

State of the Library
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Welcome to the fifth annual State of the Library address. We have with us today a distinguished guest, Fr. John Jenkins, the next president of the University of Notre Dame. The University has been fortunate to have such a distinguished procession of presidents. We are well served to have yet another president who is a scholar, a serious library patron and a leader committed to Notre Dame as the premier Catholic university. Fr. Jenkins has agreed to say a few words of introduction after my talk and so I will welcome him to the podium at that time. After his remarks, we will open the floor for discussion.

The *Observer* has a regular feature "Question of the Day." In Tuesday's *Observer* (January 18, 2005), the question of the day asked: Where did you get your books for the semester? Here are the answers of the six students.

- "Amazon.com., half.com and the bookstore"
- "Overdue books from the library and smuggled in from Taiwan."
- "Online from EBay and NDbay and the Hammes bookstore."
- "The bookstore."
- "Mostly from people going abroad."
- "Books I need not."

It is always interesting to learn what students are thinking about something. It was reassuring to see that five of the six students mentioned buying books, certainly no surprise to see the enduring focus on searching for good prices. And, one great plug for the library, even if the books were overdue. The last comment of course is the direct opposite of what the library needs. While a student in Business (yes, I searched his name in the student directory to find his major) might not need to buy textbooks for his last semester, maybe after all his courses continue for a second semester and he already has the books, this isn't true of the library. We need to buy books and more of them.

It is my pleasure to speak today on the state of the library. I welcome this tradition for the opportunity to reflect on what is happening in and around the

library. Let me start by recognizing that it is you who make good things happen. It is your commitment to excellence that makes our library a great library. I know from my own use of the library as well as what I hear from others. On Monday night, in returning from Boston, I chatted with Ahsan Kareem, who is one of our engineering professors. He told me he had just registered for ILL services. He was delighted. He requested one book. Then because his name, department, and so on stayed in the ILL patron registry, he saw how easy it would be to request a second item and he right away requested a second item. Now that is terrific service and just one example of the good things you are all doing. Ken Kinslow endorsed Ahsan's enthusiasm and what it can do for ILL as well as the borrowers. Ken said that so far, a couple hundred individuals have registered. This is a small number when we think of the over 15,000 eligible faculty, students and staff. However, Ken tells me that only about 3,000 different individuals borrowed items through ILL last year, so the already registered 200 is a good start.

Today, my remarks will address the following:

- How our vision of being a great destination for learning and research fits in with the University's vision,
- Successful libraries in the age of Google,
- Our accomplishments in the past year, and
- Priorities emerging from department and committee goals.

We share the University's aspiration to be a great Catholic university.

Indeed, the library is essential to achieving that aspiration. Every great university - without exception - has a great library and Notre Dame must as well. Why is the library so important? The library puts the knowledge of the world into the hands of the students and faculty. Without access to the knowledge of the past, they cannot create knowledge for the future. William Brody, the president of Johns Hopkins University, describes us as "the most meaningful core of Hopkin's intellectual property - the ability to turn raw information into useful knowledge" (Brody 2004)

At Notre Dame, Brad Gregory, a new professor in history, believes this is especially important for a Catholic university and in a letter to the Provost's Library Task Force, put it this way: "At the institutional level of a Catholic university, a mediocre library is simply a scandal to the faith. It sends an implicit message that learning and knowledge are less than fully important to the life of the

university and it reinforces prejudices in the wider scholarly world about the inferior status of Catholic university education and research. If Notre Dame wants truly to be taken seriously as a Catholic university of the top tier - so that for example, scholars would mention us as a regional research destination along with the Newberry Library and the Universities of Michigan and Chicago - then there must be a major commitment to the library, which is the intellectual heart of any great university” (Gregory 2004). Indeed, the faculty as a whole consider the library an essential part of the University’s vision for becoming a great Catholic university.

From the Provost: The Notre Dame Libraries Task Force

The Provost does as well. Last Spring (April 2004), our Provost, Nathan Hatch, included the Notre Dame libraries as one of the three important issues calling for campus-wide careful reflection and weighing of options. (The other two are undergraduate financial aid and financial aid for doctoral students.) All three issues, he stated are central priorities in the University’s strategic plan but at the same time, all are under critical budget pressures in the short term. From faculty and the library, Provost Hatch is acutely aware of the dark cloud hanging over the library materials budget for the last several years. As an experienced administrator, he also knows the limitations of *ad hoc* funding, which he provided from the Provost’s Office, to address continuing costs such as the annual inflation and journal subscriptions.

