
STATE OF THE LIBRARIES 2011

Presented by Dean of KU Libraries Lorraine J. Haricombe on Thursday, December 8, 2011.

Good morning and welcome. I'm Lorraine Haricombe, dean of libraries at KU, and I'm glad to see you all here, during what is a very busy time for many of us on campus, on the last day of classes. We'll all get a breather soon, I hope.

This is my sixth State of the Libraries presentation here at KU, and I believe the first one we are streaming via the web, to enable our colleagues at the Edwards campus and others who aren't able to be here in person to listen in. Welcome to all of you also.

I'd like to start by reemphasizing the Libraries' and my own personal commitment to clear, two-way communication with you, our colleagues throughout campus. Our goal today is to give you the opportunity to learn what we're up to in the libraries, to provide you with some insight into why we are doing what we're doing, and give you a chance to ask questions and offer your comments.

Five Year Review

Earlier this year, I completed my five year administrative review as dean of KU Libraries. Thank you for your participation and feedback in that process.

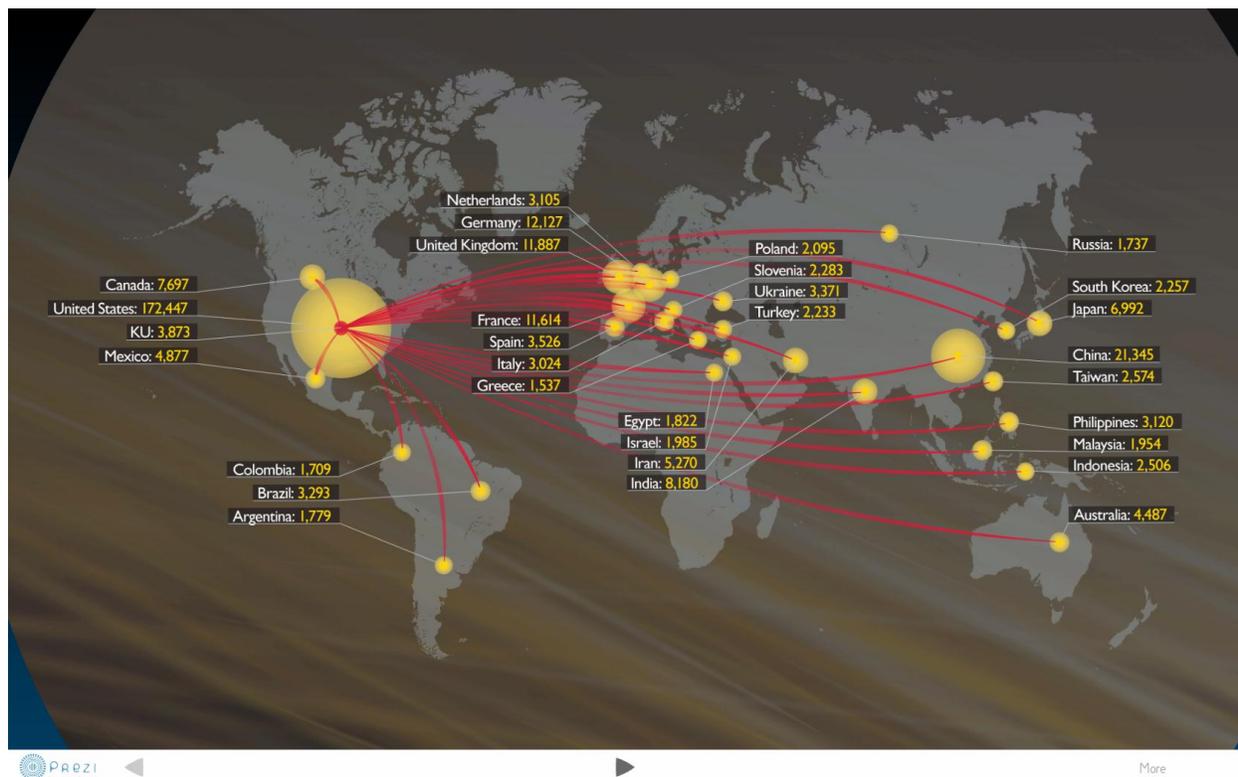
My leadership team and I set several goals for the period from 2006 through 2011:

In particular, **stabilizing the budget** following the decoupling of KU Libraries and IT was a priority for us. We used a consensus process throughout the decoupling process to ensure a smooth transition to two separate entities on campus. As part of that process, we reallocated \$240,000 to the Libraries' base budget, and successfully petitioned to hire one additional faculty position. and equip a technology-enabled conference room in Watson Library, room 455, which is in very frequent use.

