

# CHAPTER 11

## LIBRARIES

### INTRODUCTION

The mission of the University of Kentucky Libraries is to support the University by providing "...bibliographic, physical and intellectual access to recorded knowledge and information consistent with the present and anticipated instructional, research, and service responsibilities of the University of Kentucky. A secondary mission is to serve the professions, businesses, industries, and other institutions in the State by providing information services." (1989 University of Kentucky Libraries Strategic Plan).

The Library Committee was charged with:

- \* Reviewing the Library's support of the University's goals and objectives
- \* Assessing the service provided in supporting the academic enterprise, and
- \* Evaluating the Library's strengths and weaknesses.

The University of Kentucky Library System consists of a social sciences and humanities library (M. I. King) and twelve branches: Agriculture (which also maintains an information center at the Gluck Equine Facility), Architecture, Art, Biological Sciences, Business and Economics Information Center, Chemistry/Physics, Education, Engineering, Geological Sciences, Law, Mathematical Sciences, Music, including a Listening Center. In addition to the Library System, there is also a Medical Center Library whose director reports to the Medical Center. Both the Medical Center Library and the University Library System have an audiovisual unit and these units are reviewed as appropriate. This report reflects the University Library System and the Medical Center Library. Reports on the Medical Center and Agriculture Libraries appear as Appendices 11-A and 11-B.

A brief statistical profile of the Library System as of June 30, 1991, shows:

Volumes held	2,212,083
Microforms	4,802,822
Audiovisual Units	52,736
Sound Recordings	13,198
Professional librarians	70
Support Staff	124
Student FTE	77
Materials expenditures	\$3,711,057
Salaries and wages	\$5,039,747
Operating expenses	\$895,503
Total library expenditures	\$9,646,307

The Committee began its study by reviewing the SACS criteria and the proposed criteria from the Association of Research Libraries (ARL). The following reports on the Library System were utilized by the Committee:

1. Report of the Committee on Library (Standard Six) University of Kentucky Institutional Self Study (1980-82).
2. Evaluation of the University of Kentucky Libraries (A report prepared in 1984 for Dr. Donald Sands, Associate Vice Chancellor for Academic Affairs).
3. Results from a faculty survey conducted by the Senate and Administrative Library Committee in 1986.
4. The rankings and listings provided by the Association of Research Libraries (ARL).
5. Library annual reports.

The Committee submitted questions for the Faculty, Staff, and Student Surveys conducted by the Self-Study. Later in the process, the Committee had the benefit of the results of a user satisfaction survey which the Library conducted in Spring 1991. An open forum was held in conjunction with the Computing Committee to solicit comments on the academic support functions. The branch librarians, the various college library committees, the library directors, and the Vice President for Information Systems were all consulted. The Committee divided the scope of its study into the following broad categories: Administrative Structure, Library Staff, Budget, Collections, Services, and Facilities.

## **ADMINISTRATIVE STRUCTURE**

With the administrative reorganization of the University in 1987, the Library System was moved from the Office of Academic Affairs to the Office of the Vice President for Information Systems; the Director of the Medical Center Library reports to the Chancellor for the Medical Center through the Vice Chancellor for Academic Affairs.

The Committee considers the present administrative structure to be a vast improvement over the previous one. The new administrative structure, with the Director of the Library reporting to the Vice President for Information Systems, has been very beneficial to the Library. The primary strength of the new structure is that the Library System is directly represented at the Cabinet level. This has led to many beneficial developments for the Library System including a more robust budget and first priority on the University's new capital construction request. On an operational level, the new structure allows for better coordination of nonprint information services.

Whenever a library is removed from the academic side of a university, however, there is a danger that the library could become less responsive to the needs of faculty and students. Both the Vice President and the Director have been very sensitive to the needs of the University community. However, the fact that in the larger University administrative structure no academic administrator (such as a provost) oversees the library operation leaves room open for potential conflicts with and/or omissions from the academic community. Fiscal and policy decisions concerning the Library have to take full account of the needs of the academic community. It is

critical that the Library remain aware that it is an academic entity and that it maintains a close relationship with the academic portion of the University.

There is a rather special administrative structure currently existing for the Medical Center Library. As noted above, this Library does not report to the Vice President for Information Systems. Its budget allocation comes from the budget of the Medical Center. However, there are important aspects in which the two library systems overlap, such as the promotion and tenure process. The dichotomy in administrative structure is less than ideal. In matters regarding the duplication of services, administrative functions, and collections, reaching the best decision is not always easy. The advantages and disadvantages of merging the Medical Center Library into the University Library System should be closely examined in the larger context of the restructuring/consolidation of the various library units.