In forming the Task Force, Provost Hatch drew representatives from key campus constituencies, including the administration, university and faculty governance bodies (Faculty Senate, University Committee on Libraries), the departments, the library and the Development Office. From the Development Office, there are two people: Drew Buscareno, who is the library’s liaison to the Campaign Leadership and Tim Rippinger, who directs the regional development directors. Their presence both contributes to our understanding of what Development can do and enhances their understanding of library needs. After John Affleck Graves became Executive Vice President, Provost Hatch asked Chris Maziar, a new Associate Provost and highly regarded former Provost at the University of Minnesota, to chair the Task Force. We in the library welcome leadership from the Provost’s Office because it clearly signals there is a need to find a better solution to the problem.

The Task Force has divided into three subgroups to address:

- the vision and identity of the library,
- the knowledge needs of the humanities, the arts and architecture, and
- the knowledge needs of engineering, sciences, social sciences, and business.

Although the assignment of all disciplines into two clusters is too simple for extended analysis, it is useful in understanding the range of knowledge needs across disciplines. We have recognized in our own library conversations that for the humanities the library is their laboratory, and that the laboratory needs to have a large collection of materials with which to work. The sciences too depend on knowledge but with a heavier emphasis on the journal literature. As mentioned, these generalizations are the end points on a continuum and in real life, the situation is far more complex. Mathematicians, e.g., though included as one of the sciences, are closer to the working style of humanists. Nevertheless, this broad grouping will allow us to recognize these differences and help the campus (including us) develop appropriate expectations for the library. Already, there is some consensus developing within the Task Force that it is as important for the library to facilitate access to books and journals that we might or might not own on a permanent basis, as it is for the library to build collections. Separately, the humanities and sciences subgroups are addressing these kinds of questions:

- What are the relative values of ownership of collections, access to online databases, delivery of information through interlibrary loan, and professional staff support?
- Given that one of the core purposes of the library is to support research and scholarship, what are the best ways of measuring success in serving this purpose?

With a better understanding of needs and how the library can appropriately support different disciplines, we can begin to set a tone that assesses resource levels in the context of what we are trying to achieve for different disciplines. We have to be fair in our support for all disciplines and departments. Thus, we need to address resource levels in the context of the goals for library support for that discipline. Steve Hayes, Gay Dannelly and I serve on this Task Force. We will continue to keep you informed and seek your input through open forums as well as smaller meetings with specific groups. A final report is due to the Provost before the end of this academic year.

Before leaving the Task Force, let me say a few words about the Task Force and the library campaign. The campaign financial target for the Hesburgh Libraries is already set at \$53 million. We have identified library campaign priorities, which will be described in the Hesburgh Libraries case statement:

- library collections and services in five subject areas: business, humanities, social sciences, the arts and architecture, sciences and engineering
- leadership excellence through endowed library positions offering commemorative opportunities, and
- library renovation.

The Task Force is already helpful in the area of collections and services in advising on the need for capital funding for retrospective purchasing as well as endowments to fund continuing expenditures.

Successful libraries in the age of Google

On the second topic of will libraries continue to be successful in the age of Google, the answer is yes. The announcement of Google's project to digitize millions of books from the libraries of Stanford University and the University of Michigan, Stanford libraries (Markoff and Wyatt 2004) seemed at first glance to suggest that library holdings would soon not be needed as everything would be online. But the Google digitization is very good for libraries and readers alike.

- The digitization will provide deeper access to the contents of books. Our users have been telling us for years that they want to be able to search the contents of books online. We have put extended notes into the note field and made it searchable, but Google will offer keyword searching of the full text. We have seen how that is very successful in journal articles and in e-books.
- Second, the online access to books will mean increased use of library print collections especially for 20th century books. The 19th century and earlier books are out of copyright and Google will make the full text available online. Some people might read online, some will print and some will borrow them from their library. For books still under copyright protection, which is most of the 20th century titles, Google will display a few pages to

show the context in which the search terms occur, but no more. Just enough for someone to determine they do or don't want the book. Then what? Two options. Go to amazon.com and buy it. Or, go to the library and borrow it. More people will request more books from more libraries because they can search in the "world's largest library" to find books they want to read. When old volumes of journals were digitized and made readily accessible, the use of these old volumes became a growth industry in a matter of months. That point was underscored last week over lunch with Katherine O'Brien O'Keefe., a chaired professor of English. Like so many of us, she prefers reading books and articles in print, and so we discussed what it might mean in ten years when there are 8 million digital books. Our print collections will be more heavily used. They won't disappear.

