Council of University of Arkansas College & Research Libraries (CUACRL) Meeting
UA System Office, Little Rock
September 28, 2016

Attending:
Carolyn Henderson Allen, Dean of Libraries, University of Arkansas, Fayetteville
Daniel Boice, Library Director, University of Arkansas at Monticello
J. B. Hill, Library Director, Ottenheimer Library, University of Arkansas at Little Rock
Nadia Lalla, Associate Provost for Library and Student Services, University of Arkansas for Medical Sciences
Relinda Ruth, Library Director, Cossatot Community College of the University of Arkansas
Randy Thompson, Library Director, School of Law, University of Arkansas, Fayetteville
Jerrie Townsend, Library Director, Phillips Community College of the University of Arkansas
Rebecka Virden, Library Director, University of Arkansas Community College at Morrilton
Georgette Wiley, Associate Library Director, John Brown Watson Memorial Library, University of Arkansas at Pine Bluff
Molly Boyd, Assistant to the Dean of Libraries, University of Arkansas Fayetteville

Welcome / Report from Chair Carolyn Allen

Dean Carolyn Allen reported that she had a brief conversation with Dr. Bobbitt, who promised a “thoughtful response” to our request for funding for core databases. Part of the issue is that the System does not have funding for this type of support. We hope to have a response within the next thirty days.

Please share the libraries’ report to each administration, to get traction for an appeal. It is a good idea to have a conversation with the provost about what the needs of the library are. Administrators often don’t understand the full picture of library problems. The report has good information to share with them, particularly for the community college library directors.

The greatest hurdle is funding for community college budgets; if there is a system-wide increase, it should be at the community college level, in my opinion.

We have been successful in negotiating the Elsevier contract, resulting in a 4% increase for five years. Are there any other opportunities for consortial funding? We could consider a joint subscription to the Ebsco databases. Each four-year university could contribute funding for four years and extend courtesy coverage to the community colleges. We could possibly negotiate a better deal for four years.

Law Schools get access to Ebsco through a law library consortium. Randy Thompson of UA Law would be willing to shift funds, but any shift would have to correspond with the regular funding cycle of the existing contracts with the consortium.
The first step would be to look at how much each college pays for Ebsco, and compare the packages. Look for overlap in resources. If we could level and equalize each college’s contribution, there might be an opportunity for savings across the board.

**ACTION ITEM:** Carolyn will negotiate with Ebsco, after everyone sends current Ebsco subscription package information, including terms of the existing contract and projected increases.

**Library Updates**

Dan Boice reported that UA Monticello dedicated the Sandra Campbell Memorial Classroom. This community-wide event also included remarks from Carolyn Allen and Carolyn Ashcraft. His institution is also actively engaged in increasing enrollment.

J. B. Hill reported that UALR has a new chancellor, who appears at this early stage to have a similar agenda with an emphasis on retention and enrollment. There is continued concern with graduation rates. Ottenheimer Library just hired an e-librarian, and their librarians are focusing more on online delivery. The institution is engaged in re-accreditation with the Higher Learning Commission. The university's core curriculum requirement of "Information Technology" provides the library with the opportunity to work with faculty to include information literacy in the curriculum. UALR Law and UALR Ottenheimer have begun preliminary discussions on collaboration on Innovative.

Rebecka Virden reported that the enrollment at UA Community College at Morrilton has remained steady. They are currently replacing the library security system. Rebecka is currently in talks with Conway libraries, including UCA, Hendrix, Central Baptist, and the public library, about a consortial agreement with Innovative. An alternative system would be InReach or Mobius. The goal is to provide a single catalog for all participants, since patrons are sharing facilities regularly. Each of the academic institutions face budget constraints.

Randy Thompson reported that UA Law Library is interviewing for an electronic services librarian, a position that has been vacant since March. The program for Native American Food is moving to UAMS in Fayetteville. It involves 8 individuals from Law and Agriculture.