**Recommendation 11-1:** The future configuration of the Library System should be developed in close consultation with appropriate faculty groups such as the Senate and Administrative Library Committee, the College Deans and Departmental Chairs. Input from individual faculty should be sought.

**Recommendation 11-2:** The feasibility of administratively merging the Medical Center Library with the Library System should be evaluated. With the construction of a new library and the centralization of some services, this is an especially acute time in which to examine the administrative structure.

**Recommendation 11-3** The Library should continue its close liaison with the academic units.

## STAFF

The Committee surveyed all library employees separate from the University-wide Self-Study Survey, asking if there were any special concerns regarding library staff that the committee should address. Responses suggested the Committee review the staffing levels and the opportunities available for job training and professional growth and development. The Committee also reviewed the 1989 report of the Task Force on Staff Working Conditions and relevant ARL statistics. An interim progress report was made to the Library Director's staff, who provided additional input. Selective interviewing of other staff was done when additional information was required.

The strongest component of the Library System is its staff. This is borne out consistently by official surveys as well as anecdotal evidence. On the 1986 Senate Library Committee Satisfaction Survey (Exhibit 11-A), 94 percent of the respondents (n=348) said the Library staff is usually/always helpful (this was the highest satisfaction category in the survey). Also, over 90 percent of the respondents to the Self-Study Survey were pleased with reference services.

All professional librarians hold a Master of Library Science degree, except three people: two of these are senior librarians who hold the old B.A. in library science which was, when they were hired, considered the terminal degree, and the Director of the Modern Political Papers collection holds a M.A. in History which is the appropriate subject area of specialization. All full-time librarians hold faculty appointments with rank in tenure track positions. Librarians have

standard faculty contracts and the specific details of employment are covered in the University Governing Regulations, copies of which are available in the Library.

Library support positions are classified within the University's overall job classification system. The University has established minimal levels of education/experience for each grade. The Library cannot hire anyone who does not meet or exceed the base qualifications for a position.

The Director of Libraries reports to the Vice President for Information Systems who, in turn, reports to the President of the University. The internal Library reporting structure is shown on the organizational chart in (Exhibit 11-B). In order to coordinate library goals with that of the educational mission of the University, the Director is an ex-officio member of the Faculty Senate (the body responsible for making educational policy on campus) and the Senate Library Committee. The Director is also included in Lexington Campus Deans Meeting and serves as appropriate on various University committees.

The Committee believes that the Library meets all the criteria for accreditation with the possible exception of providing adequate staffing levels. In the 1980 SACS Self-Study, the Library reported a staff of 69 professionals, 127 support staff, and 63 students. In 1990, the Library had 70 professionals, 124 support staff, and 77 students. In 10 years, staff levels have remained constant, yet the demands on the staff have increased. The automation of various library services and functions is a labor intensive process and claims a substantial portion of staff time. The Library now has a full-time systems librarian. Because computerized reference services and tools provide for easy and rapid access to monographic holdings and journal citations, the patron demands for reference, periodical, and interlibrary loan services have significantly increased.

During this period the Library also became involved in a wide range of new activities:

1. The Community College libraries were automated and linked to the University Library System under the direction of King Library staff.
2. The Library began managing new service points such as the LexMark library (under contract), the Equine Library, the Transportation Library, the Communications Reading Room, and the Business and Economics Information Center
3. The Medical Center initiated and expanded many programs designed to serve the information needs of off-campus health professionals.
4. Efforts were begun to raise money for and plan a new central library.

As people were shifted to meet these new demands, other areas, especially those not so visible to the public, were left understaffed. Consequently, some collections in Special Collections are not processed, there is a large retrospective conversion backlog, and there is inadequate support for accommodating the increasingly automated format of government publications. Clearly, increased staffing is a major need of the Library System.

A major accomplishment of the University is that professional librarian salaries have risen in comparison to librarian salaries at the University's benchmark institutions. In 1981 University of Kentucky librarian median and average salaries ranked 10th out of the eleven benchmarks; in 1992, they ranked fourth (median) and fifth (average).

