

University of California Santa Cruz
The University Library, including Media Services

**Executive Summary
of the Long-Range Plan**

to **2010-2011**

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Contents

Executive Summary

Introduction.....	3
The Current Context.....	3
Pre-Expansion Growth.....	4
Silicon Valley Center.....	4
Expanded Summer Programs.....	5
Public Service Support for Increased Enrollment and Academic Programs.....	5
Increased Technical Support for the “Electronic Library”.....	5
Funding an Eight-Year Replacement Cycle for Classroom Media Equipment.....	5
Increased Administrative Support.....	5
Post-Expansion Growth.....	6
New Programs and Services.....	6
Collections.....	7
Overview.....	9
The Future of the UCSC Library.....	9

Introduction

As an academic division, but one whose mission is to support the academic program, much of what will drive the University Library's activities over the next decade will be determined by the outcome of the campus discussions currently being held. While the library can predict the probable impact of some "environmental factors" (such as enrollment growth), others (the nature or even the location of new graduate programs, for example) are as yet uncertain. This summary will describe the level of support we need in order to deal with what is now known to be likely, with refinement to come as academic planning unfolds over the next twelve months.

The dominant event in the life of UCSC library services over the next decade is outside the context of budgetary planning: whether and when the University upgrades and expands the main library here. This will determine what new services can be provided, whether we can again devote professional resources to building a research collection rather than deciding what to remove, and so on. Because of this, the 10-year planning period for the library is better divided not into 5-year increments, but rather between "before McHenry Library expansion" and "after McHenry Library expansion."

The Current Context

Before dealing with potential growth needs, it is important to outline the situation the University Library finds itself in, on a campus in the early stages of rapid expansion of undergraduate enrollment and graduate programs:

** The University Library has built one of the strongest staffs in the UC system, a staff unusually committed to close interaction with faculty and students. We have understood that as UC's smallest general-campus library, we must choose carefully what we acquire, place heavy emphasis on easy

access to other collections, and do our best to make sure the UCSC community knows what we have and how to find it. As the division responsible for instructional media services, this "customer orientation" has equally driven our approach to classroom design and support.

** The Science [and Engineering] Library has the space to support the Natural Sciences and Engineering Divisions' instructional-materials and research needs throughout the planning period. It may need some reconfiguration to house additional library staff, materials, and user workstations as science and engineering programs grow.

** The UCSC University Library currently houses about 1.15 million volumes on campus, with another 200,000 in semi-permanent storage at the Richmond, CA, Northern Regional Library Facility. (We are therefore putting increasing portions of our collection in a location closer to the other three northern UC campuses than to UCSC.) Unique archival materials are stored in what was formerly the local chewing-gum factory. In comparison, the next smallest UC general library, UC Riverside, has roughly 60% more volumes on campus than UCSC.

** Our on-campus volume count makes us more like the 6 or 7 largest CSU campus libraries than like other UC libraries. Such CSU libraries house what are intended as instructional (as opposed to research) collections, ranging from 910,000 volumes at Chico State to 1.25 million at CSU-San Diego. [1998-99 data]

** The McHenry Library is essentially full, meaning that within this "laboratory" of materials for the social sciences, humanities and arts, a volume added equals a volume withdrawn or sent into storage.

** Space issues aside, the University Library has by far the smallest budget for acquiring library materials—paper, nonprint and electronic—compared to other general campuses. The next smallest UC library-materials budgets are roughly a third larger than UCSC's. This results from UC libraries' acquisitions budgets having been, decades

ago, established in large part by the number of Ph.D. programs on a given campus, at a time UCSC had very few of them. Since all increases since then have largely been percentage-driven, we grow ever more slowly than the other campuses' libraries.

** The California Digital Library, the systemwide "co-library," provides a framework for campuses to cooperatively contract for access to electronic materials. The money for UCSC to pay for such access, however, is largely taken from our library's materials budget. We have no more money to pay for such access than we do to acquire paper or electronic access as an individual campus. Indeed, UCSC is now unable to take part in the same level of contractual access as most other campuses. Since such material is not purchased, but only contracted for, other campuses are legally forbidden to share it via interlibrary loan with UCSC. The only way UCSC faculty can have access to such electronic material is, ironically, to travel to another UC campus and sit at a terminal there, or borrow a copy (if available in paper) from a non-UC library.

