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Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
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August 15, 2011

LAWRENCE PITTS, PROVOST & EVP
UNIVERSITY OF CALIFORNIA

Re: Report of the Library Planning Task Force

Dear Larry:

In response to your letter of May 4, 2011, we solicited comment on the report of the Library Planning Task Force from Senate divisions and systemwide committees. We received responses from six campuses (UCD, UCI, UCLA, UCR, UCSB, UCSD), three committees (UCFW, UCOLASC, UCORP), and a Davis faculty member. Two strong common themes emerged from the reviews: 1) greater consultation with faculty and faculty involvement in decisions regarding how best to use library resources is needed; 2) the call for boycotting high-priced publications and publishing in open access journals can only be effected with institutional support and a change in the culture of the peer review system.

Faculty Consultation. Virtually all responses indicated that faculty should be systematically integrated into both governance and programmatic dimensions of the decision making process regarding library resources, and a process for obtaining regular faculty input should be developed (UCD, UCLA, UCSB, UCSD, UCOLASC). UCOLASC offers many examples of areas where faculty input is essential, including recommendations for the acquisition and de-duplication of materials, determining the value of different journals, assessing the benefits and disadvantages of digital collections, and recommending trade-offs to achieve operational efficiencies. Furthermore, in accordance with the Standing Orders of the Regents, UCOLASC is charged with advising the president on the administration of University libraries and on issues related to innovations in forms of scholarly communication, thereby serving as official conduit of opinion on these issues from the faculty to the administration. Therefore, UCOLASC requests a formal role in ongoing discussions involving the allocation of library resources.

Institutional support for alternative publishing models. The implications of the recommendations discouraging faculty from publishing in or serving as reviewers for high-priced journals, and encouraging them to publish in open-access journals, were not fully explored (UCD, UCI, UCSB, UCSD, UCORP). In some fields, the choices for publishing peer-reviewed research are limited, and publishing in less respected journals may have a negative impact on a faculty member's career. UCD notes that this recommendation could impinge on academic freedom. Many open-access journals require authors to pay for publication, but most research grants prohibit funds being used for this

purpose (UCSB), and faculty may not have their own resources to cover these expenses (UCD). Indeed, UCSD remarked that the fact that open access charges are paid from grants, but journal access is covered by Library budgets was seen as a perverse incentive. New publishing models have also not yet been integrated with faculty reviews (UCFW). Therefore, in order to implement this recommendation, information about predatory pricing must be provided, and there must be multiple, acceptable alternative publishing venues, sources of support to assist faculty in publishing in open-access journals, and a change in the culture of the merit and promotion process in which equal weight is given to articles published in high quality, peer-reviewed open-access journals as to those published in the leading established (and high-priced) journals (UCD). UCSB suggests that, given the central role of publications in personnel reviews, the divisional CAPs should be consulted about the impact of changes in scholarly publishing. They comment, "Faculty cannot be expected to decline to publish in certain journals or to insist on retaining copyrights unless and until institutional support and protection for taking such actions is firmly established." The capacity of divisional CAPs to assess the quality of open access journals is unclear, as is the impact of citation rates on academic reviews (UCSD).

The recommendation that faculty retain copyright is similarly poorly explicated. The Task Force should provide cogent arguments about the importance of retaining copyright, and a systemwide support infrastructure should be established to help faculty manage their copyrights (UCOLASC). UCOLASC also suggests that the Task Force should "express to faculty how the choices they make as individuals can in fact help change the system."

Other comments. Senate divisions and committees offered several additional critiques and recommendations. (1) The timeline outlined in the report is unrealistic and bypasses Senate input by requiring implementation before Senate suggestions can be addressed (UCI, UCSB). As UCSB notes, "This [timeline] appears to defeat the purpose of Senate review." (2) UCD questions implementing student fees for library support on top of the rapid rise in tuition. (3) UCI does not support reestablishing a systemwide library office. This would "add unnecessary cost and duplicate work that is already being done by the Council of University Librarians" and is incongruous with efforts to downsize administrative structures. (4) Senate divisions and committees supported increasing shared resources and exploring ways to influence the high cost of journals (UCI, UCR, UCOLASC). UCI suggested that UC could leverage its bargaining power by forming a consortium with other high-caliber universities. (5) UCR urges that a system for ameliorating unequal access to library resources across UC be developed. (6) Finally, the Task Force should articulate a strategic vision for the libraries, addressing the structural and systemic problems facing the libraries, and defining what their function should be and how they can meet the demands of users in the information age in an environment of shrinking resources (UCLA, UCFW, UCOLASC, UCORP).