Low support staff salaries, however, are a continuing problem. Based on information taken from the employee separation sheet, ten years ago most of the staff who left the library did so because they were leaving town or had family obligations. Now, the primary reason for leaving the Library is to take a higher paying position, most likely outside the University. Since the Library relies heavily on high level technicians to perform many critical tasks, this constant turnover hampers the effectiveness of the Library. The reason for the low salaries is complex and can probably be addressed only within the context of some major changes in the University's personnel classification system. Part of the reason for the low pay is the fact that the support staff is predominantly female. A recent report released by the Committee on the Status of Women shows that the current personnel classification system consistently places work done by women at the bottom of the pay scale (Exhibit AA). Since the support staff is approximately 80 percent female, this probably contributes to the low pay of Library positions. However, even within the system, when compared to other traditionally female occupations, the Library Technician series is too low. Positions of staff members who play a key role in providing intellectual and physical access to the collection are often classified at a lower level than receptionists in other parts of campus. The Library Technician series should be made equitable with that of other support staff in the University. The University could address these problems through a restructured personnel system.

The Committee also reviewed the status of minority employment. Based on 1989 figures, approximately 3.2 percent of master level library degrees nationally are earned by Blacks. The UK Library System has two Black (2.9%) librarians. On the support staff level, 7.3 percent of the employees are Black while 12.3 percent of the general Lexington labor pool is Black. At all levels, the Library should continue to recruit minorities. Efforts should be made to identify potential candidates for positions and to encourage them to apply.

Another staff concern is the working environment. This is problematic primarily in two places—in the third floor of King North, which houses most of the technical processing staff for the Library System, and in the Medical Center staff areas. In the case of King North, a large number of staff are working in an area originally designed as storage space; in the Medical Center, the work areas are extremely cramped. These problems will be solved with a new library but, since a new building is at least five years away (see Facilities, below), the Committee suggests that anything the administration can do to improve working conditions in the near future should be done to provide immediate relief for those people. The 1989 report of the Task Force on Library Staff Working Conditions provides a list of recommendations for addressing some of these needs (Exhibit 11-C).

There is increasing interest on the part of both professional and support staff for more job training and increased opportunities for growth and development. While some of this can be provided in-house at little or no cost, some of it, such as specialized training and interaction with colleagues, requires travel. The professional staff faces the additional problem of involvement in state and national organizations as a factor in the promotion/tenure process. Where possible, efforts should be made to increase travel support for all staff.

**Recommendation 11-4: The University should increase staffing levels to enable the Library to provide adequate patron training in the use of automated library resources and services and thus support the changes brought about in the libraries by the introduction of new technology.**

**Recommendation 11-5:** The University should address the problems of support staff pay and classification as part of an overall restructuring of the University personnel system.

**Recommendation 11-6:** The Library should make a concerted effort to increase the number of minority faculty and staff.

**Recommendation 11-7:** Professional training and development needs for all staff should be supported.

**Recommendation 11-8:** The University should improve working conditions for staff where possible, following the recommendations of the Task Force on Library Staff Working Conditions.

