

Faculty Senate Information Technology and Library Committee
Minutes, November 17, 2011
1:00-2:30, 605 Hodges Library

Present: Carole Myers, Chair (Assistant Professor, College of Nursing), Mark Baggett (Assistant Professor, Library), Stan Bowie (Associate Professor, College of Law), Donna Braquet (Associate Professor, Libraries), Bob Campbell (Associate CIO, UTK Administration), Jean Derco (Executive Director, OIT Support), David Matthews (Chair, Interior Design) Joel Reeves (Interim Assistant Vice Chancellor of Information Technology UTK), Jerry Riehl (Interim ACIO), Fernando Schwartz (Assistant Professor, Math), Mickey Sims (Professor, Biomedical Research and Education), Steve Smith (Dean, Library), Alan Wallace (Associate Professor, Libraries)

1. Welcome and thanks for rescheduling – Carole Myers
 - a. Next meeting is December 1, two weeks from today
 - b. New people; introduction of David Matthews, the Chair of the Interior Design program. Matthews comes from Ohio State, where he was Director of Academic Technology.
2. Minutes were sent out this week; questions or comments?
 - a. Question from **Campbell**: Are they on a SP site also? Answer from **Myers**: No, but should be posted on Faculty Senate site. Will look into creating a site.
 - b. **Wallace** moved to approve, **Baggett** seconded, motion carried
3. Last meeting heard from Bob Campbell re OIT Priorities. This month Dean Steve Smith will discuss academic priorities in Libraries.
 - a. The academic planning document for the Library will be presented to the Provost tomorrow; will share some but not all of the documents. This meeting is an opportunity for him to get group's insight.
 - b. Last year has been busy for Libraries, with leadership transition.
 - i. Barbara Dewey went to Penn State, Linda Phillips was Interim Dean and overlapped with Smith.
 - ii. Rita Smith is now Exec Assoc Dean.
 - iii. Sandy Leach is Assoc Dean for Collections, including branch libraries and library technical services – cataloging, acquisition (physical and electronic). Leach had been head of Ag/Vet Pendergrass library.
 - iv. Offer accepted for Assoc Dean for Scholarly Communication and Research Services, Holly Mercer from Texas A&M. Mercer's units will include digital libraries initiatives: TRACE, Newfound Press, open access, copyright education, and others; will also have systems department (electronic catalog and related) and research services unit ("extension agents", liaisons to academic departments).
 - v. Also just hired librarian for outreach, communication, and marketing, Robin Beetenbaugh, also Texas A&M. Several years ago at A&M, discussion with undergraduate about importance of library communicating its mission: student said there was no reason to have a library; "I get everything I need through

JSTOR, Academic Search Premiere, ..." But he had access only because the library paid for licenses and access. The physical edifice is still important, but influence can be diffuse and easy to overlook as people use services remotely.

