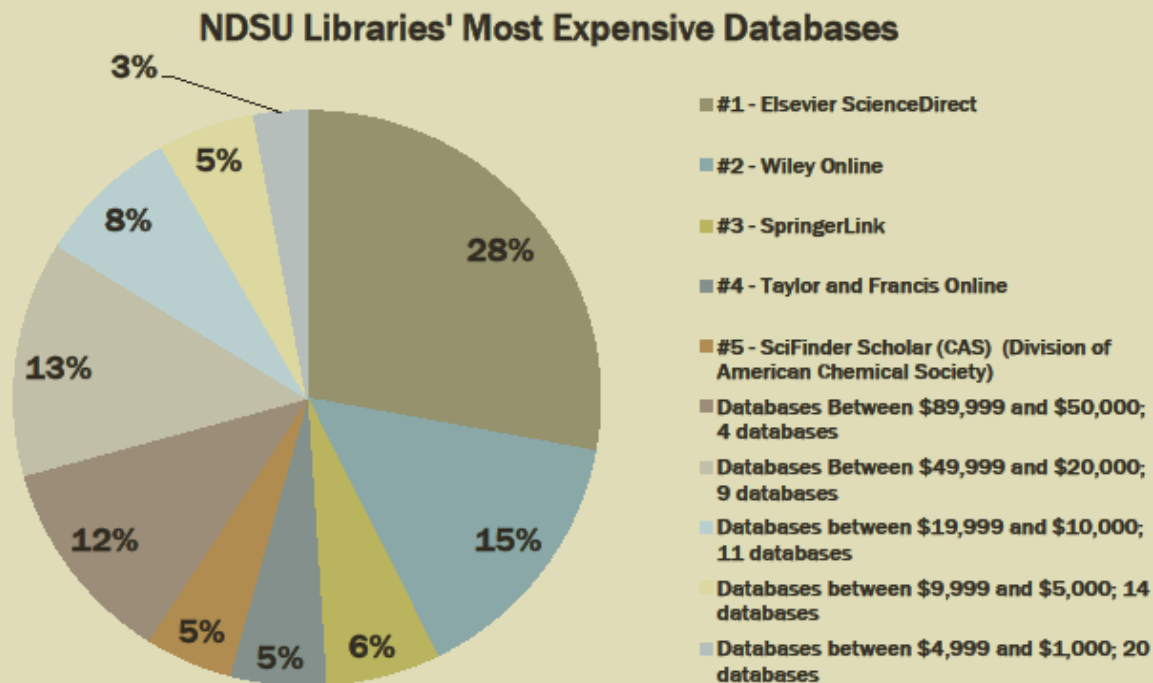


PEER COMPARISON

(# OF DATABASES PEERS HAVE THAT WE DON'T)



MOST EXPENSIVE DATABASES



FACULTY SENATE LIBRARY COMMITTEE FALL SEMESTER CHARGE

- Solicit feedback re structural issue from respective colleges and senates for comments/suggestions
- Announced to faculty
- Committee's recommendations to Faculty Senate and Staff Senates and Provost
- Dean and librarians available to attend any college, department meetings
- Student fee advisory board