## **BUDGET**

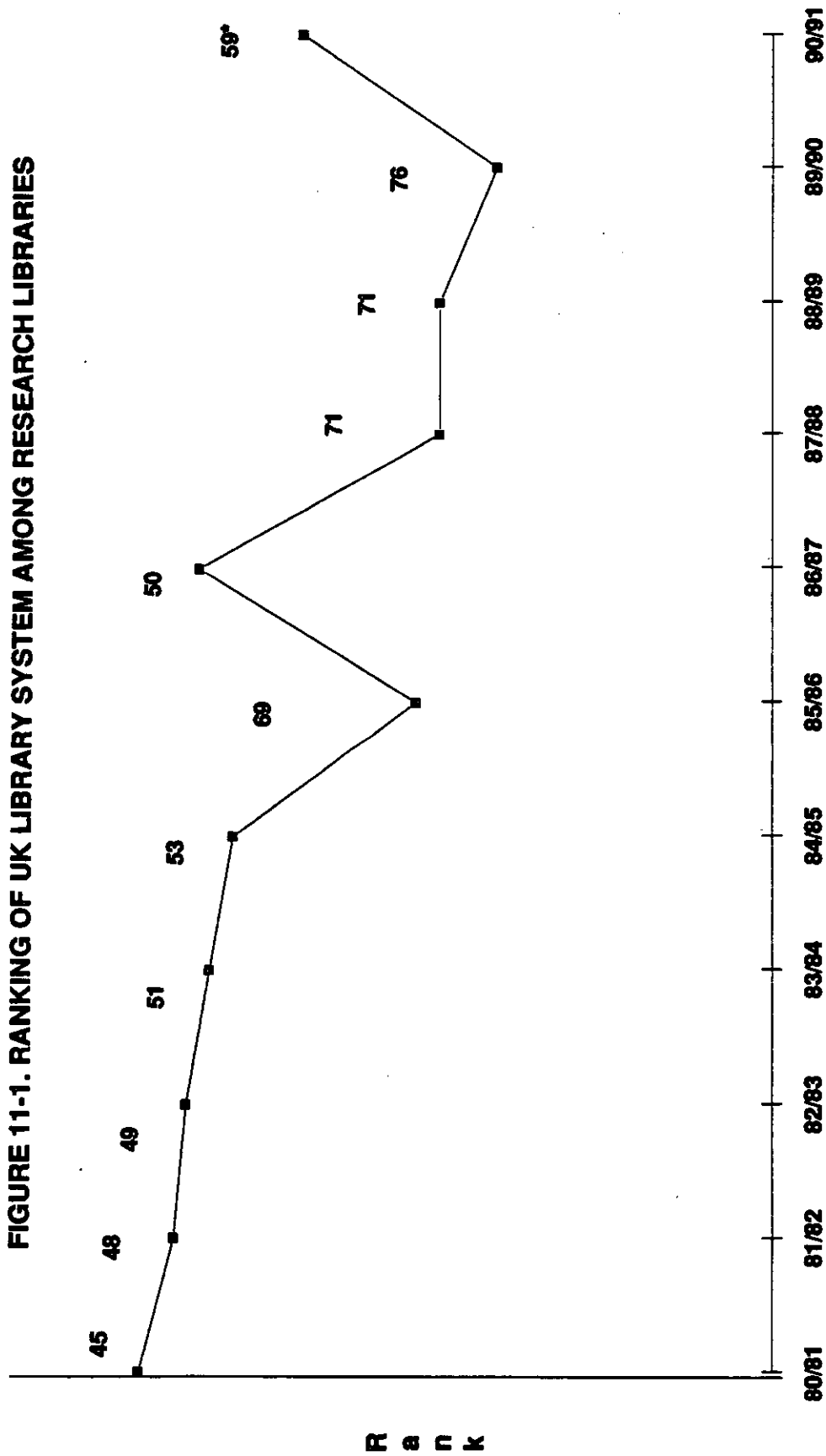
The most significant development of the past decade for the University Library System has been changing the funding of most of its materials budget to a recurring item in the University's budget. Prior to 1986, the funds were reallocated from fund balances on a nonrecurring basis from year-to-year. This contributed to massive cuts in journal subscriptions in the financially lean years of the early 80s for the Library System. Further, the uncertainties associated with the materials budget made proper planning extremely difficult. The Medical Center Library budget comes directly from the Medical Center and has been sheltered from some of the vagaries of budget fluctuations.

The total annual operating budgets for the combined Library operations of the University of Kentucky for 1985-1989 are shown and compared with the benchmark averages in Appendix 11-C. The annual expenditures for materials for the same period are shown and compared with benchmark averages in Appendix 11-D. The data show that while the Library's budget has undergone a slight increase over the period, it has further slipped relative to the benchmark averages. This fact is graphically displayed in Kentucky's composite ranking among the 105 ARL member libraries, shown in Figure 11-1. It is highly regrettable that UK's ranking among ARL libraries in the past decade has dropped from 45th to 59th.

The current economic problems of supporting library collections are by no means peculiar to the University of Kentucky, but Kentucky is doing much worse in keeping up with them than the benchmark institutions. For a "no-growth" budget over the years 1984-1988, the Library would have needed an average minimum increase of 7.4 percent per year; instead, the actual increases received averaged only two percent per year. UK's ranking among eleven benchmark institutions over this period of time fell from sixth to ninth. This problem is further compounded by the fact that the library receives a fairly low percentage of the total University budget (Exhibit 11-D). While many of our benchmarks receive from three to five percent of their universities' budgets, The University of Kentucky Library System receives only 2.3 percent.

The Library has worked hard to supplement its state budget with private funds. Toyota contributed \$1 million to fund a book endowment and the library received a \$375,000 matching grant from the National Endowment for the Humanities (NEH) to enhance the endowment. When the Library finishes raising its part of the matching NEH money, the total endowment will stand

**FIGURE 11-1. RANKING OF UK LIBRARY SYSTEM AMONG RESEARCH LIBRARIES**



Source: Association of Research Libraries, Membership Criteria Index (based on five quantitative variables: number of volumes held, number of volumes added, number of current serials, total expenditures, and total professional and nonprofessional staff).

\*The ranking index was changed in 1990-91 to include government documents as part of the total volume count. This change resulted in a dramatic increase in volume and serials count and volumes added for depository libraries such as UK's and is a major factor explaining UK's noticeable change in ranking from 1989-90 to 1990-91.

at \$3 million. Recently the President also announced his commitment to raise another \$5 million for the book endowment from private giving.

