AS&E Library Committee Meeting
25 January 2019, 2:00 – 3:20 PM
Tisch Library, Austin Conference Room

Present: Dorothy Meaney; David Ekbladh; Ioannis Evrigenis; Matt Panzer; James Murphy; Sarah Lessin, TCU Senate Representative; Jared Pence, GSC Representative

Excused: David Garman, Chair; Sandra Stark; Ichiro Takayoshi; Eva Kahan, TCU Senate Representative

Guest: Martha Kelehan, Assistant Director for Research and Learning, Tisch Library

1. **Welcome and introductions: Dorothy Meaney**

   David Garman was absent due to an emergency and asked Dorothy to chair the meeting. Dorothy welcomed everyone and asked them to introduce themselves.

2. **Tisch Library Budget: Martha Kelehan and Dorothy Meaney (see slides)**

   FY20 budget planning is in process, including extensive discussions with the Deans and EADs.

Overview from Tufts FY17 Fact Book:
- Tisch Library accounts for 3.55% of the overall AS&E budget
- Tisch Library FY17 budget: $14.4 million
  - collections = $8.9M (62%)
  - compensation = $4.9M (34%)
  - operating = $582K (4%)  
  The operating budget includes: OCLC, travel, technology, supplies, mail and deliveries, facilities work, furniture, events
- FY17 combined Tufts Libraries expenditures, including Digital Collections and Archives, but not Library Technology Services (LTS) = $22.3m
- LTS’ current budget is approximately $750K, with about $300K for software shared by all Tufts libraries

FY19 Tisch Library budget:
- July total: $13.4 million
  - collections = $8.4M (63%)
  - compensation = $4.6M 34%
  - operating = $420K (3%)
- Adjusted FY19 Tisch Library budget reduced to $13.1M
  - collections budget = $8.1m
- annually, there is an additional $450,000 in gifts/endowed funds for collections
- Tisch regularly received a 5% annual increase in the collections budget to cover inflation, until FY18

Collections spending
- 90% of the current budget is for fixed costs (subscriptions), 8% is available for discretionary (one-time) items, 2% for memberships and other collection-related things like digitization
- 17% of the budget is needed to pay for ScienceDirect this year
- A total of half of the expenditures are for six “big deals”

This structure isn’t sustainable for the future, even with better budget times.

Discussion:
- Peer comparisons would be useful. We have done a quick study using IPEDS data, but given the structure of the Tufts libraries we will need to do more detailed research for true apples-to-apples benchmarking.
• Elsevier is known to be inflexible in negotiations. Elsevier as well as many publishers use previous print spend as the basis for their e-resource pricing model. The company decides which institutions may negotiate together for a contract. Tufts' ScienceDirect contract includes five BLC libraries. Tufts is an affiliate member of The NorthEast Research Libraries (NERL), and we negotiate our other big deals through this consortium. Full NERL membership is only open to ARL libraries.
• Tisch must also negotiate with the other Tufts libraries regarding cost sharing.
• The committee suggested joining ARL might be advantageous; the savings from big deal negotiations might be greater than the costs of joining, over time. The decentralized structure of Tufts libraries may be a hindrance. Dorothy will look into it.

Dorothy and Martha posed some collection development strategy questions.
• What parts of the collection would you prioritize? How might we talk to other faculty about this tension?
  o Find peers to benchmark against
  o Discuss the impact of library collections on maintaining Tufts’ R1 status
    ▪ Not having a University Librarian at Academic Council makes it harder to address the university-wide libraries’ budget. It may a good time to create this position, in anticipation of the new Provost’s arrival.
• Some of the collection is about providing access, and some is about ownership. What’s a good balance for Tisch and Tufts?
  o Consider a pay-per-use model
  o Protest unsustainable cost increases
    o Tufts’ faculty suspend reviewing and writing for journals
    o BLC refuses to renew contracts until costs decrease
  o Lack of journal access would significantly impact engineering and other sciences; without it research would “grind to a halt”
  o The highest-use journals at Tufts are medical journals

• The collection strategy needs to be re-thought; meanwhile we have other needs for staff, furniture, computers, space upgrades, new services. How do we advocate successfully?
  o Short- and long-term strategies both needed
  o How do we get into a bigger/better negotiating group? Are these issues discussed with BLC?
    ▪ The BLC is comprised of very diverse array of institutions so this is difficult; but resource-sharing is one of its founding principles
  o Need to have faculty behind strategy for negotiating for journals
  o Need paradigm and culture shifts, such as commitment to open access publishing
  o The library is not really included in the current campaign; enhancements to library space, such as the new consultation rooms, have been funded with the aggregation of small donations
  o Recent operating budget cuts were taken from areas that are not directly student-facing

• What would library staff like to hear from faculty as we rethink the resource allocation strategy?
  o What’s most important to faculty for research and for teaching; priorities for their work

3. Strategic Planning: Dorothy Meaney
The goals for Tisch Library’s strategic plan:
  1) clarify our direction, goals and priorities
2) research and understand our context (Tufts, academic libraries, higher ed); build the
capacity to do this on an ongoing basis
3) develop a framework that will be flexible enough to be responsive to changing needs

Staff just completed the ‘environmental scan’ phase of strategic planning. The articles, reports
and documents reviewed were missing the voice of the faculty. The next phase will include
stakeholder interviews. Talking with Tufts faculty, and this committee, will be an important part
of that. Library staff will also talk with students and administrators. The Design Practice of TTS
will provide a “structured interview” training session on 30 January for those who will do this
work. (We also plan to apply for IRB approval.)

The process is on track for May completion; however the timeframe may need to be adapted as
important, relevant vacancies in university senior leadership (provost, VP/CIO, EVP) will be
filled in July.

4. Structure of the Libraries:
As agreed at the November Library Committee meeting, David Garman approached the Faculty
Senate about discussing a change in the structure of Tufts libraries. The group is willing, but
asked that the Tufts Libraries Council state its position first. A sub-group of TLC including the
directors and associate directors of the four libraries will meet next week to discuss “Scenario
3.5”. Given that our new provost is coming from Northeastern, it was suggested we look there
for a possible model structure. If creating a University Librarian position isn’t possible at this
time, the committee asked if the library directors would agree to have one spokesperson or
representative, appointed to Academic Council for example. Dorothy will bring this to the group.
She noted the culture at TLC is already shifting a bit, and TLC is beginning to speak more with
one voice.

The meeting was adjourned at 3:20 pm. The next meeting will be held on Friday, 22 February,
from 2 – 3:30 pm, in Tisch Library’s Conference Room 204.