Another top priority was determining the **viability of scholarly communication** as an ongoing initiative. I think it's safe to say at this point that yes, it is viable. In support of scholarly communication at KU, we have done a lot of exploration of and advocacy for open access here on campus, leading to the adoption of an open access policy by KU faculty senate in April 2009. We worked prior to that and since then to build the infrastructure that faculty members need to participate fully in the policy, particularly KU ScholarWorks, our institutional repository. In 2010 I was named the Provost's designate to implement the Open Access policy.

I have continued to seek ways to support those efforts, including devoting .5 FTE to working directly with faculty to help them prepare and upload their work into KU ScholarWorks.

As a result, we have experienced tremendous growth each year in the number of works uploaded and made available in KU ScholarWorks. The result, as you can see, is a truly global reach for our faculty's scholarship.



We've been fortunate in our efforts to have the guidance, advice and advocacy of many members of the KU faculty.

Dr. Marc L. Greenberg, professor and chair of the Slavic Languages and Literatures department and also a member of KU's Open Access Advisory Board, has said, "I always keep the idea of 'knowledge as a public good' in mind in doing work for open access," Greenberg said, "and I view what we do as part of renegotiating the social contract between universities and society. Universities belong to the public.... KU is on the leading edge of the open access movement and universities in the U.S. and abroad have been looking to us for best practices."

Dr. Nancy Baym, KU professor of communication studies, has said, "Open access makes it possible for our work to be read by people independent of their university affiliation or the ability of a library to purchase access to increasingly expensive journals subscriptions. If our goals are to educate and to spread our ideas, we should be doing all we can to publish in ways that people in developing nations and outside academia can read. Supporting for-profit commercial presses that seek to limit access to our ideas works against those goals."

One of our more general goals—but also one of vital importance—has been to **position KU Libraries for the twenty-first century**. I am pleased to tell you that we are much better prepared to meet the evolving needs of scholars now than five years ago, having forged new partnerships and strengthened longstanding ones with the College, Student Success, the Hall Center for the Humanities, and others on campus. We have also transformed spaces in Watson, Anschutz and most recently the Kenneth Spencer Research Library.

These collaborations and transformational changes have enabled us to welcome the Center for Research Methods and Data Analysis and establish the Center for Digital Scholarship at Watson Library. The Learning Studio at Anschutz provides spaces that facilitate closer collaboration with the students e.g. the writing center and tutoring services. The international area studies unit in Watson library provides a centralized location to consult with librarians who specialize in regions Africa, Eastern Europe, Spain, Portugal, Latin America, China, Japan and Korea.

These repurposed spaces allow us to **launch new initiatives**, such as the digital publishing initiative with more than 13 online journals and several online monographs and monograph series, and helped establish the Institute for Digital Research in the Humanities. I'm proud to say we are continuing to adapt and expand roles for librarians and appointing staff and faculty to lead our initiatives in roles such as the Scholarly Communication Librarian, the Digital Humanities Librarian, the Instructional Design Librarian the Digital Initiatives Librarian and now the E-science librarian.

Embedding KU Libraries in the academic mission of the university has been and continues to be another broad but important goal. As scholarship and research changes, so must we. To that end, we have successfully launched two new major collaborative programs with CLAS and Student Success and the Hall Center for Humanities. With KU's current strategic planning process underway, there will be more opportunities, such as work related to distance education and the first year experience to collaborate and embed KU Libraries in the vital work of the university: teaching, research and learning.

That's an ambitious list of goals. I am fortunate to have a talented and dedicated team working with me to achieve them. I'd like to take a minute to introduce the DC Executive Council: Beth, Deb, Kent, Jen, Mary, Rebecca.

Will all library faculty and staff please stand to be recognized.

KU Libraries is doing well thanks to your commitment, passion and pride to give your best.

Looking Back on 2011

This past year we have hired/appointed four library faculty members and 11 staff members. Three of those four faculty members may be familiar names to you; Scott Hanrath, Kim Glover and Tara Wenger were both hired from within as a result of their achievements on staff.