- c. One question from Provost was "larger context in terms of Vol Vision plan, in comparison to our peers."
 - i. What libraries does UT consider peers? Same as ones listed in Vol Vision: Aspirational peers, target peers, and peer peers.
 - ii. Where does library consider it ranks? Library equivalent to BCS rankings are metrics from Association of Research Libraries (130 largest research libraries mostly in US, few in Canada, mostly academic but some public – New York Public, National Archives, Lib of Congress). Vol Vision / Top 25 intends UT to be top 25 among US public research libraries; UT currently ranks 30th in the most relevant community, research libraries at public institutions; about 60-70 libraries. The good news is, five more slots and we're in the top 25; bad news is, a few years ago, we were 24th.
 - iii. Ranking is based on an investment index that includes total library expenditures, total library materials expenditures, total number of professional and support staff, salaries and wages of professional and support staff.
 - iv. We report statistics for the libraries that report to Smith (Hodges, Music, Ag/Vet, Social Work Memphis) and Law, UTSI, and Health Science Center. Altogether, about \$12 million on materials; \$9-10 million centralized. Does not include any OIT support / Commons spending.
 - v. Drift downward in rankings due to budget cuts, primarily, and mostly at UT libraries.
- d. But rankings in and of themselves are meaningless; need to talk about value and meaning to our constituency. Overall ranking is a good shorthand, but it's not the only measure. Looking at rankings in relation to aspirational, target, and peer groups.
 - i. Other things we measure: amount of money invested in electronic resources. Within our cohort, we rank 32nd in electronic resources, up from 83rd five years ago. Have been shifting from print to electronic. Do respect individual disciplines and their needs, but there is generally more bang for the buck in electronic resources; available 24/7 remotely.
 - ii. Question from **Riehl**: Are eResources less expensive, and how does that affect total expenditures? Answer from **Smith**: Our budget is about \$9 million, about 80% invested in electronic resources. Three kinds of things: electronic serials (60,000 subscriptions of which about 54,000 are electronic), electronic books (2.3 million books, of which about 300,000 are electronic), and databases. But they're getting harder and harder to distinguish; serials are becoming database-like.
 - iii. Question from **Schwartz**: We went from 80 to 30 in Electronic, but down overall? What rankings went down? Answer from **Smith**: We are not increasing the budget, but rather shifting from print to electronic. Question

from **Schwarz**: So our loss of print is hurting us? Answer from **Smith**: No, not really; ARL doesn't rank print resources, just total and electronic – in relation to other schools. We try to respect needs of individual disciplines, but electronic is more useful and meaningful to more users than most print. This is not uncontroversial, and we are working to satisfy print needs.

- e. Collections not the only service offered by the Library; must also consider physical facilities. ARL does not measure in any useful way the value and meaning of physical space. There is a different set of metrics, LiveQual, adapted from ServQual, that measures customer / user satisfaction. That gives us a sense of how our users feel about our physical space, although we can't use it to compare to other institutions.
 - i. "In terms of library space, rate on a 9-point scale your highest / lowest expectations" – this gives a maximum and minimum perceived value – and how does your institution rank in comparison to your expectations. UT does pretty well – don't exceed expectations, but also don't fall below minimums.
 - ii. UT provides collaborative and group study areas (closest to max), quiet study space and inspiring space (closer to minimum but still exceeding minimums).
 - iii. Buildings differ on every university campus: fortunate at UT to have library in geographic center of campus, not too close to student union, and strategically placed in relation to dorms. Also fortunate to have an iconic building; distinct and noteworthy compared to other buildings. Branches less stunning; tend to be part of other buildings, but still valued for quiet study and other purposes.
- f. Will talk to provost about overall rankings, electronic rankings, and library space. Will talk about other things, harder to measure: partnership in teaching and learning enterprise, partnership with OIT, investments in scholarly communication and digital initiatives. Part of IMLS grant to develop metrics for investment in scholarly communication.
 - i. Question from **Schwarz**: Is goal to improve overall ranking? Answer from **Smith**: To increase the lost "muscle mass", funding; that will help bring ranking back up. Question from **Schwarz**: How are they weighted? North Carolina ranked below UCLA even though NC spent more money. What's the best way and most efficient way to raise ranking? Answer from **Smith**: Area we've lost the most ground is staffing; that's probably driving our rankings lower more than anything else (40 FTE less than five years ago). Comment from **Schwarz**: You need to look at the numbers, figure out what they value, and devote the resources there. Answer from **Smith**: Rankings are important, but want to invest in a way that has meaning to our users.
- g. Will also talk about funding streams and new sources of money. This is a different budgeting process; not asking for "next year I anticipate I'll need \$X." Administration wants to talk about strategic emphases and initiatives, and ideas for new sources of money.
 - i. Not many places library can go for money outside central administration. Jimmy Cheek and Susan Martin are libraries' biggest "donors."