I enclose the letters from responding Senate agencies, which contain a rich analysis of the Task Force report. I trust that you will consider these recommendations as you move forward with trying to resolve the difficult resource issues facing UC libraries.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Daniel L. Simmons, Chair
Academic Council

Copy: Joanne Miller, Principal Library Planning Analyst
Daniel Greenstein, Vice Provost, APPC
Richard Schneider, UCOLASC Chair
Gene Lucas, EVC and SLAISIAC Chair
Academic Council
Martha Winnacker, Academic Senate Executive Director

Encl. 9

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July 6, 2011

DANIEL L. SIMMONS, CHAIR
University of California
Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: Systemwide Review: Library Task Force Report

The referenced report was forwarded to all Davis Division standing committees as well as the Faculty Executive Committee in each school and college at UC Davis. Comments were received from the Graduate Council (GC), Committee on Planning and Budget (CPB) and the College of Letters and Sciences Faculty Executive Committee (L&S FEC).

The Task Force is commended for the great deal of work it has done in examining ways to reduce expenses in this environment of rising costs, decreased funds, and space shortages. (GC and L&S FEC)

Recommendations one, three and four are all relatively straightforward and are likely to cause little or no controversy. The UC library system has been working effectively together for a number of years to decrease the effects of budget shortfalls by sharing resources and implementing new technology across the entire system. Additional efforts in this area are likely to be fruitful. A system to charge business for use of our library system will add revenue and is likely to cause little controversy. One of the sub aims in recommendation 3 which suggests implementing additional student fees to cover library support requires additional discussion as this will impact fees for graduate students. With tuition and fees having increased dramatically in the past five years this may be less palatable solution to the problem of funding for our libraries. (GC)

Faculty should be asked to review collections more frequently. Those collections found to be seldom used might be relegated to regional storage, thus freeing up additional space at campus libraries. (L&S FEC)

Recommendation two requires significant further, in depth review. There is concern that the Task Force, though well intentioned, was perhaps a bit too strong in encouraging the faculty to not submit to or serve as reviewers for journals with high prices. Given that in some academic disciplines, faculty are very limited in their choices for peer-reviewed research dissemination, the suggestion as presented may be interpreted as impinging upon the intellectual freedom of the faculty. (L&S FEC, CPB) Junior faculty, for example, may have no choice but to publish in journals deemed to "persist in unacceptable pricing" in order to develop and maintain the visibility needed for tenure. (CPB, GC). Further, if a student/faculty mentor publish novel findings in a lower impact journal instead of Nature this may have a negative impact on the progress on a student's prospects for the very best postdoctoral/employment positions. (GC) Many open-access journals utilize page charges that many faculty may not have the resources to pay. Issues such as this must be addressed with input from Academic Senate membership. Uninformed decisions could result in significant unintended damage to faculty research. (CPB) In general, this needs to be explored more in depth. Not only are some journals very high priced but their price increases far outstrip inflation. This means that keeping these journals in the UC's collections implies that other journals cannot be kept, that staff reductions will be required or that acquisitions for other collections will be reduced.

There are several issues to be considered:

- There must be broad discussion about which journal publishers have the most abusive pricing policies. (GC) The publishers who are charging exorbitant prices and whose prices are increasing at inappropriate rates are well-known. This appears to mainly be a matter of disseminating the information.

- There must be multiple, acceptable alternative journals for dissemination of scholarly information obtained through student/faculty research. This is especially needed in some areas of the humanities where publication outlets tend to remain in more traditional print formats. (GC)

- There must be sources of support to assist faculty in publishing in open access journals were costs are likely to exceed those of page charges through "normal" outlets. (GC)

- There must be a change in culture of the merit and promotion process where equal weight is given to publication in high quality, peer reviewed open access journals as to traditional print/digital journals, especially from publishers who have raised their rates substantially in the past few years. (GC)

Sincerely,

Robert L. Powell III, Chair
Davis Division of the Academic Senate and
Professor and Chair, Department of
Chemical Engineering and Materials Science
Professor, Food Science and Technology

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July 7, 2011

Daniel Simmons, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Systemwide Review of Library Planning Task Force Report conducted by SLASIAC

At its meeting of June 21, 2015, the Irvine Division Academic Senate discussed the Library Planning Task Force Report conducted by SLASIAC. The following Councils submitted their comments:

COUNCIL ON RESEARCH, COMPUTING AND LIBRARIES (CORCL)

CORCL commented that the Library Planning Task Force Report does not provide a realistic or sufficient detailed plan to mitigate the impact of budgetary reductions. The magnitude of this cost cannot be absorbed without seriously degrading the services provided by the UC Libraries. CORCL 's additional comments were as follows:

- CORCL is troubled that the Task Force, an advisory committee to EVP/Provost Pitts which has no role in setting library budgets, has preempted a strategic approach to the problem of the library's position in overall campus research resource allocation by floating a de facto budget proposal.
- The Report makes the assumption that the UC Libraries will be cut by up to $52M. CORCL is concerned with this fact since each division makes decisions regarding funding for the campus libraries.
- In general, CORCL agrees with the proposed strategies to achieve targeted cuts but finds the Report's accelerated time frame and estimated future savings highly unrealistic.
- One of the most potentially significant proposals in the report (to encourage faculty to break the stranglehold of private journal publishing companies by changing their publication practices) is floated with little or no detailed proposals for implementation.
- Opening a new systemwide office in OP to oversee the UC Libraries would add unnecessary cost and duplicate work that is already being done by the Council of University Librarians. It should also be noted that a centralized office for the UC Libraries closed only 5 years ago.
- CORCL emphasized that the libraries are not simply being asked to do the same job they have always done with fewer resources, but that they are in fact being asked to do an ever increasing range of jobs with shrinking resources.

COUNCIL ON EDUCATIONAL POLICY (CEP)

CEP supported the ideas of increased shared resources and exploring ways to have an influence on the high cost of journal subscriptions. While concurring with many of the points offered by the Report, CEP strongly emphasized that the UC system has not adequately utilized its clout as an organization or as faculty to help control publishing costs for journals. CEP suggests that:

- UC improves the leveraging of its bargaining power through forming a consortium that includes other high-caliber universities.
- For this to be effective, faculty need to work together, with CAP, to recognize and utilize the growing number of open-access journals that are viable options to traditional journals used in the review process.

GRADUATE COUNCIL (GC)

GC was impressed with the actions that have already been implemented, such as an increase in shared library services, a transfer to digital format, and a reduction in duplication in response to the budget crisis. It believes that the libraries serve as a good model for cooperation and collaboration across the UC system. However, according to the timeline suggested in the report, proposed projects would have to be implemented before the Report is properly vetted. GC advises that sufficient time be given to review the Report before its recommendations are implemented. In response to the Task Force's proposal to reconstitute a systemwide library office, GC judged that this action is incongruous with recent efforts to downsize the administrative structure and advises against its implementation.

COUNCIL ON STUDENT EXPERIENCE (CSE)

CSE commends the collaboration between the UC Libraries that has taken place over the last 3 years. These efforts have resulted in significant annual savings and cost avoidances that have allowed the libraries throughout the UC system to continue providing quality service despite the large budget cuts that occurred. CSE supports the recommendation that there be close communication between the Council of University Librarians, the Council of Vice Chancellors, and the Library Planning Task Force as future planning goes forward.

The Irvine Division appreciates the opportunity to comment.

Alan Barbour, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate

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July 20, 2011

Gene Lucas
Executive Vice Chancellor
Chair, Library Planning Task Force
University of California, Santa Barbara
5105 Cheadle Hall
Santa Barbara, CA 93106

RE: Request for comments on the Library Planning Task Force (LPTF) Interim report of May 4, 2011

Dear Gene,

I am writing as chair of the UCLA Committee on the Library and Scholarly Communication to offer that committee's opinions on the interim report issued by the Library Planning Task Force in May of 2011. These opinions represent those of UCLA faculty consulted by this committee and our own discussions of the report

As of May 4, the system-wide Library Planning Task Force, convened under the auspices of SLASIAC by UC Provost Larry Pitts, has issued its interim report on the future prospects of the library. This report is grim in its outlook and unsurprising in its recommendations. Comments have been requested over the summer, which confirms our key reaction, which is the sense that the faculty have been insufficiently consulted in the process and will make substantial discussion of this important document challenging.

Both in our local committee meetings and in the university-wide meeting, the University Librarians have expressed the opinion to the faculty that libraries are *already partially implementing more or less all of the reforms proposed in the Task Force report.* This fact clearly indicates that while the new budget cuts facing the university this year are qualitatively more threatening than those of the past, there is nonetheless already a long-standing assault on library budgets. Over the last decade or longer, libraries and their scholarly communication activities have suffered from skyrocketing journal pricing, the continued growth of scholarly publication and the constant restriction of already small library budgets. As a result, the Task Force report simply proposes to squeeze more blood from an already desiccated stone, and to the immense credit of the University Librarians and their staff, they have continually risen to this challenge without sacrificing the quality of the service they provide, or the resources available to the faculty. So while the faculty does not object to the report's plans to continue activities related to streamlining the collections process, we do consider the report to be a failure with respect to outlining the major structural and systemic problems facing the scholarly communications system within UC. The Task Force report, in our opinion, ignores a more general crisis in order to respond to the particular budget crisis of the last two years.