Nadia Lalla reported that the UAMS chancellor will retire in June, 2017, so the search process has begun for his replacement. In April 2017, they will undergo a re-accreditation review. The library is writing the report. They have received good responses to the questions about library materials and services. The online bookstore has been operational for six months. The former space has been converted into a student center with a coffee shop environment. There continues to be insufficient quiet study space. Librarians are working to identify space than can be converted to quiet study space. Daphne Hyatt will be replaced with Matthew Windsor from Hendrix in the Collection Development Committee. The clinical services librarian is working with physicians on digital services. Their regional program in Pine Bluff lost their librarian, so UAMS is covering services there. They are conducting a review of services for regional centers. UAMS Library has been awarded two grants from national H. S. library (?) for services at the regional centers, including outreach to Marshallese in Northwest Arkansas. They looked at the LibGuide for Marshallese resources, which does not have enough resources for health. Nadia will share the grant output when complete. Disabilities Title 9 Coordinator; UNT education for librarians, South hosting on site classes.
Jerrie Townsend reported that Phillips Community College enrollment is up. The institution is working on recruitment, moving to non-traditional students. She is scheduled to retire in July 31, 2017. Jerri talked with Hope Community College about their combing the bookstore and library; Relinda Ruth has also talked about the logistics of it. Nadia Lalla manages the virtual bookstore for UAMS; this trend toward combining bookstores with libraries is widespread. Rebecka Virden reported that Morrilton is looking at a three-year schedule for moving from textbooks to OER.

Relinda Ruth reported that she operates the Educational Resource Center, with rising door counts even though enrollment is down. The DeQueen branch recorded 187 in one day, which broke their previous one-day record. Staff are developing programs to draw in students. They are restoring the gym with grant funds, and holding a faculty in-service on Open Educational Resources (OER). Staff are also conducting a LibGuides trial, which they will use to connect faculty to OER. Tutors conduct workshops at all three campuses. They have a YouTube channel with instructional videos available on need for mediation. Relinda implemented a new textbooks inventory system during the summer, which works with scanning barcodes. The library needs money for more computers; there are currently 19 at the main campus and 8 or 9 at the branches. The library has 12 part-time staff or work study students. They extended hours at the branch libraries this semester. The Blackboard core team encourages the use of Collaborate. They continue to work on OER initiatives, designing courses for community workforce and using Credo info-lit modules. [Try Proquest Information Literacy companion with videos to embed in LibGuides, a part of the Traveler database package.] Cossatot Community College currently has 38% of classes full OER; they are actively encouraging the conversion to OER. The ERC charges a flat fee of $30 rental for textbooks, which is a great boon for students. The push for OER is all about saving money for students. The books are stored in the old bookstore. The Nursing program still has multiple textbooks.

Georgette Wiley reported that UAPB is undergoing a Higher Learning Commission re-accreditation review in October. The library was cited as an example for co-curricular programming with the library liaisons. Currently they are working on student success strategies, and on repurposing spaces. They scheduled their first book review and book signing in their Arkansas author series. They participated in the Sandra Campbell memorial program.

Committee Reports

Educational Portal Committee
The Committee conducted a demonstration of the educational portal and shared it with faculty and staff. The educational portal was moved to a LibGuide, a site where it can be edited easily and by multiple contributors. The design is still a bit crowded. The committee will meet tomorrow and will obtain input from other libraries around the state. Elizabeth McKee retired as chair; they are looking for a new chair. The site is ready. The next step is to develop strategies to bring in users. Carolyn will appoint an interim representative for UA Fayetteville until the next Education Librarian is hired.

Digital Initiatives Committee
The committee is working to update metadata, in particular to universalize metadata for consistency. They are also working on a preservation plan at UA Fayetteville and will share with everyone. The goal is to establish preservation standards for digital collections. The CUACRL reviewed the report provided by the Digital Initiatives Committee and approved the committee’s recommendations and future initiatives.

**Human Resources Committee**  
This committee is working on collaboration for ALCTS workshops. They are developing standards for staff training in modules that can be shared and used by all. Free online modules. They are looking at a career service pay plan. The newspaper reported that Higher Education is not included, but we are included. UA Fayetteville has been working to increase the job requirements for beginning level jobs, allowing library workers to start at a higher pay rate. The group is reviewing language for other pay plans. UA Fayetteville is planning additional SAA workshops, including one in April from ACRL, GWLA, and UAF on data management plans. Day one is library experts; day two is faculty workshops.

**Open Access / Open Educational Resources**  
Carolyn Allen presented an overview of ScholarWorks, the UA institutional repository. They are still working on big data issues, the lack of a collaborative space for faculty and researchers, and the temporary solution is to provide a static link to other big data sets on the IR. UA Fayetteville hired Melody Herr, formerly of the University of Michigan Press, as Head of Scholarly Communication, to work with faculty on negotiating publishing contracts, licensing, negotiations with vendors, etc. She is communication with departments and with individual faculty about the IR and scholarly publishing issues.

The IR was funded for the first year from the Friends’ account, then we added the Selected Works component. Other vendors may be cheaper, but bepress is the gold standard and takes the worry out of management of servers, software, etc.