Scott Hanrath has been named Director of Integrated Technology Services. In this new position, which becomes effective Jan. 1, Scott will oversee the libraries' integrated technology unit. Scott is well-qualified

for this role: he has an ALA-accredited Master's degree in Information Science from the University of North Carolina and has worked in various information science and technology positions in research centers and universities. In his position with KU Information Technology, Scott worked with the Libraries to develop services for *KU ScholarWorks*, the *Journals@KU* program, information search and discovery through the redesigned KU Libraries Web page. We look forward to Scott's continued leadership as we create well-integrated library experiences for our users across many sources of digital information.

Kim Glover, KU Libraries' new instructional design librarian, is already familiar to the many KU faculty and graduate students with whom she has worked as an instructor and colleague, helping them through the electronic submission process for KU theses and dissertations, advising them on tools they can use to streamline citation and reference management in their articles and papers, and more.

Now Kim has taken on a new role for us, providing instructional design resources to KU teaching faculty and helping them select instructional technologies that best support their instruction, whether face-to-face or online. In this work, she will develop, adapt and revise research-related instructional materials, tutorials and other digital learning objects for an array of disciplines, and work with other library colleagues to design, develop, deliver and assess instructional services to faculty, graduate and undergraduate students.

Tara Wenger was promoted to Head of Reader Services at the Kenneth Spencer Research Library. Tara has been a member of the Spencer Library staff since November 2006. Prior to her appointment, she served as interim Head of Reader Services. In these leadership roles, Tara has worked to streamline the registration process, to improve the reference experience, and to collaborate with faculty in teaching using our primary sources. Tara previously worked as Research Librarian at the Harry Ransom Humanities Research Center at the University of Texas at Austin, and as a Reference Archivist at the Houston Metropolitan Research Center, Houston Public Library. Her research interests include copyright of literary works and access to cultural heritage materials.

Last January, **Elsbeth Healey** was hired as our special collections librarian at the Kenneth Spencer Research Library. Elspeth earned her MSIS degree from the University of Texas at Austin, holds a Ph.D. and M.A. in English language and literature from the University of Michigan, and an undergraduate degree in English literature from Brown University.

Elsbeth is knowledgeable in the book arts, special collections librarianship, copyright, materials preservation and digital curation. She has jumped right into her work at KU, taking an important role as we received and began to process the gift of the Theodore Sturgeon Collection, the definitive collection of that author's papers and manuscripts.

I am continually grateful to have such high-caliber team members, like Scott, Kim and Elspeth, working for the Libraries.

DEVELOPING SPACES IN THE LIBRARIES

Most people think that libraries are in the book business. A few think we're in the information business, but in many ways we are in the people business, and these numbers highlight that fact.

In 2011, our seven library locations saw more than 1.5 million visits, the equivalent of each student at KU visiting 58 times. Librarians and staff taught 16,587 participants in 1093 instruction sessions, and patrons checked out nearly 300,000 items and accessed more than 3.3 million articles online.

About half of those 1.5 million visits were to Anschutz Library.

(Time-lapse video: <http://youtu.be/gPRYxKSmE0I>)

Here is Anschutz during the previous spring semester finals week, during one **fourteen-hour** period. As you can see, it's truly a hive of activity during that time, and during peak hours throughout the rest of the semester as well.

THE LEARNING STUDIO

Last fall at Anschutz we celebrated the completion of phase one of its new Learning Studio, an innovative centralized student resource center on the third and fourth floors, occupying 26,782 square feet.

Phase one, brings together essential student services into a space designed for 21st century learning and study. The studio offers flexible study spaces, library services, the KU Writing Center, KU Info, tutoring and advising in one location. Learning studio partners include KU Libraries, Student Success and KU Information Technology. We've created a nexus of activity—and we hope, productivity—at the Learning Studio, and students have responded.

This fall, with our partners in Student Success, including the Academic Achievement and Access Center, and with the leadership of Assistant Dean of User Services Jennifer Church-Duran, we piloted "Late Night at the Learning Studio," free drop-in math and science help for KU students. That pilot just concluded last night.

SPAHR LIBRARY

Spahr Library has seen several improvements made very recently, over the past few weeks. Ten new Technion work stations have been installed on the first floor. This a net gain of four public computers in that space. We have added more writable walls in the group study rooms, replacing fabric wall surfaces. Four new laptop computers have also been added to the Engineering Library inventory. We've also purchased new lounge chairs to replace worn equipment. The School of Engineering administration has shared the cost for these upgrades.