That larger problem concerns the increasing number and costs of publications, the pricing behavior and licensing negotiations strategies of the major publishers, the hidden costs of managing a rapidly changing IT infrastructure, the need for new kinds of services related to information search and retrieval, the challenge of archiving "born-digital" materials such as data and produced and collected by UC faculty. If this problem is not addressed, far more than the quality of the library collection will be affected: faculty will find research publications more difficult and more time-consuming to obtain, library staff will spend more time and money finding resources through Interlibrary Loan, citizens who use our collections (as part of our public mission) will have access to less and less information, and faculty will increasingly pay more to publish their own research and find it less accessible to them through their own university. Libraries will collect less and less in the future, and libraries will spend less time in the future exploring creative ways to aid the faculty in their educational and research missions—to say nothing of librarians''

own ambitions to research and collection development.

We believe the report should address these facts and make clear that it will require concerted leadership from the Office of the President and the faculty of the university to move beyond the limited reforms proposed in the report. More specifically, we are concerned that the report is focused entirely on *collections*, whether print or digital. It does not reflect any strategic thinking about the kinds of services libraries currently provide (reference, training, consultation, educational assistance, technical instruction) or those it will have to provide in the future, such as enhanced access to new forms of digital data and material, increased publishing services on behalf of the faculty, and ever more integration with the university information technology infrastructure. It does not reflect the role of space in the library, which is used for more than simply storage. The need for study-space, communal space, and ad-hoc educational and technical resources that facilitate research and learning are central to the library's mission but are not addressed in the report. Space is addressed only in terms of limitations on storage space, while the costs associated with space and its uses goes unrecognized. Shared "services" refers primarily to collection management services (catalogs, acquisition, purchasing, etc) and not to shared educational, research or publication services.

Furthermore, while there are no doubt efficiencies to be gained by centralizing services in the UCOP and its initiatives, rather than duplicating them at the campuses, the report makes no attempt to articulate what principles should determine the balance between centralized and local control of collections or services. The University Librarians support for California Digital Library is seen by them (and the faculty here agree) as a *partnership* to take advantage of economies of scale and strong negotiating power, not as a central collections management service for all the campuses. Unfortunately, the report does not attempt to articulate by what principles it is appropriate to consider centralizing services or how the Office of the President and the Council of University Librarians will make those decisions.

Finally, and perhaps most importantly, the faculty believe that the report does not sufficiently include their perspective. Central to this is the fact that neither the campus committees nor UCOLASC are part of the consultation process proposed in the report. At the very least UCOLASC should be—but so should the local committees—part of any action that will affect the campus libraries. The faculty is the core user of library services, the core author of the material it collects, and those who stand to be most severely affected by the continued assault on library budgets. Many faculty members may not even realize the extent to which they rely on the library for their day to day work, and will not unless sufficiently informed and consulted about such proposed changes.

Sincerely,

Christopher M. Kelty
Chair, UCLA Committee on Library and Scholarly Communication

cc: Richard Schneider, Chair, University Committee on Library and Scholarly Communication
Ann Karagozian, UCLA Academic Senate Chair
Andrew Leuchter, Vice Chair and Chair-Elect, UCLA Academic Senate
Jaime Balboa, Chief Administrative Officer, UCLA Academic Senate
Dorothy Ayer, UCLA Academic Senate

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July 18, 2011

Daniel Simmons
Professor of Law Chair,
UC Systemwide Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Dear Dan:

RE: SYSTEMWIDE REVIEW OF THE LIBRARY PLANNING TASK FORCE REPORT

The above request was distributed to the Committee on Library and Scholarly Communications for review and comment; their detailed comments are attached. In summary, the Committee recommends the following:

1. Shared services across the campuses are critical to establish and this should be done as soon as possible, including a rapid move to electronic web sites and other electronic means by which the end user can download library materials, less paper storage (except for certain types of material, perhaps held at only 1 UC site), and improved ability to scan documents. Users will likely face some delays with these changes, but there is no way to avoid this in the current fiscal climate. Fees for services may be appropriate in some areas.

2. We believe that faculty would be willing to become engaged in this change process, but there is currently a lack of leadership on the campuses and systemwide in this regard.

3. New sources of revenues should be explored, but we should not count on this strategy alone.

4. Improving the existing framework for decision-making is needed. We need less duplication of effort across the UC system.