- ii. Development: Not a big “alumni” base to draw on. Working on it, but hard. Donors want to fund the “Margin of Excellence,” not the day-to-day.
- iii. Library t-shirts; could also do mugs and pencils, but not a very big revenue stream.
- iv. Grants, sponsored research. Lots of things that could be done, but not a strong enhancement of investment money.
- v. Suggestion: Student library fee. Whether it’s needed and feasible and worth pursuing. Have thought about what money would be used for:
 - 1. Staffing levels
 - 2. Materials inflation – this year Library eliminated \$700,000 from materials budget; anticipating FY 13 will have a 5.5% material inflation factor. Keeping costs lower by working with system libraries to have stronger bargaining power with vendors.
 - 3. Undertake regular renovations and upgrades to facilities.
- vi. Looking at ballpark of \$1,000,000 / semester just to keep up. To generate that amount of money, recommending a student library fee of \$3.50 / credit hour up to 12 hours for undergraduates and up to 9 hours for graduates. That amount would sustain for 2-3 years before having to go back and ask for an increase to base budget or fee.
 - 1. This does NOT replace current budget or portion thereof; it would augment it. Going forward largest part of budget would still be from central admin; smaller portion from fees.
 - 2. At Texas A&M every student pays \$26/credit hour up to 15 hours; there is no central funding for library.
 - 3. Student fee model more common in southwest. Proposing something like U of Oklahoma, with base budget and “excellence fee” of \$8/credit hour. Inflation is a fact of life. Have been proposing student fee for about five years; has become critical now.
- vii. Question from **Campbell**: Are you on any of five subcommittees in Top 25 committee? Are any of your improvements included in the chancellor’s allocations? Answer from **Smith**: Staff feeling is that not well represented in Vol Vision. Trying to tie to Vol Vision: undergraduate and graduate diversity and retention, research. Funding model for Higher Ed has changed in Tennessee: moved from formula based on enrollment to formula based on outcomes. This makes things harder for libraries; the old mechanism covered, for example, serials analysis – could get the proposed increase from central administration. New environment from economy and outcome-formula which is not as straightforward for library funding. Has to find other ways to fund inflation increases.
- viii. Question from **Sims**: Would student fee count as part of tuition increase? Answer from **Smith**: Not sure; but have not presented to Provost. Has had conversation with Provost and Chancellor, but is a long way from getting a new

fee; no expectation of getting one this year, especially looking at tuition increases to cover raises and so on. Notes that Chattanooga has a fee of \$25/person/year.

4. Bid process for renewal or replacement of Saba Centra
 - a. Synchronous course delivery mechanism – mostly DE, but also being used for things like supplemental office hours, etc.
 - b. Contract good through end of January. It will be tight; we're not where we'd like to be in the process. Bid process closes December 1; will turn around evaluation quickly. Expect to have something in place by January 1.
 - c. Driver to try to have a new tool (if it is a new tool). Will receive bids from Blackboard Collaborative (formerly Eluminate and WIMBA), Adobe Connect, WebEx, Centra, maybe Citrix GoToMeeting. Those are the five we sent to Purchasing.
 - d. Some users and prospective users have concerns – Social Work in a unique situation, because their new Ph.D. program is highly dependent on multi-point video. However, College of Business has expressed satisfaction with both Blackboard and Adobe solutions.
 - e. Comment from **Myers**: College of Nursing has all blended online programs, just ramping up use of Centra. Answer from **Riehl**: All tools are relatively similar. Shouldn't be too difficult to make transition if make one. Question from **Myers**: So I can come in on January 1 and be ready to roll on January 12? Answer from **Riehl**: Yes, that team is doing triple planning in terms of documentation and planning:
 - i. Stay with Centra
 - ii. Perhaps BB product
 - iii. Perhaps Adobe product (predicting those two will rise to top)
5. OIT – Joel Reeves
 - a. This time used to be for Banner updates; less of a need for that in this time slot, so will take general questions: Banner, TERA, or other enterprise systems
 - b. Recent organizational changes:
 - i. Committee looking at realigning OIT to deal with UWA activity and UTK Top 25 vision; committee should wrap up by Christmas.
 - ii. UTK charge is to get resources in right places; Banner a top priority. As committee makes decisions, will talk about people and spaces. Will not let anything drop through the cracks.
 - iii. This is Reeves' third ERP: IRIS, SIS, and Banner. Need to admit students, get them to class, get them their grades, and graduate them. Can do that; now need to build in more functionality that we had in old system. Need to shut down the mainframe after archiving historical data.
 - iv. Get Banner under control
 - v. Make sure campus has more input on priorities
 - vi. Question from **Myers**: Sat on interviews for OIRA candidates. Questions about "shadow systems". Answer from **Reeves**: Hope that person will have and set priorities for what information needed and in what format. For example, the

