**Library Council Meeting**

**November 12, 2020**

1. Introductions and Announcements

Attendees: Deborah Jakubs, Jimmy Roberts, David Hansen, Dean Smith, Darren Gobert, Tom Mitchell-Olds, Charmaine Royal, Naomi Nelson, Martin Eisner, Patrick Charbonneau, Tim McGeary, Ann Elsner, Chris Timmins, Simon Miles, Brian Murray, Dracine Hodges, Kim Duckett, Aarthi Vadde, Phil Stern, Michael Ferejohn, Adrian Linden-High, Katryna Robinson

1. Annual Collections Budget request (David Hansen)

David Hansen emailed collections budget request emailed to you Library council (see last page of this document). The collections budget request is sent to the Provost separately from library budget on November 6 by Jeff kosokoff, Assistant University Librarian for Collections. We’ve requested 16.5 million for collections. That represents a 2.9% increase from year to year. An ongoing issue for the last 10-20 years is subscriptions. There’s been a massive price inflation in that area, in journal prices over the years. Our budget doesn’t reflect massive increases. We try to be careful with what we’re doing. We don’t add many additional things, we mostly try to keep up with what we’re subscribing to as a whole.

The way we’ve approached budgeting this is driven by our biggest packages; our major subscriptions cost $10 million. Formatting inflation is another big driver, like streaming video costs. We’re trying to engage in a process where we think of this money as an investment in scholarly publications; we try to support new initiatives like open access journals. 2.9% is about what the publishers are asking. Some of them are higher. We do negotiate some of the rates.

1. Duke University planning for economic downturn (Ann Elsner)

How many of you are aware of the university’s effort to start some planning for the economic downturn? How many of you are involved with your department or school level with those efforts?

Planning at the university level is underway. Over the summer, or in the late spring, there was an article out in the Duke Employee magazine with a piggy bank out front. (<https://today.duke.edu/2019/08/inside-look-dukes-finances>) That article has the most transparent information about duke finance that Ann has seen.

President Price asked his leadership teams to take a planning effort in anticipation of the next recession. They don’t know when exactly this is going to happen. They can’t predict it down to the minute but the general agreement - looking historically is it’s not a question of if but a question of when. During the last recession, there was the DART (Duke Administrative Reform Team) initiative (<https://today.duke.edu/2010/03/economymessage.html> ) with the idea of reducing Duke’s financial footprint to help us weather the storms in terms of operations, etc. Dukehad a heavy reliance on reserves. Some of the schools benefited significantly from a reserve infusion of cash. President Price has been very clear this will not happen this time. The reserves have not recovered fully and have not reached the pre-DART levels yet. All of the schools and departments have been given a planning matrix with information on what can be done now, a year out, when the recession hits, worse caste scenarios, etc. We’ve been doing a lot of structured brainstorming on this topic, where there are opportunities for revenue enhancement. We’re looking at phone lines, how we’re providing public computing for students. To what degree do we need to provide physical devices versus a virtual device. We have put everything on the table and we have been asked to submit a document by Friday showing how we are getting along. All of the schools and academic departments have to submit thoughts and ideas by Friday as well. We’re not sure if these will translate to actionable steps. All of the Executive Group members are meeting with their direct reports, meeting groups, to see what areas in the library can cut costs.

Our goal is to maintain the best level of service available.

All of this is coming at a time that the libraries are more popular, are being used more often - in data visualization, for example - the workshops are constantly full, the scope of what we do is expanding. We also don’t want to put too much on the table right now. We have to temper the process a bit.

1. Library Advisory Board meeting preview: Focus on advocacy (Deborah Jakubs)

For our next Library Advisory Board, we have decided to meet in Washington, DC at the Duke in DC offices. Please see agenda below.

We just talked about funding and having to cut back. Duke is still a pretty well resourced university and library. We are responding to the needs we see from Faculty to students, we need to both respond to those demands from our community and be sure our priorities are in sync with the university. About advocacy, some of our top priorities are Lilly Library of course, it’s very urgent that we have a funding plan by the middle of March to be able to proceed with the renovation of Lilly. Part of the challenge is having Lilly elevated to a university project so that development staff from the university, deans, etc. can say they are concerned about the first year student experience.