** The UCSC library is the most intensively used within UC. We circulate substantially more volumes than several campuses, despite having a substantially smaller collection. This means that material selected for withdrawal or storage may have been much more recently used than that selected at other campuses. In other words, we are no longer building a research collection, but rather managing a fixed-size instructional collection.

The facts above lead to two conclusions:

1. Prior to the McHenry Library expansion, new research materials in the arts, humanities and social sciences will replace, not enhance, existing collections.
2. While start-up funds provide for retrospective acquisitions, new programs (and especially new graduate programs) will require new permanent allocations to the library for continuing commitments such as contractual access to electronic information and purchase of journal subscriptions.

It is important to note that while these two conclusions dominate the library's ability to support the academic program, neither is dealt with through the library's budget allocation under discussion in the ten-year planning process. The library expansion will be determined within the context of the five-year capital plan; permanent allocations to support new programs are not automatically provided by the State or University, but must be allocated by the campus from nonlibrary funds on a case-by-case basis.

Pre-Expansion Growth

Prior to the expansion and retrofitting of the McHenry Library, library growth will be targeted to supporting campus growth, including the Silicon Valley Center (SVC) and expanded summer instruction. New programs will be somewhat limited because of constraints of space.

Silicon Valley Center

The current vision for the SVC rightfully includes provision for a coordinated and shared library near the center of the NASA Research Park. This intellectual gathering place for the UCSC community at SVC would provide single and group study areas, computers for accessing electronic data, paper collections as appropriate to the academic program, and the other usual services found in a good small branch library. One important function would be to act as the "portal" into other collections in the area, advising researchers on what is available nearby and instruction in accessing and using Web-based resources. To start such a library would require about 4 FTE, with staffing expanding as necessary (for example, were the library to serve other SVC communities such as Carnegie-Mellon students and faculty, or were it to be open evening hours to accommodate students attending late-day classes). This FTE estimate does not include provision of instructional media services staff for classroom support, should such staff come under the management of the University Library. It also assumes that the method of transporting library material between Santa Cruz and SVC will be funded by an agency other than the library.

Expanded Summer Programs

The range of impacts an expanded summer quarter could have on the library is substantial, and almost impossible to quantify until the academic program (and its success in attracting students) is defined. On the one hand, one could conceive of a quarter that consists largely of enrolling students who are already here and using the library, of students involved in independent study and internships off campus, and of programs concentrated at the SVC. At the other extreme, one could imagine a fourth-quarter operation that mirrored, albeit smaller, the rest of the academic year. Since some library units such as Special Collections do not have regular summer open hours, and other services such as the Reference Desks do not provide summer weekend staffing, a move to provide all services on comparable footing year-round could require the addition of 5 to 8 FTE. An additional 2 FTE (for classroom support, technicians, and front-desk service) would need to be added to Media Services to support an expanded summer program.

Public Service Support for Increased Enrollment and New Academic Programs

As the campus grows, the increase in students and faculty generates more “public service” business for the library—more electronic reserves to scan and mount, more start-up funds to coordinate with faculty, more reference questions to answer, more outreach to faculty and graduate students on how to access electronic data, etc. Some of this will be done in new ways—perhaps links from faculty Web pages to reference librarians, perhaps training users how to access additional formats such as electronic books as they are integrated into the collection, etc. It would be foolish to predict exactly where the growth will occur, absent knowledge of where the academic program will grow and what technology has in store, but a good estimate can be made simply by looking at the number of staff involved in public service and collection-building activities at the 12,000 student level, and projecting this number up to 15,000 on-campus students. By this measure, as the campus grows by 25% the University Library

(excluding Media Services) will need 20 FTE to provide a level of service comparable to what is provided now. Note that this increase just provides for “regular” growth of programs and enrollment. Increases for SVC, expanded summer instruction and the like are treated separately. Similarly, we project an additional 3 FTE will be needed by Media Services to support both increased numbers of faculty and increased numbers of classrooms.