The University of Kentucky is making a concerted effort through regular budget allocations and private fund raising to keep up with the economic challenges of maintaining a high quality research library. However, unless the budgeting process recognizes that the cost of library materials is increasing at a rate many times that of inflation, there is a real threat that the Library System's support for the University's mission will be inadequate by the end of the decade.

**Recommendation 11-9:** The University should substantially increase library funding in order to bring the ranking of the UK Libraries into the top one-third of the ARL libraries; this is in keeping with the Strategic Plan in which one aim is to place the University in the upper one-third of research universities. The budget for library materials should take into consideration the superinflationary increases in the cost of monographs and journals.

**Recommendation 11-10:** The Library and the University should continue to give priority to building the Library book endowment.

**Recommendation 11-11:** The percentage of the total University budget which goes to the Library should be raised to three percent.

## THE COLLECTION

The Library System maintains a collection of materials in print, microform, electronic, sound recording, and audiovisual formats. The authority for selection of materials belongs to the Director of Libraries for the University Library System and to the Director of the Medical Center Library for the Medical Center Library. In the Library System, the Director of Libraries delegates this authority to the Department of Collection Development which in turn depends on bibliographers (selectors). Selectors rely on their own expertise and on consultation with designated teaching faculty (liaisons) in each subject area. Also, any student, staff, or faculty member may make recommendations for the collection. Selectors choose materials in accordance with the curricular and research needs of the University within budgetary limitations. Selectors attempt to keep the subject collection in balance by careful consideration of newly requested materials and judicious weeding of obsolete ones. It is also the selector's responsibility to look beyond the parochial interest of individual clientele in order to select such materials as items of an interdisciplinary nature, general reference materials, and supplemental and recreational materials. In light of financial constraints, particular attention is paid to avoiding unnecessary duplication within various units of the library. In the Medical Center, all colleges but Medicine have a library liaison who works with the librarian to select materials; for the College of Medicine, the librarian works directly with the faculty.

The Collection Development Department has a formal written collection policy designed in consultation with librarians and faculty liaisons; this policy is reviewed and updated as the needs of the institution change. The policy defines the area in which the library collects materials and defines the level of the materials as appropriate to the degree(s) offered in each area. There is no written policy regarding weeding, although some branch libraries have weeded their collections in an effort to gain additional space.

In 1988, the collection development process was altered slightly so that monograph budgets were pooled into general subject areas (e.g. humanities, languages, social sciences, physical sciences, etc.) instead of being allotted to particular subject areas (e.g. art, french, history, chemistry). This was done to allow more flexibility in meeting the patrons' needs as well as to take into account the increasingly multidisciplinary nature of many subjects. By all accounts, the new method has worked well.

Because of the explosion of published material, the steep escalation in the costs of printed material, the devaluation of the dollar abroad, and the weak financial support from the state to the University for most of the past decade, developing a collection to support the teaching, research, and service mission of the University has been a continual struggle.

In the early 80s, numerous serial subscriptions in the University Library System were eliminated for financial reasons. Selectors worked with their respective faculty liaisons to determine which journals would be eliminated. A severe budget cut resulted in the cancellation of many journal subscriptions, both on the undergraduate and the research levels. The sky-rocketing costs of journals in all fields, especially in the sciences, has seriously eroded the budgets for monograph purchases. In 1970, 26 percent of the book budget was spent on serials. By 1990, serials accounted for 68 percent of the book budget. The serials expenditures and the monograph expenditures for the years 1985-1989 are compared with benchmarks in Exhibit 11-E. The University needs to catch up with the benchmarks in both monographic and serial funding. The Library's collection is also compared with benchmarks which shows the number of volumes, the current serials, and the monograph purchases for the same duration. If these trends continue for several years, the University's collection will be unable to provide adequate support for the mission of the University.

One serious problem is the need to provide library materials to support the research of new faculty, especially those whose research areas are not traditionally represented on the faculty. The Self-Study Survey found that the faculty group least satisfied with the library's ability to support their teaching was assistant professors. Since monograph orders are initiated orders, the collection tends to reflect the interests of faculty who have been here a long time. A recently announced program to provide "start-up" funds for new faculty members for library materials is intended to address this problem.

Another problem is the need to provide library support for grant projects. Currently, although Library costs are a part of the University's indirect costs, grant money does not come to the Library System. While the expenditure of indirect cost funds for computer purchases, supercomputer upgrades, etc., is common practice, such expenditures for library materials are uncommon. In some cases, if materials are purchased as a direct cost with grant money, they remain with the individual faculty member, not with the library where others could benefit from them. Certainly, these issues deserve further consideration.