In terms of fundraising, right now the project is at $47 million. We’re expecting commitments from dining services, student affairs... Mary Pat and Deborah have been in conversations about making sure this is a joint library and student life initiative. Dining services is responsible for the new Trinity Cafe being moved to Lilly. A proposal to the Duke Endowment will go out soon. The outstanding number that needs to be identified is $18 million. Tom Hadzor has been on the road a lot and is identifying new friends.

The Library Service Center (LSC) - we might do a field trip out there. We have 3 modules - we don’t consider to be storage - this is actively staffed, climate controlled security, materials come and go on a daily basis. The new module number 4 is being proposed jointly with UNC, who has co-funded with us the previous 2 modules. Module 3 was a cost of $6.2 million in 2012. This module is at $17.6 million. The provost of UNC is ready with his money on the table to fund his half, and our university has said they don’t know where the money is coming from. It takes about 18 months for each module to be built. There has been a 52% increase in construction costs since the last one was built. Utility infrastructure has to be updated. That is all going to be a requirement. It will not be required for module 5.

When the LSC was first conceived in 2000, there was an intent that there were going to be a total of 7 modules. This is does not come as a shock or surprise to anyone. The university has acquired all of the land to do that, it’ just getting the commitment for construction. UNC has reached capacity and needs this to be built right away. It’s been approved as a capital project pending funding. We will also have a bunker for nitrate film. We have donors of collections and very valuable materials who are reassured to know we have a space like that - safe, secure, climate controlled. If you are interested in a tour, let Katryna know.

Support for science and engineering. We have an excellent group of science librarians, all women, which is kind of cool. They work very hard and support many departments. With the rise of Pratt, faculty has grown 20%, the school is up 22% in PhD students over 5 years, masters students, 276% over 10 years, and one librarian for Pratt and computer science. As the university puts some of that reserve forwards the science initiative we would really like to be considered in some way.

1. The Next Capital Campaign: Blue Sky conversation (Tom Hadzor)

What do faculty want to see in the libraries that is not there now? If money was no object, what would you want for the libraries?? The university is thinking about its next campaign. We are at the very beginning phases of thinking of what that is and what that might be. What are some things working well, not working so well, what do we have to try to fix, how do we begin to prepare in our schools and units for whatever that will be. Science and tech will be something very important in the campaign. There was just a director of development hired for that area. Financial aid continues to be a big thing, a challenging part of the budget. As of July 1st, Development began counting for the new campaign. It will be over multiple years, a bit longer than our previous 7 year campaign, likely to stretch out to 9 years. How do you maintain momentum? It comes in waves, how do you keep people excited in an effort that the university is doing in that period of time? The timetable is fluid, but in 2024 the university will celebrate its centennial. The president has something he’s called his strategic framework - identified as Duke Will (<https://president.duke.edu/strategic-framework/>).

The libraries also has a strategic plan with a number of goals (<https://library.duke.edu/sites/default/files/dul/users/Joyce%20Chapman/Duke%20University%20Libraries%20Strategic%20Plan%2016%20June%202016.pdf>) - it expires in 2021. We will be trying to figure out if we will have new goals or stick with the old ones. EG members have been challenged to think of their areas and what they need. Every campaign is the same campaign. They typically have something to do with buildings, collections, people, programs, technology. That’s exactly what Duke Forward was. You’ve heard from Deborah about some of the immediate needs. The Marine Lab needs renovations. The people - there are a number of positions we would like to hire but we can’t afford right now. Data and GIS, other positions we need as well. In terms of collections, we still have more fundraising to finish Baskin. Maps, sciences, technology, data access, storage, new technologies. One of my dreams is that we create a huge endowment for the university librarian that’s unrestricted that just allows Deborah and whoever the successors are to have a fund they can use to apply whenever something comes up. At LAB, we re going to go through an exercise to begin to think about this next campaign. Most institutions would go through a period between campaigns. It used to be 10-15-20 years, then it began to shrink. For us it lasted a couple of years, 2017 until now. We’re going to be asking the board to think about the same question. What do we want? What do we need? If any of you have any immediate reactions.

Some suggestions from Library Council members were: reconstructing older technologies, a computing museum, art history of the book. Someone suggested having the libraries move from a support unit to a leading unit. People outside of Duke would see the library as standing out. Another suggested expanding the role of libraries in instruction, more faculty awareness, possibilities, etc. Rubenstein library instruction is up 83%.

Meeting adjourned at 12:53 pm.