Increased Technical Support for the “Electronic Library”

On-line activities increase in every area of the library, and we are just starting to see a rapidly increasing demand to add computer resource specialists and programmer analysts. Enhancing our own products such as SlideCat, developing “virtual reference” programs, maintaining library servers, uploading digital files with affiliated metadata to the Online Archive of California, supporting the electronic delivery of interlibrary loans directly to faculty desktops, all of these require increased numbers of technical specialists (or in some cases contract programmers). The electronic library does not come cheap! Over the next decade we expect to need approximately 10 FTE—some centralized, some within library departments—to support these services and activities.

Funding an Eight-Year Replacement Cycle for Classroom Media Equipment

As the presence of media and data-projection equipment in classrooms becomes near-universal, a regularized equipment replacement program becomes imperative. It is estimated, based on current inventory, that an eight-year replacement schedule would cost approximately \$240,000 per year. We highly recommend that this be planned for, rather than requiring annual pleas within each year’s budget process.

Increased Administrative Support

This University Library has been run by the leanest administrative staff of any of the UC libraries. Seven departments and two staff Assistant University Librarians report directly to the

University Librarian, and no academic staff member is more than one intervening hierarchical layer from the top. While such a flat organization has enormous benefits in terms of staff involvement and commitment, it has just about reached its size limits.

An additional AUL will need to be added during the next period of growth. In addition 5 staff FTE will be needed to support the increasingly complex human resources, administrative operations, and budgetary activities in such areas as managing endowment and gift expenditures, recruitment, and the like.

We do not see a need for a comparable increase in staff for our processing operations—ordering, cataloging, preparing materials for circulation, and so on. The library has run an extremely efficient operation in this area in the past, and we believe we can absorb higher numbers, new formats, and other changes with existing numbers of staff.

Post-Expansion Growth

First, it should be noted that a \$58 million expansion and retrofit of a library containing \$100,000,000 worth of materials and over a hundred staff members is not a trivial event. The two years of actual construction activity will have their own set of budgetary needs, ranging from temporary housing of staff elsewhere to wholesale (and repeated) shifting of the collections and service units within the building. Other UC campuses have successfully expanded their main libraries (indeed, most other general campuses have been funded to do it), and we will do it successfully also. But for budget planning purposes, we will assume that either the capital budget will provide funding to deal with unavoidable dislocations, or the campus and the library budgets will provide one-time funding as necessary.

New Programs and Services

It would be naïve to pretend one could predict just what library services and programs will result from the expansion of McHenry Library, which under the current capital planning scenario would likely not be fully occupied until 2009-2010. It is appropriately

cautionary to look back a similar number of years to see what we were unable to predict in 1991-92—most notably the World Wide Web, which now dominates everything from how one accesses the CRUZCAT library catalog to how reference librarians do their work. Nevertheless there are activities we expect will expand, others that are needed and can't currently be provided, and still more that seem likely to evolve. Some examples:

** The new Center for Library & Instructional Computing Services (CLICS) opened this year at UC San Diego, under library management. It provides electronic library resources, instructional computing, distance learning, and four on-site paper-based collections in the refurbished former Undergraduate Library. Early reports indicate the center is enormously popular with students. Similar concepts, variously called an "Intellectual Commons," "Library Technology Center," "Collaboratory," and the like are being incorporated into new academic libraries all over the West. The "Technology, Electronic Access and Media (TEAM) Center," the centerpiece of plans for the McHenry expansion, includes many similar concepts and adds access to visual and other nonprint resources, as well as a special emphasis on adaptive technology (to make library resources even more available to the disabled). The UCSC library hopes to start a tiny prototype in McHenry this fall, in the space vacated by the Maps Unit.

** An instructional design laboratory is included in the planning for the McHenry expansion. With the sophistication of classroom equipment ever increasing, it seems likely such a centralized facility will remain an important component of the expansion.

** Increasing acquisition of unique archives by the UCSC library, combined with the development of the systemwide Online Archive of California, make digital archiving an important component of an expanded Special Collections department, also planned for the McHenry expansion. In addition to improved electronic access, archives will require special preservation expertise, and indeed the need

to conserve electronic information, photographs, and other types of material will require an expanded preservation laboratory be developed in the new space.

** Working with a group of tech-savvy alumni over the past year, library staff have brainstormed new ways an electronic library can better serve its constituencies. Several new ideas have surfaced. One fascinating example: an alumni life-long virtual learning center, which would attempt to redesign access-to-data contracts to allow alumni access, in addition to the present on-campus constituency. With a relatively small alumni base, UCSC might be able to pilot such a program without the electronic-publisher resistance larger and older campuses might face. Combined with a virtual-reference staff, this could create an alumni tie to the campus that might enrich us in other ways.