No research library can afford to purchase and house everything that is published. The University of Kentucky Library System supplements its holdings through interlibrary loan and membership in the Center for Research Libraries. The Library System also participates through the Online Computer Library Center (OCLC) in a reciprocal borrowing program for faculty at member institutions. The Collection Development Department monitors the use of the programs. Any materials frequently borrowed are purchased for the collection if available and financially feasible.

Over the last decade the ordering and processing of materials have been heavily automated. This has reduced the delays in making new materials available to users and has also helped in the reduction of duplicate copies. The Medical Center Library ordering process is handled separately from that of the University Library System. While there appears to be good cooperation between the two libraries with regard to duplication, the ordering and processing of materials could be improved and streamlined.

**Recommendation 11-12:** Immediate steps should be taken to reverse the slippage in both serial and monographic purchases with respect to the benchmark libraries. Special attention needs to be given to purchasing new materials appropriate to multidisciplinary/nontraditional fields as the University is hiring more faculty in these areas.

**Recommendation 11-13:** The automation and streamlining of the ordering and cataloging process should be continued and updated with new technology as it becomes available.

**Recommendation 11-14:** The Library should evaluate the quality of the collection on an on-going basis to make sure the materials purchased are meeting the needs of the users.

**Recommendation 11-15:** University policy concerning the expenditure of indirect cost funds from grants and contracts towards the purchase of library materials should be reexamined.

## SERVICES

Both the collections and library services are available for use by all faculty, staff, and students as well as all citizens of the Commonwealth. When school is in session, the University Library System is open an average of 106.5 hours per week, including 26 hours on the weekend.

### User Satisfaction

Overall, library users appear satisfied with the services they receive. The Library System conducted a General Satisfaction Survey in Spring 1991 (Exhibit 11-F) and a Reference Satisfaction Survey in Fall 1991. Patrons requesting on-line bibliographic searches are asked to complete an evaluation once they have the results of the search. The Senate Library Committee serves as a formal mechanism by which faculty can bring up concerns about the Library System. Also, the suggestion box in the Reference Department is an easy and convenient way for all users to offer comments, suggestions, and complaints. Many branch libraries, such as Law, Architecture, and Engineering, as well as the Medical Center Library are formally reviewed as part of the accreditation process for the colleges they serve. However, with the exception of the decennial self-study review of the Library System, there has been no single systematic review of the entire System.

### Changes and Improvements

Library services have been significantly altered and improved in the past decade through the advent of the electronic delivery of information. In every phase, from on-line catalogs to data base searching, computers are enhancing methods of storing and accessing information.

Several significant achievements in automation occurred during the 1980s. First, in 1985, the Library System integrated an on-line circulation and catalog system for the M. I. King Library, the Medical Center, and all the branches. Through extensive retrospective conversion efforts, over 80 percent of library holdings are now in machine readable form. The Library System is currently in the process of adding government publications to the data base and in Spring 1992 began making records of serial holdings available to the public on-line.

In Fall 1991, the Library System switched from its LS/2000 on-line catalog to NOTIS. The Self-Study Survey conducted in Spring 1991 indicated that only 74 percent of the faculty and 87 percent of the undergraduates were satisfied with the on-line card catalog. The dissatisfaction is probably due to a combination of factors including the speed and limited searching ability of a system designed primarily for smaller libraries and the fact that many undergraduates feel uncomfortable about using an on-line catalog when they are used to using a traditional card catalog in high school. The switch to NOTIS, which runs on the supercomputer, has decreased the response time while enhancing the search capabilities by offering key word linkage. More patron training by the staff will help new users become familiar with the catalog.

A second significant event was the installation of CD ROM products so that much of the database/literature searching formerly done manually or on-line only by librarians can now be done by patrons directly. In Spring 1991, the Library System mounted MEDLINE and ERIC on the main computer so people with access to the main computer could search directly from their own terminals. The NOTIS system will allow the library to link these database citations to local holdings so patrons know immediately whether or not the library owns the material cited.

Another major event was the electronic linking of the Community College libraries to the University Library System so that the Community Colleges could access the Lexington holdings and the data bases on the main computer and vice versa. This access, coupled with electronic interlibrary loan processing and FAX machines, vastly increases the range of materials the Community College libraries can deliver to their faculty and students, including extended-campus students.