5. We are concerned about unequal access to library materials across the UC campuses (mentioned on page 7, at top and in note); creative ways of remedying this problem are needed.

6. We note that Figure 2 on p. 9 mentions Davis, Irvine, and San Diego in one bar graph, while the text says Davis, Irvine, and Riverside.

Sincerely yours,

Mary Gauvain
Professor of Psychology and Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Sellyna Ehlers, Director of UCR Academic Senate office

UC RIVERSIDE | UNIVERSITY OF CALIFORNIA Academic Senate

June 17, 2011

TO: Mary Gauvain, Chair
Academic Senate, Riverside Division

FROM: John Laursen, Chair
Committee on Library and Scholarly Communications

RE: Systemwide review of task force on Library

The Committee on the Library and Scholarly Communications submits the following remarks concerning the task force report.

1. Shared services are absolutely the way to go. We should move rapidly towards electronic web sites that hold material from which the end user can download; less and less paper storage (except for certain types of material) perhaps at only 1 UC site (or better, several university sites in the U.S.); electronic dissemination in response to requests; improved ability to scan documents, etc. Users are going to have to face the reality of delays and less service, and plan ahead better. Fees for services may be appropriate in some areas and not others.

2. We think faculty would be willing to become engaged but there is a lack of leadership and clear focus regarding how the system needs to be changed. From the perspective of one field (entomology, for example), scientific journals that refuse to reduce publications costs and refuse to post articles rapidly for free and open worldwide access should be boycotted with progressive vigor - a nice way to start would be publication of costs and availability so PIs knew who to avoid and who to provide their product to (i.e. submitted articles). The same likely needs to be extended to books and other publication venues. Many scholarly disciplines will likely have their somewhat unique problems and concerns. But those who refuse to get on the train (open and inexpensive access) should be left behind.
3. Certainly new sources of revenues should be explored, but we should not count on this strategy helping us a great deal.

4. Improving the existing framework for decision-making is obviously needed and ties in logically with #1. We really need to continue to move towards less duplication of effort across the UC system (and possibly via sharing in with other universities). Just as we have relatively few departments in specialized areas across the UC system (e.g., only 2 departments of entomology, 1 each at Davis and UCR), perhaps libraries on different campuses could split up leadership on tasks regarding certain types of expertise / service.

We are also concerned about the provisions for unequal access across the UC's (mentioned on page 7, at top and in note). Perhaps some system for registering people at a campus that does not have access at a campus that does have access could be a creative way of remedying this problem.

We also note that Figure 2 on p. 9 mentions Davis, Irvine, and San Diego in one bar graph, while the text says Davis, Irvine, and Riverside.

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Henning Bohn, Chair
Deborah Karoff, Executive Director

July 18, 2011

Daniel Simmons, Chair
Academic Senate

Re: Library Planning Task Force Report

Dear Dan,

The UCSB Division distributed the Library Planning Task Force Report to the following Councils and Committees for comment: Council on Research and Instructional Resources, Undergraduate Council, Graduate Council, Council on Planning and Budget, and the Faculty Executive Committees for the College of Letters and Sciences, College of Engineering, Education, and College of Creative Studies.

Most groups found the report to be a comprehensive analysis of the budgetary and resources issues that the libraries on each campus are facing. The Council on Research and Instructional Resources (CRIR) states, "The report was thorough and seems to accurately describe the state of the Library in current and future terms, providing reasonable solutions to what might be deemed impossible conditions." Of greatest concern to reviewing groups is that the Report does not recommend a specific means by which faculty would be more integrated into the decision making process regarding library resources. CRIR says that, "The "faculty role" (section 5.2.1) in the report occupies less than one half of one page (p. 13), and rather than inviting constructive faculty participation, it lists directives to the faculty about copyright and publishing. There is no clear view of faculty participation or shared governance indicated in the document." Undergraduate Council (UgC) also urges greater involvement of faculty and cautions that cancelation of journals has wide research and educational impact limiting access for both faculty and students engaged in research. Likewise, UgC says that duplicating books is done so that more than one student can access required readings; eliminating duplicate books may hamper pedagogical goals.