Anyone interested in pushing open access or need help? UA Fayetteville has several LibGuides and all are free and open—other libraries feel free to point to with direct links or to use as a template and modify for own use. We have a review committee for consistency on LibGuides that recommends a similar basic structure to make it easier for students and researchers to navigate the guides.

The librarians at UA Fayetteville are also available for consultations on these issues. The smaller institutions may not have enough publishing faculty to build a strong collection in an IR.

UA Fayetteville has partnered with the UA Global Campus to develop an incentive plan for faculty to build support for open educational resources (OER) on campus. OpenStax is the current partner. There is no cost to participate in OpenStax or to use online materials in every subject area. Print costs are low; the highest is a chemistry textbook for $55. QUESTION: is material vetted by faculty in respective fields? OpenStax has similar editing and vetting process as other publishers. Materials are reviewed professionally either by open source publishers or through peer review. We need to increase awareness.
SECU explored OER initiatives, conducted two workshops for students and librarians on OER (funded by athletics). Students at the workshops created petitions to take back to their campuses to open the dialogue about textbook costs. The student initiatives are aimed at making professors aware about OER issues.

The incentive program encourages faculty to create online textbooks. Textbooks are a significant portion of student debt. The UA Fayetteville provost and chancellor both support OER.

UA Fayetteville has an OER committee comprised of librarians and faculty from business, engineering, Physics, and the biological sciences who have an interest in or are publishing in open access.

The OER initiative plan can be used as a model for crafting a message for your faculty or provost. OER materials are beneficial to all on campus, not just distance education students.

The IR is not the place to house OER; we will probably refer books to OpenStax or other non-commercial publishers.

Carolyn Allen obtained a report from the Max Plunct Society through SPARC. The report has data on UA publishers used by faculty—the top 3 for each campus. Library directors can use for conversations with administration and stakeholders, encourage them to move away from expensive journals to OA.

J. B. recommended a survey of faculty about OA.

We need to inform faculty on the department level. Shift away from the traditional publishing model. The current method of publishing maximizes publisher profits at the expense of the academy—the students, researchers, and academic libraries.

We need to help get vetted information to the public. A Google search returns OA resources and quality publications.

Rebecka Virden recommended that we obtain information about specific classes and provide a system-wide progress report of what classes adopt OER. Measure progress through a system-wide survey.

Could we develop a common database of courses freely available to use on each campus? Open access means freely available. UA Fayetteville will share the student petition in support of OER when it is available.

ACTION ITEM: review MIT’s portal to find out how to freely share online courses, such as those in Blackboard. Should the CUACRL build a database of available courses?

Prioritize Action Items
**Topic 2 Action Item 1:** Develop a program to educate and train faculty on each campus to utilize open educational resources (OER) in their courses.

**Topic 5 Action Item 1:** Outline standardized best practices for minimum information that should appear on each library's home page. Nadia and UAMS currently in the process of redesigning website. What items are in common? Should we use the same language on the system website? We should agree on minimum elements on each website. Topic 5 has no committee. Molly will review “best practices” for web sites of academic libraries.

**Topic 6 Action Item 1:** Charge the Resource Sharing Committee to compile a list of the databases we currently purchase from the Traveler project and the ArkLink databases. Determine what database needs are not currently being met by each library. Identify joint needs, duplication, wish lists, including Ebsco databases lost through the Traveler project migration to ProQuest.

Set a deadline for action item 1. Can’t lose our ability to control content or budget dollars.

**Topic 8 Action Item 6:** Draw up a proposal to fund subscriptions to Spec Kits for every library in the system, to bring library directors up to date on trend in libraries. Purchase back issues from 2015 forward and an annual ongoing subscription. RETIRED: ARL has made spec kits OER from 2006 to present on their website.

**Topic 7 Action Item 1:** Charge HR Committee with providing information or training on succession plans.

**Topic 7 Action Item 2:** Charge HR Committee with defining what type of training is needed, from Microsoft Office and office productivity tools, to training in soft skills, like improving leadership skills or interpersonal relations.

**Topic 7 Action Item 3:** Charge HR Committee with providing training opportunities to increase technical skills common in libraries.

All other HR Committee action items rest on the outcome of the state pay plan.

**Topic 9 Action Item 1:** Explore the possibility of creating a shared endowment for the system libraries to fund resources shared in common among the libraries. If it grows large enough, we could use the endowment to pay for core digital collections and each library use its own budget to pay for needs that are specific to that campus's programs. Make the case to the state legislature for funding core academic collections, modeled on Georgia's program that is controlled by the state university system.