Through the use of interactive video, the University has begun to expand its ability to deliver graduate education to the more remote parts of the state. An extension librarian is charged with the responsibility of meeting the information needs of these students. The Medical Center Library is also involved in programs such as Area Health Education Centers (AHEC) which support the information needs of health professionals across the state, mainly in rural areas. The ability to search for materials and to request and receive them electronically is vital to these programs.

The Agriculture Library supports the information needs of the Princeton Research and Education Station in western Kentucky and the Robinson Forest Wood Utilization Lab in south central Kentucky. In addition, the library is linked through the College of Agriculture electronic mail system to the Agriculture Extension Agents in all 120 counties. Plans are underway to provide them with access to NOTIS as well.

To assist library patrons, a variety of instructional programs are offered including formal classroom presentations, tours, printed materials, and one-on-one assistance. In addition, one librarian is assigned to assist handicapped students. Librarians also work with individual faculty to present bibliographic instruction programs on specific subjects.

The Library has also taken responsibility for the management of the three major student computer labs on campus; they are located in King South, the Health Sciences Learning Center, and the Business & Economics Information Center. The accommodation of faculty and student computer use will be a major factor in the design of the new library.

While these and other achievements have been very positive developments, there are also negative aspects. Virtually all aspects of electronic technology are capital intensive. If not judiciously handled, there is every risk that the funding for efficient methods of accessing information will come at the expense of funding for actually acquiring that information, namely, journals and monographs. It is anticipated that more and more information will be "published" electronically in the future. The next decade, however, will at best be a transition period, calling for investments in both computers and traditional library materials.

**Recommendation 11-16:** When distance learning programs are developed, the Library System should be involved at the initial planning stage.

**Recommendation 11-17:** The Library should continue to work towards having 100 percent of its holdings on line.

**Recommendation 11-18:** High priority should be given to educating patrons in the use of Library technology. This has staffing implications for the Library.

**Recommendation 11-19:** The money to provide the latest in information technology should not come at the expense of the conventional library materials as traditional materials are expected to at least coexist with electronically published materials in the foreseeable future.

**Recommendation 11-20:** In keeping with the *Governing Regulations* for academic units, the Library should be formally reviewed every five years by a committee appointed by the Vice President for Information Systems in consultation with the University Senate Council.

**Recommendation 11-21:** Internal assessment should continue on an ongoing basis and the results incorporated into the Library System's long range planning process.

## **FACILITIES**

Along with finances, space is a critical matter for the Library System at the present time. The steady growth in holdings along with the demands of the electronic era have made the existing space very inadequate both in terms of quantity and quality. The physical facility for the Library System was described in the previous decennial Self-Study as ranging from inadequate to good. Since essentially no additional space has been added, the facility can now be described as critical and intolerable.

The main problem is that the M. I. King Library, the Medical Center Library, and all twelve branch libraries are out of space. For years, some branches and the Medical Center Library have been forwarding materials to King for storage. Last summer, the library started storing materials in an underground storage facility outside Wilmore, Ky. Collections will probably continue to grow in the foreseeable future. While much has been written about the impact of automation on

libraries, most of the automation has been in the areas of information access and retrieval, not in the replacement of printed materials.

In addition to providing space to house the collections, the Library needs to provide adequate seating for students; the lack of seating is especially critical in the Medical Center Library. Professional standards suggest that a research library seat 25 percent of its student body; the University of Kentucky Library System seats about 10 percent. The Library also needs to provide special study facilities for graduate students and faculty. The Library needs better environmental control to preserve collections and needs to be in a position to take full advantage of new and developing technologies in preservation..

The President's number one capital construction priority for the 1992 General Assembly was a new library. The General Assembly approved expenditure of private funds for architectural planning. It is anticipated that authorization for construction will be forthcoming from the 1994 General Assembly . The University's current construction plans call for a new central and life sciences library (including Agriculture, Biological Sciences and Medical Center as well as holdings currently in King Library) to open in Fall 1996. A second phase including a consolidated physical sciences library (Geology, Chemistry/Physics, Mathematical Sciences, and Engineering) and a combined Fine Arts Library (Art, Music, Listening Center, and possibly Architecture) located in the renovated buildings of the M.I. King Library is also being planned.

These new facilities will not only provide much needed space, but will also provide the opportunity for a careful review and possible restructuring/consolidation of the various branch libraries. The benefits and disadvantages of centralized versus distributed libraries have been argued eloquently in professional library journals as well as in academe. While some academic units are best served by their self-contained specialized collections, other existing library units might serve their patrons best by combining their collections in light of disciplinary boundaries that are becoming increasingly diffuse. It is clear that the particular solution that best suits the University of Kentucky must be developed here in close consultation with all relevant parties—the professional librarians, the faculty and professional staff, and the student body.