Looking ahead, we plan to collaborate with engineering faculty to rethink the space in the new engineering building.

KENNETH SPENCER RESEARCH LIBRARY

And many of you have no doubt already heard this news. Last January, Marilyn Stokstad, KU's Judith Harris Murphy Distinguished Professor Emerita of Art History, made a \$250,000 contribution to fund a

dramatic renovation and expansion of the 5,050 square foot reading room at the Kenneth Spencer Research Library (show photo image). The project, expertly and thoughtfully guided by Associate Dean Kent Miller and supported by Beth Whitaker and her team at Spencer library has transformed the space, making it more open, more inviting, more usable, and more perfectly suited for the important scholarly research that occurs there.

Geraldo's quote: **"It is a magic place of discovery, a laboratory of ideas. It embodies the very search for meaning where the mysteriousness of the human mind unfolds."**

We now have a new central service point in the lobby (1,960 square feet) to make using the library's spaces, services and collections easier for visitors. The new reading room will accommodate a larger number of patrons and has an enclosed teaching and consultation space for small groups. Because the collections in Spencer do not circulate and are stored in closed stacks, the reading room is the focal point of the library. Other practical improvements include better noise control, enhanced security, new flooring, upgraded wiring, lighting and more power outlets.

You probably also have already heard that we are expanding our library annex with a second building, which will add 9,500 square feet to the facility. The existing annex building is currently at 92% capacity, containing 1,253,174 items.

We have broken ground for the expansion with completion set for fall 2012.

WATSON LIBRARY

We've also made many changes to Watson on the third and fourth floors over the past two years, culminating this year with a remodel of the Integrated Technology staff area on the fourth floor, approximately 8,000 square feet. In all, we have made significant adjustments to more than 80,000 square feet (approx.20%)—of our footprint across campus, all to better serve our faculty, staff and students.

DIGITIZATION PROJECTS: GOULD, PENNELL, SANBORN

Next I'd like to highlight the grants we received and some special projects we've been working on.

Thanks to significant collaboration between Spencer Library and the Center for Digital Scholarship we have several digitization projects completed or begun this year. These projects gave the Libraries the chance to share some of the valuable and unique collections held at the Kenneth Spencer Research Library with the world.

Sanborn maps. Maps documenting 241 Kansas cities from 1883 through 1922, originally created for fire insurance purposes by the Sanborn Map Company, are now freely available online for historians, architects, preservationists, city planners and anyone interested in seeing how their city or town grew and changed during that period. The project was funded by a \$30,000 grant from the National Historical Publications and Records Commission.

Pennell photographs. 6,000 images by Junction City commercial studio photographer Joseph J. Pennell were also digitized and made available on the web, a selection of the more than 30,000 glass plate negatives physically preserved in the collection.

Gould scientific bird illustrations. The John Gould manuscripts and publications form the centerpiece of the Ralph Ellis collection at Spencer, one of the best ornithological libraries in America for the period. Gould (1804-1881) was a notable nineteenth-century British publisher of illustrated bird books. About 6,300 of Gould's illustration will be digitized, thanks to a \$71,000 grant from the National Endowment for the Humanities

I encourage you to explore the Sanborn maps, the Pennell collection, and other digital collections at the KU Digital Commons (www.lib.ku.edu/digitalcommons). The Gould project is still in progress and will be completed next year.

IDRH DIGITAL SUMMIT

In other news from the digital realm, about a year ago, KU Librarian **Brian Rosenblum** was named **co-director of the university's new Institute for Digital Research in the Humanities**. IDRH, created to address a growing need on campus for digital services and expertise in humanities research, supports and enhances research at KU. Its mission is to promote the use of computing technology to advance humanistic scholarship across disciplines, to publish and disseminate scholarly research through new Web-based models, and to study the impact of technology on society and on the scholarly record.

The IDRH held a Digital Humanities Forum this past September here in Lawrence. The forum brought nearly 100 participants from KU, Kings College, London; Emory University; the Universities of Texas; Michigan; North Carolina; Illinois; Pittsburgh and others; as well as the National Endowment for the Humanities and the National Institute for Technology and Liberal Education. The Forum consisted of a boot camp—a set of in-depth, hands-on workshops; an “unconference” for technologists and humanists; and a day of panels and poster sessions showcasing digital humanities projects and research. This was a very popular and well-attended event that truly offered something for everyone at every level of technological expertise.