Reviewing groups had different responses in regards to online journals. The College of Engineering Faculty Executive Committee suggested that the UC system coordinate its purchase of online resources to maximize access across the system. They also suggest that reliance on journals where authors pay for publications should be discouraged because research funds will not pay for authors to publish. CRIR suggests that "The extent that we will begin to feel pressure to use open access was discussed in the report as one criteria for expanding open access. It is difficult to know how the issues around publishing costs will turn out and the implications of furthering open access are very different field to field, but the UC will have to factor in alternate means of publication in its planning process. An additional point was made, suggesting, that development efforts include soliciting funds from interested

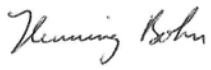
parties for special collections." A member of UgC said that online journals may save money but not all are of high quality. A contrary view was expressed by a member of the Education Faculty Executive Committee who said that online, open source journals should be considered as respectable and legitimate as print publications.

Given the central role of publications in personnel reviews, UgC suggests that CAP be consulted about the impact of changes in scholarly publishing and communications and of decisions about library holdings in relation to personnel reviews. UC faculty are expected to publish in reputable and highly ranked journals. In many departments, tenure and promotion are based on the publication of a book. Faculty cannot be expected to decline to publish in certain journals or to insist on retaining copyrights unless and until institutional support and protection for taking such actions is firmly established

Finally, the timetable for implementation of some of the Report's recommendations seems overly ambitious to CRIR. Speaking to the importance of Senate consultation, CRIR says, "Phase 1 and Phase 2 are supposed to happen simultaneously and it is unclear how this would happen over the summer. Furthermore, according to the proposed calendar, the first phases of the proposal are to be implemented before the Academic Senate suggestions can be addressed. This appears to defeat the purpose of Senate review. We feel strongly that protocol regarding the process for Senate involvement when a shift in operations is expected should be included in the report." Although none will argue with the severity of the resource constraints, the UCSB Division recommends that faculty be deeply involved in the implementation of the recommendations and the ongoing analysis of how best to use available resources. As a member of UgC commented, "The library is at the heart of much of the research and teaching at UCSB."

Thank you for the opportunity to comment.

Sincerely,



Henning Bohn, Chair
UCSB Division

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August 9, 2011

Professor Daniel Simmons
Chair, Academic Council
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

Subject: Report of the Systemwide Library and Scholarly Information Advisory Committee's Library Planning Task Force

Dear Dan,

The report of the Systemwide Library and Scholarly Information Advisory Committee's Library Planning Task Force was transmitted to the appropriate Divisional committees, and the Senate-Administration Council discussed the report at its meeting on June 20, 2011. Reviewers and Council members had the following comments:

- Most reviewers were generally supportive of the strategies proposed, some of which (e.g., shared services and facilities, streamlining collections) have already been employed by the Libraries at UC San Diego to cope with declining resources. The Committee on Library expressed a desire for more faculty involvement in systemwide library planning processes.
- General support for electronic access fees to journals was voiced if the fees were set at a reasonable level, and committee members suggested exploring options to use the power of UC faculty choice (in where to review or submit articles) to oppose excessive access fees. The fact that open access charges are paid from grants, but journal access is covered by Library budgets was seen as a perverse incentive.
- Increasing journal subscription rates were seen as especially problematic.
- Concern was expressed that institutional support is lacking for the report's recommendations that faculty authors retain copyrights, participate in new publishing models, and refuse to associate themselves with overpriced journals. Those that negotiate to maintain their copyrights may face publication delays (or worse). Many faculty authors are not aware of publishers' impacts on the Libraries' collections budget. The Committee on Library suggested that more of an effort be made to educate faculty and develop and test new publishing models to establish strong, well-understood alternatives to traditional publishers.
- In addition, the capacity of Divisional CAPs to assess the quality of open access journals is unclear, as is the impact of citation rates on academic reviews. These factors may deter faculty who might otherwise be interested in pursuing novel publishing options.

Sincerely,

Frank L. Powell, Chair
Academic Senate, San Diego Division

cc: Divisional Vice Chair Sobel
Executive Director Winnacker

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UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
Joel Dimsdale, Chair
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July 14, 2011

DANIEL SIMMONS, CHAIR
ACADEMIC COUNCIL

RE: Review of Library Planning Task Force Report

Dear Dan,

The University Committee on Faculty Welfare (UCFW) has met and discussed the Library Planning Task Force Report. The committee chooses not to endorse the report due to significant reservations about the assumed strategic vision underlying its recommendations.

The committee feels that the report is based upon an assumption of the status quo, and does not sufficiently suggest a new strategic vision for stewarding scholarly communications in the 21st Century. New publishing models have not been integrated with faculty review metrics. Thus, openly espousing a policy of boycotting publishers is questionable and potentially against the interest of faculty members.

In addition, we feel the report does not address the perennial question of "Is the library still a place of bricks and mortar?" We would greatly appreciate our colleagues' perspectives on these important issues because the libraries form such a key vessel for research and education. We agree that, like everything else in the University, this treasured resource is beleaguered, but we are concerned that the report advocates some proposals that are antithetical to faculty well-being.