The Commonwealth Library Campaign has a goal of raising \$20 million toward both the construction of a new central library building and the enhancement of the Library's book endowment fund. Of the \$20 million, \$12 million would be applied to the building project and \$8 million to the endowment. As of June 1992 over \$16 million was raised from a variety of private sources, including UK faculty, staff, and students, as well as private donors, corporations, and the National Endowment for the Humanities challenge grant (Appendix 11-E). Now that a new library seems certain, attention needs to be given to working closely with faculty, staff, and students to ensure that the new library reflects their needs.

The Self-Study Survey included questions on what the University Community wanted included in the new library. The results of this survey along with recommendations from the Senate Library Committee and individual faculty, staff, and students should be given serious consideration when planning the new facility.

Libraries have undergone a tremendous technological revolution which will continue for the foreseeable future. The impact of this technology should be taken into account when planning for the new library building so that the building can be modified to accommodate new and changing technology easily and inexpensively.

**Recommendation 11-22:** The University should continue to make the construction of a new central and life sciences library its number one capital construction priority for the 1994 General Assembly.

**Recommendation 11-23:** The University community should make every effort to involve all faculty, staff, and students in the planning of the new library facility.

**Recommendation 11-24:** The accommodation of information technology should be a key factor in the design of the new library.

## SUMMARY AND CONCLUSIONS

The Library Committee of the University Self-Study was charged with reviewing the extent to which the Library System meets its mission statement by evaluating the System's strengths and weaknesses and by making recommendations for improvement.

The two biggest problems facing the University Library System are the lack of space and the shortage of materials acquisition funds. The problem should be alleviated by the University's decision to build a new central and life sciences library and then to use the vacated King buildings for Special Collections, a physical sciences library and a fine arts library. The important thing for the Library System to focus on now is gathering input into the planning process to ensure that the new facility meets the expectations of faculty, staff, and students. The Self-Study Survey contained questions on features people wanted to see in the new library. The most frequently requested faculty items were computer facilities and a current periodical browsing room. General seating was also considered important. This type of information-gathering needs to continue. Also, in planning for the new library, the feasibility of administratively merging the Medical Center Library with the University Library System should be evaluated.

The solution to the problem of inadequate materials acquisition funds is not so promising. All libraries face the problem of inadequate funding—the explosion in the volume of published materials; the steep escalation in the cost of printed materials (especially journals); and the devaluation of the dollar abroad all combine to strain budgets to the limit. However, the University of Kentucky does not seem to be doing as well as other libraries who face these same problems. Out of 105 major research libraries, Kentucky's composite ranking (combination of size, volumes added, expenditures, and staff size) has slipped in the past decade from 45 to 59. UK's ranking among 11 benchmark institutions over this period fell from sixth to ninth. Clearly increased materials funding for the library needs to become a University priority. The University is to be commended for increasing the recurring portion of the book budget and for creating a start-up fund for new faculty to purchase library materials in their areas.

The Library has worked hard to supplement its state budget with private funds and is showing remarkable success. Toyota gave \$1 million to fund a book endowment and the library received a \$375,000 matching NEH grant to enhance the endowment. When the library finishes raising its part of the matching NEH money, the total endowment will stand at \$3 million. In addition, the President recently announced his commitment to raising another \$5 million in private giving for the book endowment. The University and Library administrators are to be commended for these significant efforts.

The user community continues to be pleased with library staff services; on the 1986 Senate Library Committee Satisfaction Survey, 94 percent of the respondents said the library staff is usually/always helpful. However, Kentucky is next to last among the benchmarks in both average and median professional salaries. This salary situation needs to be addressed by the University. Other major staff recommendations include addressing support staff salaries and increasing overall staffing levels.

Library services have been significantly altered and improved in the past decade through the advent of automation. The library has an on-line catalog with over 80 percent of its holdings in the data base; there are over 70 CD-ROM products, two of which are mounted on the super computer so that faculty on campus may access them directly from their offices; and the Community College System is electronically linked to the main library. The Committee cautions the University to make sure that providing the latest in electronic sources does not come at the expense of traditional library materials as the two are expected to coexist for at least the next decade. The staff also needs to ensure that training is available for all users.

The recent University-wide assessment initiative is impacting the Library System. The Library conducted its own general satisfaction survey in Spring 1991 and a reference satisfaction survey was done the following Fall. The Committee recommends that the Library System be reviewed every five years just as other academic units are. However, since the Library is reviewed as a separate entity as part of a decennial self-study, the University academic review would only need to be done at the five year mark between self-studies.