THEC report is now due at end of semester, not 14th day, but there are a lot of internal systems that need that data. We have other reports where we're dumping them into same old format. Would like to build something to put those data into a database to do analytical reporting and trend analysis. New person could help with that vision and drive something going forward.

vii. Question from **Sims**: What are top 2-3 things to put us in top 25? Answer from

Reeves:

1. Funding.
2. Data quality.
3. Finding a better way to manage data. We're with the peer institutions and aspirational institutions in terms of admission stats and first-year retention, but students are not getting through the degree programs and graduating. Need to figure out why they're not making it through.
4. Wireless access, pervasive and for multiple devices per person.

6. Other topics?

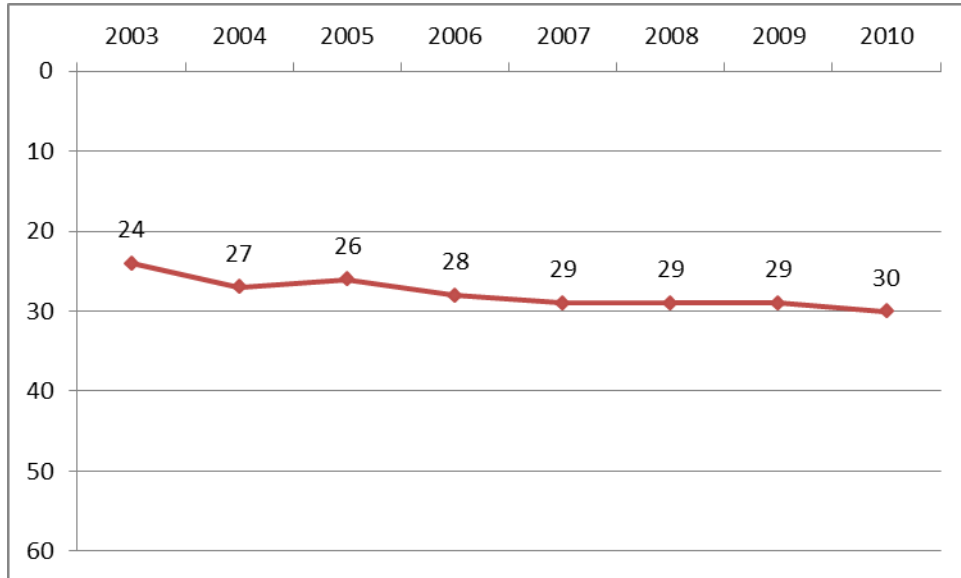
- a. Comment from **Bowie**: With regard to Library fee, have there been any attempts to engage students and anticipate pushback, to work with student government? Answer from **Smith**: has student advisory committee and will discuss with them if gets approval from Provost; will talk with student leaders. In previous position, the student fee was something the students had a lot of say in it, including increases. Believes that if students understand the needs and options, they will support the fee. Comment from **Myers**: Nursing has differential tuition; got a very good base of student support before going to Board of Trustees. Students understand lack of state funding. This committee has links to student government. Comment from **Smith**: Will still need Tech Fee support. Comment from **Bowie**: Case for technology fee went fairly well. Comment from **Myers**: Extensive commingling of tech and library, what's tech, what's library, Commons . . .
 - b. Comment from **Bowie**: the name tags / IDs work. Likes the two-sided format.
 - c. Question from **Schwarz**: What's the status of student evaluations, any new developments? Answer from **Myers**: Seeing outcome of work from Susan Martin's committee; pushing the message to students on BB, asking faculty to use reminders to students; drawing for iPads. Myers sent letter to all her students explaining how she uses evaluations and how they help her change assignments to better meet student needs. Discouraging extra credit. Evaluation and grade should not be coupled. Answer from **Campbell**: Have updated the survey to make it easier to complete on a mobile device (e.g., phone). Works on iPhone and iPad, definitely. Myers: Encouraging time to do in class, on laptop or phone or tablet.
7. Dates for spring: Myers will send out another poll and ask for quick turnaround. Prefers this committee meet a week or so before the Faculty Senate Executive Council.
8. W
ILL meet on December 1, 1 p.m. Library conference room. Will try to keep it to an hour. Would