- Third, over the next ten years, Google will create perhaps as many as 5-7 million unique digital titles from the collections of Michigan, Stanford, and the 3 other libraries. Google will give each of the participating libraries a digital copy of the book which the library can then archive. With so many books in digital format, individual libraries can focus on digitizing and preserving unique and special collections. We can continue to focus our digitizing initiatives in areas of greatest significance to Notre Dame.

Let me mention some examples. We have created a digital *Inventory and Catalogue of the Drawings in the Biblioteca Ambrosiana* for which we own unique copies of the original works in the Ambrosiana Library in Milan. Working from a microfilm copy, we have scanned the works of Christoph Clavius, a Jesuit mathematician in the late 16th/early 17th centuries who proposed the Gregorian calendar and are now in the process of making the digital version fully web-accessible. The Special Collections Department holds over 600 wartime letters to and from military personnel, diaries of six soldiers and other manuscripts from the U.S. Civil war. To date, we have scanned and transcribed one collection of manuscripts, four of the diaries, and 275 personal letters. These digitized collections will be our gifts to scholars and to our colleagues in the global network of libraries that collectively is in charge of preserving knowledge for all time.

We have to give Google its due. It is the most popular way to search the Web, but Google only complements what we do. It doesn't do everything that libraries do. Here is one example. I wanted to add the reference for the *New York Times* article

to my paper. I “googled” the keywords in the headline and was directed to the NYTimes.com site. However, the article is more than seven days old and available only for a fee. Then, in talking with Gay, she reminded me the library provides access to the *New York Times* online. Ok, I searched this time on the library gateway and chose the *New York Times* as the resource I wanted. Sure enough, I was able to find and print the full text. I especially liked the branding in the upper right corner of the screen: Access provided by University Libraries of Notre Dame.

We have what Google doesn’t have: content in perpetuity. I serve on a new Task Force for Measuring Collections. We started our work in Boston because we hope to have recommendations to the Association of Research Libraries (ARL) membership in May 2006. How we measure library collections has been a matter of some concern for the last 10 years for a variety of reasons, with at least one person suggesting that ARL stop producing the index. The index feels a bit like an arms race with the emphasis on who can buy the most books and serials. We want to improve the conversations we have on our campuses and focus on getting content to users. While we have just begun, I can tell you that we have emphatically reaffirmed the importance of content. The commitment to building collections and preserving content is the defining characteristic of research libraries. It is, therefore, a matter of revising the statistics, not discarding them. This will be a lively set of conversations among research libraries over the next two years, I can promise you that, but the resulting measures - whatever they are - will reflect our belief that library collections - in any and all formats - are important. Getting content to users is what we do.

Accomplishments: the Library in the news

And while Google has been hard at work, so have we. As is always the case, I have spoken about our accomplishments at the Advisory Council’s annual meeting. This year, I also provided a hand out of selected accomplishments taken from library department and committee annual reports to Council members, which is the handout distributed today as well (Appendix 1). On behalf of the “about to be reconstituted” Strategic Planning Committee, Nigel Butterwick mapped these same achievements into the January 2004 Strategic Plan and in the near future, that document too will be available on our web site. You can see at a quick glance that we have a great story to tell. We also realize that we need a more attractive

way to tell our story to Council members and campus, and that too is on the library agenda.

Council members were delighted to see the library's accomplishments recognized publicly through University press releases. In 2004, there were four press releases. They announced the following events.

- The new beginnings at Hesburgh Library complete with quotes from Ralph Waldo Emerson and Kathy Colbert, our stacks management assistant who was involved in the transfer of materials to the lower level. Kathy succinctly captured our achievement: "Other areas are not as quiet, but the lower level really brings students in."
- The NEH grant for preserving endangered 19th and early 20th century books documenting the Catholic tradition.
- The IMLS Recruiting and Educating Librarians for the 21st Century grant, which will introduce 42 diverse, college-bound graduating seniors from Northern Indiana high schools to academic librarianship as a career possibility.
- The gift of the 6,000 volume personal collection of the late Alexander Dallin, a professor at Stanford University, one of the pioneers of Russian and East European studies in North America.