MOLLAS

[Corrected 12/9/11] And thanks to the efforts of **Jana Krentz**, Head of International Area Studies, who found Title VI funding and organized the event, KU's Center for Latin American Studies hosted a successful meeting of The Midwest Organization of Libraries for Latin American Studies. MOLLAS consists of libraries with Latin American Studies Collections from the Midwest region of the United States. This organization promotes and develops member Latin American Studies resources through cooperative and collaborative projects in the areas of collection development, preservation and access. Jana is a founding member of this organization, which includes universities from across the United States. Projects for the coming year include cooperative collection development.

I am pleased that to note our leadership role in hosting these and other events that increasingly attract colleagues from KU and beyond.

NATIONAL LEADERSHIP IN OPEN ACCESS

Another area where we have been able to show leadership nationally and internationally is Open Access.

Since the passage of our open access policy in 2009 and again in 2010 we have taken a strong leadership role in forming a coalition with 41 other universities and colleges with established faculty open access policies in North America — including Harvard University, Stanford University, Duke University and Concordia University in Montreal — to establish the new [Coalition of Open Access Policy Institutions](#).

Known as COAPI, the group was launched in July 2011 and will collaborate and share implementation strategies and advocate on a national level for institutions with open access policies.

The group held its first meeting at the [Berlin 9 Open Access Conference](#) in November in Washington, D.C. where Provost Vitter presented at the pre-conference.

It's my hope that this new coalition will offer academic institutions an opportunity to stand together and establish open access to knowledge in the sciences and humanities as a broad societal norm, to help us fulfill our core responsibility: to disseminate and share the knowledge we create, to gain the most benefit for science and society.

The University of Kansas has underscored its commitment to making scholarly work widely available by becoming one of the first American universities to sign the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities.

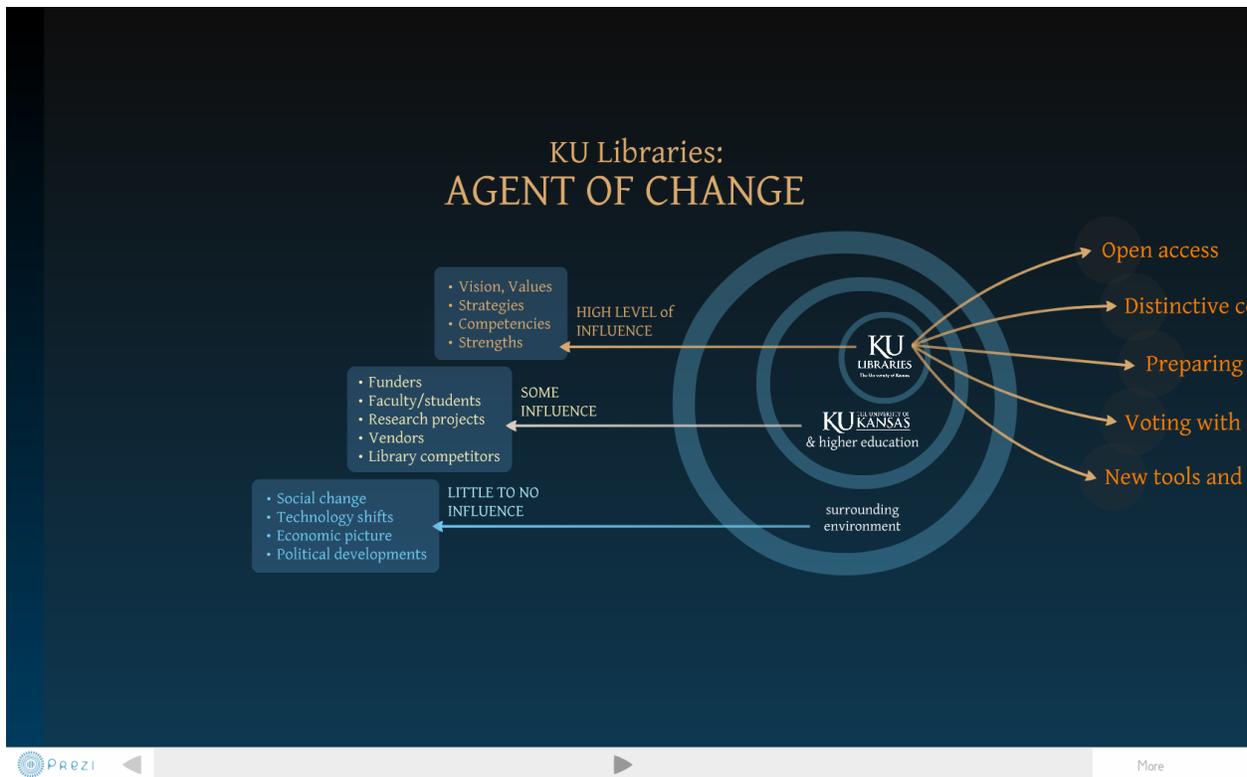
The declaration's goal is to make scholarly research more accessible to a broad section of the public by using the advantages provided by digital and electronic communication. Chancellor Bernadette Gray-Little signed the declaration in October.