** As one looks at the new academic libraries being built around the country, a common thread is the library as an “intellectual gathering place” where groups of students can study together, where research can be done in a variety of formats, where email can be checked and word processing done, where personalized help is available, where a coffee shop and other amenities make “a trip to the library” a much greater attraction than it is now. Such new libraries are indeed attracting heavy use. One might guess that a 1960s-design library, with linoleum floors and falling-apart wooden chairs and carrels, a library that discourages browsing by having to stack books so high that shorter patrons can’t reach the top shelves even with stools, with no place for groups to study that doesn’t disturb other users, will increasingly not be a destination of choice. Thus, merely creating an exciting, comfortable, accessible, up-to-date library will increase traffic and hence workload just by itself, even if it didn’t add a single new service. We know a little about what new library space does in terms of the need for additional staff. The Science Library, which brought together existing science collections in a much more attractive and expanded building, required 5 more FTE to function on its opening day.

Adding together the various elements noted above—new services, expanded regular and special collections, archival preservation with electronic access, a broader concept of “library” that includes facilities for instructional design including special classrooms where new ideas can be tested, and above all a modern, comfortable, climate-controlled facility where people can meet and study together—we have concluded that approximately 20 additional FTE will be needed to staff the expanded McHenry Library when it is completed.

Collections

As noted in various places above, an enriched library collection and a healthy library materials budget sufficient to support new academic initiatives will be central to the campus’s ability to grow over the next decade. Although the collections budget is not included in the budget allocations currently under discussion, this campus has an unblemished and laudable history of assigning to the library those increases (almost always inflation-based) designated by the State or the UC Office of the President for library purposes, and of protecting the collections budget to the extent possible in bad times. In addition, as has been true recently, new permanent funds must continue to be allocated as new programs are started, in order to support the ongoing costs of journal subscriptions and the increasing recurrent costs of annually “renting” access to electronic information. Such costs cannot be covered by start-up funds and other one-time allocations.

UCSC is the only UC general-campus library that is not large enough to become a member of the Association of Research Libraries, the group that includes the roughly 100 largest research libraries in the US. Not only is our collection substantially smaller than that of the smallest US ARL library, but because of our small base budget, we are not catching up: our addition of some 35,000 volumes last year was a smaller number than almost every such ARL library. At a minimum, UCSC should explore with UCOP an immediate collections-budget increase sufficient to cover the costs of UCSC’s

being part of Universitywide electronic-access contracts. UCSC absolutely cannot afford to become an information-poor campus when it comes to faculty and student access to electronic resources available everywhere else within UC.

Beyond this, since the McHenry Addition is slated to increase our stack space significantly, it seems very likely the campus will want to lobby, post-expansion, for a large increase in our base acquisitions budget also. It should be raised at least to the level of the next largest UC campus libraries, if we are serious about becoming a research university on a level with our sister campuses.

Overview

A summary of the library (including instructional media) staff needed to support a decade of campus growth is as follows:

Pre-McHenry Expansion

Silicon Valley Center:	4 FTE
Expansion of summer programs:	8 to 11
Increased enrollment and new academic programs:	23
Technical staff to support the electronic library:	10
Administrative support:	<u>6</u>
Subtotal:	51 -54 FTE (Pre-expansion)

Post-Expansion:

Support for expanded services and increased library use:	20 FTE (Post -expansion)
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2001/02-2010/11 TOTAL: 71-74 FTE

The Future of the UCSC Library

The UCSC campus has had, for the past three-and-a-half decades, a library in which it could justifiably take great pride. A leader in technological innovation, in architectural design, in faculty-librarian cooperation, in multicultural outreach, in staff organizational development, in customer service, the library finds itself at the confluence of two opposing events: the flowering of the campus academic program, and the obsolescence of the library facilities to support it.

If the campus funds staff growth, the library will be able to compensate in part by providing outstanding service until new facilities are completed. If the campus fights for a library building and a materials and access budget appropriate to this campus's size and distinction, we can end the decade with a university library that will bring the next generation of campus leaders equal pride.