It is our hope that before these recommendations are endorsed and implemented, a more strategic analysis of the University libraries and their users' needs can be undertaken.

Sincerely,

Joel E. Dimsdale, UCFW Chair

Copy: UCFW
Martha Winnacker, Executive Director, Academic Senate

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UNIVERSITY COMMITTEE ON LIBRARY AND SCHOLARLY COMMUNICATION
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July 14, 2011

DAN SIMMONS, CHAIR
ACADEMIC COUNCIL

Re: LIBRARY PLANNING TASK FORCE REPORT

Dear Dan,

During its May 27th meeting, the University Committee on Library and Scholarly Communication (UCOLASC) discussed the report from SLASIAC's Library Planning Task Force (LPTF).

Overall, UCOLASC is appreciative of the efforts of the LPTF and understands the necessity for achieving its goals. However, committee members are deeply concerned that the vital role of faculty in the decision-making process (i.e., shared governance) has been entirely overlooked by the LPTF. Right from the beginning of the report, starting with the executive summary, there is no process described to obtain the formal input of faculty, or UCOLASC for that matter, which has contributed in many ways over the years to addressing these very issues and challenges. The failure to seek the participation of UCOLASC and other UC faculty creates the erroneous perception that such issues affecting the libraries do not matter to faculty, and/or that faculty input is not relevant or necessary. In fact, UC faculty have played long-standing and essential roles working at both the campus and Systemwide levels with the University Librarians and the Office of the President to help achieve many of the goals outlined in the four broad strategies. Committee members feel that to not include UCOLASC in the list of Systemwide bodies involved in planning, consultation, and decision-making is a significant oversight. UCOLASC respectfully asks to be added to this list and to be engaged in ongoing discussions in a meaningful way.

UCOLASC also identified areas where faculty involvement could be critically important and be acknowledged in the LPTF Report. For example, faculty should be consulted and provide input on the issues surrounding de-duplication of materials, as well as be involved in decisions regarding acquisition of multiple copies of books across the system. Moreover, faculty can help in the analysis of the various "costs" of having multiple copies of a book at a library versus paying for interlibrary loan multiple times. Faculty could also help determine the value of different journals and provide feedback on discussions about objective measures used to make licensing decisions. Finally, the LPTF Report could do a better job of acknowledging ongoing efforts by faculty to change the system of scholarly publications, and to emphasize that faculty must continue to participate in negotiations with publishers, which adds considerable weight to the process and draws greater attention to the interests, needs, and concerns of the scholarly community. This is especially important given that faculty are the primary creators and consumers of scholarly work.

UCOALSC would like to see the LPTF recognize the importance of faculty consultation when evaluating the many trade-offs that faculty will have to encounter in order for UC to achieve the significant operating efficiencies described in the LPTF report. For example, when developing new models for acquisition such as "on-demand" purchases, faculty can help evaluate the collective cost of buying a print book from an online vendor themselves versus the cost of lost productivity if the equivalent library purchase is delayed by the process of library procurement and cataloging. Faculty can also help assess the benefits and disadvantages of digital collections and prioritize the directions of expenditures based on programmatic needs. In general, committee members think that the LPTF report should define more clearly what the future function of UC libraries should be within the context of the LPTF report and more broadly within the current economic climate. In other words, the report should state explicitly what libraries are expected to do and what the minimal levels of services and activities that faculty can expect from the libraries will be.

Finally, with regard to the brief and only section of the LPTF report that specifically addresses the contributions of faculty, which is entitled, "The Faculty Role" (page 13), members remarked that the language used could be less didactic and more reflective of the true collaboration that will be needed among the faculty, the University Librarians, and the Office of the President in order to transform the broken system of scholarly communication. For example, the report recommends that faculty should retain and manage their copyright. Certainly, this goal is vital to changing the system, but simply saying so (and as the first item in a list of various directives) without a discussion or consideration of why a SLASIAC-led effort failed several years ago, will certainly raise a few eyebrows and not warm previously skeptical faculty up to the idea. A cogent argument as to why promoting retention of copyright is important should be made and the recommendation should be presented lower in the list. More importantly, UCOLASC feels the report should propose that a coordinated Systemwide infrastructure be made available to help faculty manage their copyrights (such as through the CDL with input from the SLASIAC Standing Subcommittee on Copyright Policy). Similarly, UCOLASC took objection to the recommendation that faculty decline to publish in, edit, or review for journals that persist in unacceptable pricing or copyright practices. While UCOLASC completely understands and agrees with the intent of such a statement, committee members are afraid that many faculty will just take offense at being told where they can and cannot publish, or in what type of professional activities they can and cannot engage. Instead UCOLASC see this as an opportunity for the LPTF to express to faculty how the choices they make as individuals can in fact help change the system. UCOLASC encourages the LPTF to elaborate more thoroughly the reasoning behind such recommendations, and make the faculty role more explicit rather than implicit.