The problem is that fundraisers won’t raise money for other campuses. The best solution is to make a system-wide endowment and ask the system to endorse it with donors. Someone from the system-level could work with us to benefit all libraries in the system. The Collection Development group could advise on how the funds should be spent. There is a concern that we don’t have the resources to support programs. Student issues often take priority over library resources.

Could we explore foundation or government grants to fund resources? We need to develop a strategy for the system to amass funds on the libraries’ behalf. Come up with a wish list or model to use as illustration for the “ask.”
Currently we are fixed in an elitist system. We need to level the playing field for the community colleges. Look for joint opportunities for donor proposals. Build the case, justify the need, obtain information about alumni, look at annual fund opportunities. A little money from a lot of donors adds up.

**Fundraising Workshop**

Carolyn Allen of UA Fayetteville presented on planning and launching a capital campaign. Best strategies include: exploring strengths for libraries, including universal appeal to all donors and alumni, the rapidly changing landscape of information needs, and the impact on health and economic welfare of the state’s citizens.

Campaigns can target raising funds for collections, technology upgrades, new facilities or renovations, and endowment funds.

Staff for development and public relations are often non-library professionals who have no library technical skills or knowledge, but who understand that libraries are a unique campus unit from a fundraising perspective; high learning curve as they work with faculty and donors on the libraries’ behalf.

In the absence of a fund-raising professional, librarians can partner with other campus deans, directors, and administrators, faculty and staff, and athletics programs. Creating campus partnerships is critical because library funding benefits the entire campus.

Off campus partners to pursue include corporations, foundations, Chambers of Commerce, museums and galleries.

Build a steering committee of key library supporters in the community who have a genuine interest in or enthusiasm for libraries and substantial resources or community clout. These committee members will be your connection to other investors, so look for individuals who are excellent communicators.

The steering committee plays a key role in carrying out the fundraising plan and keeping the campaign on track. They should meet frequently, determine fundraising strategies, and be the initial spokesperson or contact for other donors.

When establishing fiscal parameters for a campaign, correlate proposals to the campaign focus. Look for data on peer libraries / institutions. Establish clear parameters and reachable goals, solicit information on perceived needs, and balance competing priorities.

Use the development office to match the financial capacity of potential donors with campaign goals. Research the potential donors to determine their capacity for giving, their previous interests or donations, their relationship to the institution or community, and their potential support.

At the initial donor contact, provide a general interest brochure, explain why their gift is important, what issues it will resolve, present with a well-crafted case statement designed to appeal to the donor’s interests, partner with other units for a joint proposal when possible. When traveling for business, check on potential donors in the area and visit them.
Other tools for investigating possible donors include corporation and foundation directories, matching gift opportunities, and encouraging cross-pollination (using one donor’s connections to reach other potential donors).

An annual giving program allows you to tap into the alumni pool. At the UA Fayetteville, student callers use a library fact sheet and a calling script. The money raised goes into a general use fund. The system allows us to establish new donor contacts and keep them.

Endowments are often a compelling case for donor support. Provide relational data on the cost of library materials, create “what if” scenarios with or without donor support, make a clear case. When the donor understands the circumstances that may be alleviated by his or her support, her or she will be more satisfied after the gift has been made. Where possible, campaign other entities on campus to include a library percentage into faculty chair endowment funding or other endowments within academic departments.

Another appealing case to make to donors is naming opportunities. Identify naming opportunities, establish a chart for gift amounts, ensure a wide range of options are available, offer opportunity to honor family or friends rather than self, and respect anonymous giving.

Donor recognition also pays dividends and could be events to honor donors such as receptions or grand opening of spaces. These events allow donors, faculty, staff, and friends to mingle and discuss the gift and its impact. This plants the seed in future donors. Donor recognition could also be on a smaller scale, such as commemorative bricks, plaques, chairs, tables, windows, etc.

An important part of fund-raising is the public relations program. It takes money to raise money. A public relations professional can develop publications, programs, events, celebrations, promotions, exhibits, etc. These keep the Libraries in the patrons’ consciousness and reap long-term benefits. The public relations officer can also reinforce and enhance the town and gown relationship by building programs off campus.

When holding a special event in the library, notify faculty and ask them to invite students. Provide a press release / invitation to the press to attend. Create appealing posters and flyers, post on campus and community event calendars, print postcard invitations, buy newspaper ads, and create a public service announcement for the local public radio station.

Maintain proper stewardship after the gift is given. Continue communication with the donor, provide them with newsletters and other publications, craft gracious letters of acknowledgement of any gift, however small, provide periodic update letters letting them know how their gift is being used, invite them to all special events, and send regular greeting cards for holidays and birthdays.

Last thought: every communication about the institution is a positive step toward ensuring a healthy relationship.