The White House Office of Science and Technology Policy (OSTP) has issued a Request for Information (RFI), asking individuals and organizations to *provide recommendations on approaches for broad public access and long-term stewardship of peer-reviewed scholarly publications that result from federally funded scientific research.*

KU faculty/researchers have an opportunity to shape future national policy on public access to research funded by the public-- the public which also funds KU.

That's where we've been. I'd like to spend a few moments now to talk about where we are going.

Moving Forward



I want to pause here for a moment to highlight the spheres of influence in leading change. At KU Libraries we are directly involved in developing the vision and strategies, articulating our values, leveraging our strengths and competencies to remain relevant to our stakeholders' needs. In higher education libraries have some influence through our programs, services and how we help shape the lives and skills of our graduates and future professionals to be successful and responsible citizens. We have less influence in leading social change perhaps although I would argue that the RFI I mentioned earlier is exactly an opportunity where libraries can help shape national policy through education and outreach to the very faculty who conduct the research at universities.

At the Libraries, we will continue to be committed to increasing efficiency, accountability, and service to students, faculty, and staff. We are also continuing to undergo a period of rapid change, for our institution and for librarianship in general. We face substantial challenges that require us not only to lead and advocate for those we serve, but also to innovate, anticipating and developing the skills and organizational frameworks that will best support researchers in the future, while also carefully managing the resources entrusted to us.



CHANGING FOR EXCELLENCE

KU libraries were part of the Changing for Excellence review at KU. Although none of the six business cases from the Changing for Excellence review was selected for implementation, the information we gathered through that process will also be useful in our own strategic planning process. I'd like to provide a short overview of these six cases:

- **Reassess library staffing and key service level**
 - Our library data may overstate the staffing situation at KU since forced budget reductions at peer universities resulted in library staff reductions
 - Anticipated natural attrition and movement of the Libraries workforce will impact staff costs within the next five years, though it is difficult to estimate KU's uniqueness in this regard
- **Expand Purchase on Demand to reduce the acquisition cost of monographic material**
 - Collections expenditures may be preserved through the expansion of KU Libraries' Demand Driven Acquisition pilot program, though overexpansion may impact service levels and the long-term quality of KU's collections
- **Assess the use of journals purchased as part of "big deal" bundles to produce more effective collections spending**

- There is preliminary evidence that universities can save money by breaking “big deal” journal subscription packages, but KU is fully evaluating its options and taking an appropriately conservative approach
- **Offer storage space in the Annex to non-KU institutions to enhance revenues**
 - The planned installation of a second Annex storage module presents an opportunity to either generate revenue through leasing agreements or clear campus space by accelerating the pace at which KU internal materials are transferred
- **Re-assess library fines to create modest increase in income**
 - The fines policies and payment process could benefit from updates to provide better service and reduce required staff time
- **Consolidate Library back office functions across campuses**
 - There are opportunities to enhance cross-campus collaboration and potential for consolidating certain library functions across KU Lawrence, KUMC, and Wheat, though such efforts would likely require assistance from third party experts

Funding and Private Support

Another major consideration for the libraries moving forward is securing a sustainable funding model. One of my goals upon embarking on this position six years ago was to re-engage and invigorate the many friends and benefactors who have long supported KU Libraries. Towards that end, I created a new Office of Communications and Advancement to develop a strategic communication plan that would focus on our stakeholders, our message and our outreach efforts to KU and the community at large.

Through local events and programs, we quickly raised awareness of the work of our librarians, our collections and our impact on campus in scholarly research, teaching and learning. Since January 2007, we have held more than 85 events for stakeholders including the campus community, alumni, friends, benefactors and the general public. In a short time, average attendance at the Libraries’ programs grew from 25 to more than 100 per event, topping at out at 315 last spring. Corollary to these efforts, we have seen significant growth of private dollars, especially from our local Lawrence supporters.