Some of the good things we do are found in the *Notre Dame Report*. The Library Technology and Services Act (LSTA) grant from the Indiana State Library for further implementation of Geographic Information Systems Resource Center in the Engineering Library was reported. The Center has software from ESRI (Environmental Systems Research Institute, the primary source of geographic software in North America) to find and use the data available at the web sites of a wide range of organizations that produce geographic information. These organizations include familiar sources as the U.S. government's Geological Survey (USGS) and the U.S. Census Bureau, the Indiana Spatial Data Portal, and others. Data such as voter registration and turnout, ground water sources and flow, transportation routes, business locations, and more, can be plotted and mapped to address problems posed by engineers, economists and sociologists. The grant provided the funds to purchase the map plotter and printer. Of course, the information provided in *Notre Dame Report* did not contain all of this detail, but even the announcement there of the grant award points to a library "on the

move” in delivering new services.

Similarly, the library presence on matters of intellectual freedom have been well represented in *Notre Dame Reports* through the activities of Doug Archer. Through his leadership in the state and nationally, Doug has not only enriched the many conversations on intellectual freedom, including in our library, but also informed the campus community of the library’s expertise.

Our achievements are seen in other campus announcements and venues. The Graduate School just announced the awards for the year 2004 Equipment Renewal and Restoration Program. The initiative of Margaret Porter, Hector Escobar, Dave Jenkins and Gay Dannelly, in partnership with faculty from the History Department, College of Arts and Letters, was recognized in the overall award of \$204,401.

During the course of three meetings of the University Committee on Libraries, Parker Ladwig and Dave Jenkins have shared their methodology and key assumptions used in analyzing the cost effectiveness of the 900 plus e-journals in the Kluwer/Springer package. From this discussion, the committee members gained a better understanding of the analysis as well as of the complexity of the decisions to be made. After the first session, Professor John Weber, College of Business, concluded their analysis was good, while at the same time, he asked how similar is our analysis to the factors being considered by other university libraries. We know some. We know, e.g., that other libraries are cutting the packages so as to be able to cut duplicate subscriptions or the paper copies. We know that other libraries are cutting the packages because it is the “right” thing to do vis-a-vis the “all or nothing” aspects of the big deals. We know that at least one library cut the packages and put half of the money into document delivery. But, we can always learn more and this gives us an incentive to continue talking with our colleagues.

News of our accomplishments happens within the library as well. Yesterday there was a great exchange of information on how the library is involved in educating faculty and students on the use of EndNote. Pascal Calerco started the exchange with the question. Eric Morgan and Joni Warner joined with answers, noting that Aaron Bales, Mark Dehmlow, Dave Jenkins, Chris Poehlmann and Cheri Smith have all planned and/or taught EndNote sessions. Joni also provided information on the library partnership with the First Year of Studies, which includes a course-

integrated library instructional program and instruction in the University Seminars. At the request of the Chemistry Department, Thurston Miller taught a for credit Chemical Information course required for all sophomore chemistry majors. Both Joni Warner and Nigel Butterwick are members of a new Committee on Information Literacy.

Priorities emerging from library department and committee goals

Time is at a premium today as it always is. There are so many more accomplishments of which we can be rightly proud. However, it is also important to consider the library priorities emerging from department and committee goals. In discussing department and committee goals, the Library Executive Committee observed a natural coalescence of activities into three priorities:

- First, a reconfiguring of delivery of services on the 1st floor of Hesburgh Library, which will be supported by renovation. We have limited funds on hand to support minor remodeling but because we are expecting to raise additional funds through the campaign, we can design near term projects to fit into the long term directions.
- Second, we noted a focus on collections and services. There is a Document Delivery Task Force at work on new models while members of the Collection Development Committee are analyzing the cost-effectiveness of the e-journal packages.
- Last, there is a need to develop ever greater self-sufficiency in technical skills, in individuals and for the library as a whole. Everything we touch requires more computing and technical skills. Enhancing our skills is key to achieving our goals and priorities. This includes activities such as adopting the OCLC Connexion protocols, using Contribute templates for web pages, creating databases, implementing data services, and writing programs for new services.

Concluding remarks

Overall, there is great ambition represented in your goals and priorities. You are a talented, creative, enthusiastic and knowledgeable library staff and faculty. I see much evidence of “working smarter, not harder,” which we have all agreed is

essential to success in the future. You have taken the initiative on many fronts to improve collections and services and it shows. You are a great library staff. I am honored to work with you and I thank you for coming. Let me now turn the podium over to Fr. Jenkins, the President elect of the University of Notre Dame.

References

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Appendix 1. The Theodore M. Hesburgh Libraries: A Great Destination for Learning and Research: Selected Achievements of 2003/04