like agenda items from faculty members – if you want to know something, ask questions, express a concern – can make sure the right person is available to answer the questions.

Dean Smith's handouts

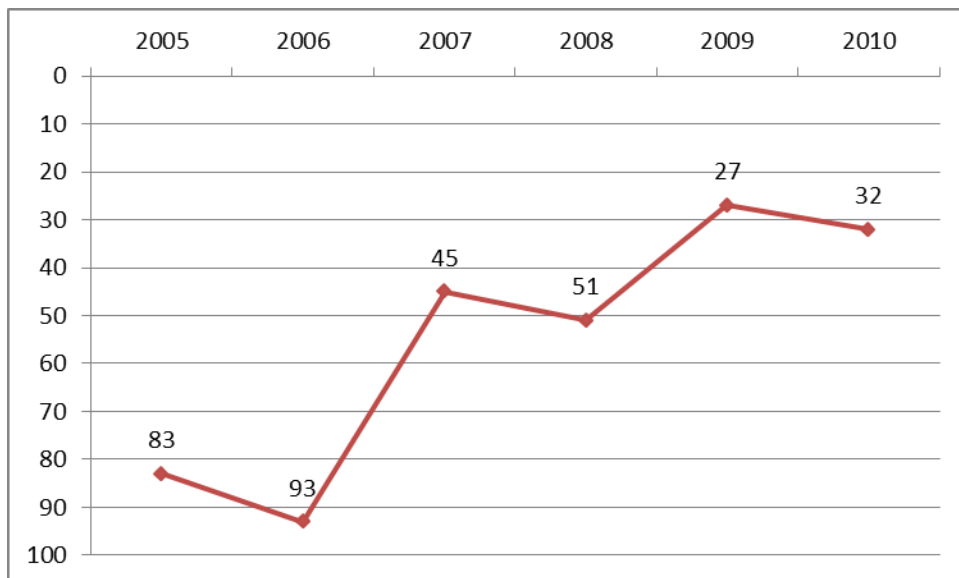
UT Libraries ARL Investment Index Rank among ARL US Public Universities

Based on total library expenditures, salaries and wages of professional staff, total library materials expenditures, total number of professional and support staff