In FY07, alumni and benefactors in the Lawrence community gave less than \$9,000 to support the libraries. By FY11, that amount had increased to \$353,000.

We are seeing similar growth across the board. In FY07, all alumni and benefactors combined gave just under \$277,000 to KUEA in support of the libraries. In FY11, that number increased to

more than \$524,000; and for FY12, we have raised nearly \$900,000 in gifts of cash and collections, with several months left to go.

Our significant outreach efforts and the resulting increase in giving provided the basis to successfully petition KUEA for a KU Libraries development officer. In 2009 KUEA appointed a half-time (.5FTE) position to support our fundraising efforts.

BOARD OF ADVOCATES

To further strengthen our advancement work, I launched the KU Libraries Board of Advocates, a 13 member advisory board that provides human and financial resources necessary to achieve the mission of KU Libraries and to promote its vision, in 2008. By December 2010, the board had grown to 31 members with diverse backgrounds and affiliations to KU from Lawrence, the state of Kansas, and beyond. For more information about the Board of Advocates, see www.lib.ku.edu/giving/board.shtml.

VOSPER SOCIETY

One of the outcomes of the board's work is the Vosper Society, a membership organization launched in 2009 that honors those that demonstrate interest in and support for KU Libraries. Last fiscal year, more than 700 people joined the society by making a contribution of \$100 or more. For more information about the Vosper Society see www.lib.ku.edu/vosper.

Private dollars have been used to improve our facilities, buy equipment, acquire specific library materials, offer student employee awards and promote KU Libraries' purpose and mission through events and programs on campus, in Lawrence, in the state of Kansas and beyond.

Fundraising has been challenging in recent years due to the economy and limited campus development support.

MARILYN STOKSTAD

Notwithstanding these challenges, we have seen steady increases in monetary gifts to KU Libraries, and some outstanding acts of individual generosity, including Dr. Marilyn Stokstad's gift to create the Marilyn Stokstad Reading Room, which I mentioned earlier.

CHARLEY STANSIFER

We also received a gift of \$100,000 from Dr. Charley Stansifer, KU professor emeritus and longtime advocate and supporter, establishing the Charles Stansifer Fund for Latin American Literature at KU Libraries. That gift follows close on the heels of a gift of more than 20,000 Latin American books, pamphlets and papers, Charley's personal collection.

EDWYNA GILBERT

This year the libraries also were honored to receive a \$100,000 gift from the estate of Dr. Edwyna Gilbert, professor emerita of English at KU. She was another longtime supporter and libraries board of advocates chair. I'm sure many of you knew Edwyna and mourned her passing as we did.

The support of individuals like Marilyn, Charley and Edwyna gives us the resources to establish and continue a tradition of excellence—and they inspire us with their passionate advocacy.

FAR ABOVE CAMPAIGN

We also look forward to the upcoming capital campaign, Far Above. We anticipate a fundraising goal for the libraries of \$4-5 million, and I feel confident in our ability to secure funding for our campaign priorities.

Those priorities are in part determined by our new strategic planning process.

Strategic Planning

We have begun a strategic planning process in November to address these changes, challenges, and commitments. I expect this process to yield a comprehensive, specific plan by summer of 2012 that will give us a clear roadmap to follow. The strategic planning steering committee has already begun meeting and performed an initial environmental scan.

We intend to align our strategic plan with the larger university strategic plan “Bold Aspirations”. We are also reviewing and incorporating information from the Association of Research Libraries and the Association of College and Research Libraries regarding the future of libraries and the profession. Two specific articles that inform our planning are: ARL’s Transformational Times and ACRL’s Top Trends. Links to both can be found on the Libraries’ strategic planning site (www.lib.ku.edu/planning).

Jennifer Church-Duran, assistant dean for user services, is serving as the chair of our libraries’ strategic planning committee. She’s here today to share more information about this process.

[Jen Church-Duran]

Thank you, Jen.

I anticipate that we will need to take on new roles and perhaps new organizational forms and structures to meet the needs of twenty-first century scholars. I encourage you to engage with us now and throughout the coming year, to learn more about what we’re doing and how you might lend your continued support and advocacy.

At this point, I’d like to take any questions you may have.

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Thank you for coming.