UCOLASC values the opportunity to review the report and committee members remain hopeful that their suggestions will be considered and accepted by the LPTF as it prepares its final recommendations. We also look forward to serving as an equal partner to help devise and implement the many strategies that will be necessary to ensure the highest quality for the UC Library system in the years ahead.

Sincerely,

Richard A. Schneider, Chair
UCOLASC

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UNIVERSITY COMMITTEE ON RESEARCH POLICY (UCORP)
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July 18, 2011

DAN SIMMONS, CHAIR
ACADEMIC COUNCIL

RE: Library Planning Task Force Report

Dear Dan,

The University Committee on Research Policy (UCORP) has met and discussed the Library Planning Task Force Report. We cannot endorse the report at this time as the committee has several concerns regarding the report's analysis and recommendations. The committee felt the report did not specify clearly enough the efficiencies to be realized nor the plans to achieve them. UCORP also felt that the report did not explore adequately the implications and limitations of the recommended boycotting policy, nor did it address fully changes to the libraries' physical plant and those intersections with the still-emerging information stewardship strategy for the new century using new media.

We look forward to reviewing a more nuanced report and recommendations.

Sincerely,

Phokion Kolaitis, Chair
UCORP

cc: UCORP
Martha Winnacker, Executive Director, Systemwide Academic Senate

Some comments on the SLASIAC Library Planning Task Force Interim Report:

In general, the report is comprehensive (if not lengthy and a bit redundant), but the main recommendations make sense. The goals of the recommendations:

1. Improve efficiency by leveraging the size and scope of the UC System
2. Manage collection growth and reduce duplication
3. Scrutinize library building space and use for future scholarly modalities
4. Continue a strong position with expensive journal publishers and encourage faculty to move toward open-access journals
5. Spread the efforts out over a 3-year, 3-phase approach

seem justified and well-reasoned.

My only criticisms so far revolve around two points:

1. The report is long on global goals but short on specific ideas and mechanisms. Perhaps it is intended to be left to the functional organizations such as CoUL, COVC, SLASIAC, CDL and LAUC.

2. There is only scant mention of UCOLASC which is really the main point of entry for faculty input into the process from the Academic Senate. Since the primary users of the library resources are faculty and students, it would seem that UCOLASC and some student representation should be integrated into the detailed plans for cost savings in the future.

In addition, a specific issue that is changing rapidly with technology and has a direct impact on the cost of libraries to universities is the structure, operation, cost and importance of peer-reviewed journals. I think the SLASIAC report could have included more ideas on this point.

The big picture as I see it: The high cost of maintaining access to scholarly materials is due to the historical model that pertains today. Namely:

1. The legitimacy of the scholarly materials rests on peer review which is, in many cases, organized and run by businesses that therefore carefully guard the process.

2. Said businesses are often the publishers of the scholarly information and therefore have a vested interest in maintaining control over and pricing of access to these materials.

With electronic communications and near-instant access of materials in digital form from virtually anywhere in the world, the historic model will eventually crumble as the principal users of the scholarly work can no longer pay the rapidly increasing costs required by the purveyors of the traditional print media. In fact, because of the speed and availability provided by the internet, the "information-guarded-by- business" model is no longer necessary to achieve timely dissemination. The only hurdle is that of legitimacy the materials engendered by peer review. In many non-profit environments, peer review is managed by volunteers who are themselves scholars interested in the welfare of the dissemination process. Therefore, this model is successful and, coupled with the internet and "server farms" supported at a base cost by article, journal or society fees (or combinations thereof), there is no necessity for a "for-profit" middleman and they will eventually fall by the wayside.

These ideas of course do not preclude the necessity of infrastructure to manage the operations of the scholarly materials and dissemination. It is likely that as time goes by, the infrastructure can and will be replaced by "software" (quotes implying a complete lack of vision as to what form this might take). Could the CDL (UC) take a leading role in this? I think there is a fair chance that could. However, the cost of initiation would likely be high and the return on the investment, sought by user fees and canceled subscriptions to outdated paper journals, might take a very long time. Also, there would be a sizable time lag as acceptance and adoption by other institutions could take years.

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