

Catalogers Group February 20, 2003

Present: Gia Aivazian, Sharon Benamou, Valerie Bross, Beth Feinberg, Joan LoPear, Janice Matthiesen, Luiz Mendes (recorder) Caroline Miller, Nancy Norris, Hao Phan, Paul Priebe, Louise Ratliff, John Riemer (presenter), Angela Riggio, Rita Stumps.

I. Discussion of "Budget Principles" document & Brainstorming Ideas for dealing with Budget Cuts

A. Discussion

John Riemer explained the development of the Budget Principles document [included at end of minutes]. AdCon approved the final document, which now consolidates all the original ideas into 6 basic principles. The aim is to achieve all of the principles outlined.

John solicited comments and questions from group members, as well as ideas for revising or adding principles. Catalogers Group provided the following initial comments and concerns in light of the principles document:

- "Capitalizing on existing vacancies":
 - It's necessary to assess the critical needs of department and evaluate open positions. (John noted that the Cataloging Dept. has the largest number of open positions.);
 - Shifting open positions around might be needed to meet critical needs (as it was done in the early 1990's by having other campus staff fill positions);
- More aggressive fund-raising is needed in the library: university fund-raising could earmark some percentage of donate funds to the library;
- We need to fill current open Arabic Cataloger position;
- Collaboration in cooperative collection development: there is duplication of efforts; there should be less duplication across campuses;
- More grant-writing would help funding.

B. Brainstorming Ideas

Here is the list of suggestions for dealing with budget cuts offered by group members:

1. For any unrestricted gifts, allocate X% for the campus' "Crown Jewel" (Library)
2. For any grant written on campus, allocate a portion of it toward the library and information resources
3. Minimize UC library collection duplication
4. Scrutinize blanket orders for UC duplication
5. Minimize collection duplication intra-campus
6. Institutionalize/centralize aggressive grant-writing
7. Institutionalize/centralize aggressive fund-raising in general
8. Seek corporate sponsorship of new ILS
9. Seek corporate sponsorship for library buildings (or, sponsors for rooms within YRL)
10. Don't forget morale boosting!
11. Continue communication with staff!
12. Turn/restore ERDb toward DAD functionality (one DAD and one public ERDb funded at the state level)
13. Investigate shared collection development for government documents within California
14. Make sure subject matter of collection is tied to curriculum and research needs on each campus
15. Sell selected duplicate copies (high-value ones) and explore other venues for selling low-cost duplicate items (for example, through Northern Lights)

16. Utilize Friends of Library group for book sales, gift shop & promote group more aggressively
17. Consider creating Library Café as a fundraiser for the Library
18. Reconsider number of AULs in the new ExComm
19. NPR-like pledge drive for library (for example, consider the successful model of University of Illinois)
20. Consider tax benefit of donating dups/gift books to organizations
21. Reconsider the longer hours library is open in periods of low use
22. Need more systematic evaluation of our services

II. Report on ACCM Meeting of Feb. 18

- ILS Demos: web page for test drives of the 3 systems (OPACS) will be made available;
- After demos, vendors will be meeting with OTNG who will summarize “tradeoffs” based on input and comments submitted

III. Other Announcements:

- Joan LoPear announced that evacuation signs & emergency evacuation procedures were posted on each floor at staircases and by elevators.

Next meeting: March 6

Submitted by Luiz Mendes
February 24, 2003

Budget Principles
UCLA Library
February 4, 2003
Revised February 17, 2003

In considering planning for budget reductions, the Library's Executive Committee and Administrative Conference met to articulate guiding principles to use for this purpose.

The following are the key principles that will guide our decision making when dealing with any budget reductions applied to the University Library. The group came to consensus about the principles. Where appropriate, possible strategies to implement the guidelines are presented as well.

1. Avoid staff layoffs to the maximum extent possible.

In the round of budget cuts the Library sustained in the early 1990s a significant number of staff positions were permanently lost. The Library has not had an opportunity to rebuild staff over the intervening years. We are operating on a critically thin margin with current staffing levels. Any further staff reductions will seriously impede our ability to provide core services to UCLA faculty and students. To help avoid layoffs we will consider reassignments, within the context of existing labor relations agreements, and we will be flexible in defining jobs and assigning positions, capitalizing on existing vacancies and changing needs.

2. Seek efficiencies by consolidation of functions and intra- and inter-campus collaboration.

In the current environment technology can help support collaborative efforts in ways that were not possible in the recent past. Consolidation that was applied in the past to branch libraries can now be applied to functional activities regardless of the physical location. While we are already making some efforts in this direction, e.g., digital reference and national cooperative cataloging programs, more opportunities could be explored to gain greater efficiencies in both public and technical services. Additionally, we will seek more collaboration in collection development within the UC system to minimize duplication of content in multiple formats, e.g., print and electronic.

3. Optimize remote use of resources and services.

As we look at budget reductions it is critical to consider future needs and trends in the use of information and scholarship. While serving users in campus libraries will remain a key priority, we also must build towards a future in which users expect to use our resources and services ubiquitously and around-the-clock. Central to this is our continued development of the Library's web-based approaches to providing access to the Library's services and resources. This will enable us to capitalize on the economies of scale that apply with the use of this technology.

4. Examine the organization from a macro perspective – think strategically and systemically when allocating resources.

Decisions made either library-by-library or function-by-function may have unintended consequences on the overall organization. Making reductions on a unit-by-unit basis may obscure library-wide needs and opportunities. For example, decisions made by one library in isolation to curtail hours or services may impact the use of another library, increasing the demand for its resources. This approach also causes inconsistency and is confusing to users. Similarly, decisions made in isolation affecting one function may have negative impacts on other functions. For example, reductions in the acquisitions budget may affect demand for other services such as interlibrary loan. Too, a balance must be maintained between the allocation of resources for materials and the allocation for staffing so as not to create unsupportable workloads. Only by maintaining a systemic perspective can we hope to avoid these imbalances.

5. Protect services and resources that have the greatest importance and impact for our primary users. Whenever possible, implement changes that would be transparent to them.

Users have high expectations for the delivery of information and scholarly resources from the Library. We need to continue to predict, assess, evaluate, and fulfill these expectations for both traditional and innovative services and resources. These include access to library buildings, access to high-use materials needed in support of class work (e.g., reserves), acquiring and making accessible materials needed for instruction and research, both print and digital, providing expert assistance to utilize the complex array of resources available, and maintaining the technological infrastructure (library online systems including ORION) to support the enterprise. To the extent possible the Library also must continue to take a leadership role in defining best practices that will serve future primary users.

6. Build on the UCLA Library's unique strengths and capitalize on the potential for innovation.

The UCLA Library has world renowned collections and these must continue to be developed and maintained. The UCLA Library staff is also involved in many initiatives that have significance to the scholarly community (e.g., digital library projects, the Information Literacy Initiative, innovative ways of managing electronic resources). Setting aside these pursuits will jeopardize our standing with peer institutions around the world and will diminish our claim to being a major research library.