UT Libraries ARL Rank among ARL US Public Universities

Based on total expenditures for electronic resources



Aspirational, Target, and Peer Institutions by ARL Investment Rank, 2010

| Institution | ARL Investment Rank among US Publics | Total Professional + Support Staff | Total Materials Expenditures | Professional Salaries | Total Library Expenditures | Total Electronic Resource Purchases |
|---------------------------|--------------------------------------|------------------------------------|------------------------------|-----------------------|----------------------------|-------------------------------------|
| Michigan | 1 | 569 | \$ 23,002,928 | \$ 16,017,883 | \$ 63,957,474 | \$ 9,449,818 |
| California, Berkeley | 2 | 414 | \$ 17,846,646 | \$ 17,488,347 | \$ 50,050,063 | \$ 7,648,665 |
| Pennsylvania State | 3 | 259 | \$ 17,953,463 | \$ 11,637,032 | \$ 50,451,411 | \$ 11,404,651 |
| California, Los Angeles | 5 | 414 | \$ 12,393,660 | \$ 11,496,193 | \$ 46,006,514 | \$ 5,249,638 |
| North Carolina | 6 | 361 | \$ 16,970,946 | \$ 10,926,630 | \$ 41,802,228 | \$ 7,046,460 |
| Illinois, Urbana | 7 | 392 | \$ 15,281,388 | \$ 11,716,762 | \$ 40,577,401 | \$ 7,908,799 |
| Texas A&M | 8 | 278 | \$ 18,443,037 | \$ 9,176,007 | \$ 40,192,993 | \$ 11,398,282 |
| Minnesota | 9 | 309 | \$ 17,008,958 | \$ 8,271,828 | \$ 40,734,130 | \$ 9,797,966 |
| Washington | 10 | 356 | \$ 14,842,396 | \$ 11,960,645 | \$ 40,322,337 | \$ 8,581,484 |
| Wisconsin | 11 | 372 | \$ 11,522,129 | \$ 14,554,551 | \$ 39,840,839 | \$ 7,081,468 |
| Ohio State | 12 | 313 | \$ 11,945,846 | \$ 10,286,053 | \$ 40,373,445 | \$ 7,191,692 |
| Indiana | 13 | 341 | \$ 13,490,434 | \$ 8,719,246 | \$ 33,898,136 | \$ 7,623,775 |
| Pittsburgh | 14 | 273 | \$ 15,605,569 | \$ 6,835,120 | \$ 31,327,783 | \$ 10,997,730 |
| Rutgers | 15 | 325 | \$ 10,510,456 | \$ 7,672,965 | \$ 31,937,803 | \$ 6,643,653 |
| Virginia | 17 | 305 | \$ 10,352,942 | \$ 7,178,055 | \$ 31,487,948 | \$ 5,893,290 |
| North Carolina State | 19 | 229 | \$ 9,782,748 | \$ 7,992,821 | \$ 29,394,144 | \$ 6,498,532 |
| Michigan State | 20 | 196 | \$ 13,407,332 | \$ 5,383,778 | \$ 27,591,184 | \$ 9,478,698 |
| Florida | 23 | 305 | \$ 12,004,335 | \$ 5,888,886 | \$ 27,242,279 | \$ 8,694,125 |
| Maryland | 25 | 197 | \$ 10,677,197 | \$ 8,002,200 | \$ 24,953,475 | \$ 7,841,029 |
| Purdue | 26 | 172 | \$ 11,244,162 | \$ 5,648,218 | \$ 24,201,236 | \$ 7,823,386 |
| Tennessee | 30 | 203 | \$ 11,912,941 | \$ 4,956,126 | \$ 22,234,695 | \$ 8,155,084 |
| Georgia | 32 | 235 | \$ 10,489,974 | \$ 4,157,414 | \$ 22,568,889 | \$ 6,230,192 |
| California, Davis | 47 | 171 | \$ 7,462,149 | \$ 4,234,501 | \$ 17,923,706 | \$ 4,611,119 |
| Iowa State | 51 | 138 | \$ 9,078,625 | \$ 3,140,064 | \$ 17,132,300 | \$ 7,678,477 |
| California, Santa Barbara | 59 | 164 | \$ 4,807,044 | \$ 2,926,340 | \$ 14,851,101 | \$ 3,307,067 |
| Auburn | 64 | 87 | \$ 5,621,146 | \$ 3,029,393 | \$ 12,137,778 | \$ 5,053,519 |

Aspirational Target Peer