

*State of the Library Presentation*  
*William Gray Potter*  
*University Librarian*  
*August 18, 1998*

It is my pleasure this morning to deliver my annual state of the library address. I would like to start by recognizing Barbara Winters, the new Associate University Librarian for Collection Services. Barbara began work yesterday and we now have all of our senior positions filled. We have a very strong set of associate and assistant university librarians. I look forward to working with them. I also want to thank the department heads in Collection Services for their dedication and their cooperation during the past year and a half that they were without an Associate University Librarian. I know that they will give Barbara the same support and understanding that they gave me during the interim and I know that they will thrive now that they have a full time AUL.

*Accomplishments*

Let me review some of our accomplishments from this past year.

*Library Collections.* Due to strong support from the University Administration, the Library Materials Budget grew at a rate greater than inflation and we were able to regain some lost ground. The Libraries added over 80,000 volumes.

*Core Services.* While considerable attention is paid to new electronic services and outside interest is often focused on our rare books and special collections, our core services still revolve around the acquisition, organization, and circulation of printed books and journals. We continue to attain greater efficiency in these core services, such as acquisitions, cataloging, circulation, and shelving of books. We have been careful, and we must continue to be careful, that these core services are not compromised by the need for investments in new technology because, quite simply, the bulk of library use still relies upon printed books and journals and upon the central services that select, acquire, catalog, shelve, and circulate this material.

*Equipment for Public Use.* Thanks to the strong increase in the Library Materials Budget, the Libraries were able to allocate \$100,000 for the purchase of computer workstations and other equipment for use by students and faculty in accessing the increasing variety of electronic information resources provided by the Libraries. As I said in my address last year, we need to support our investment in electronic resources by providing computer workstations and other equipment that allow our faculty and students to use these electronic resources. Therefore, it is appropriate to use money from the library materials budget to purchase computers and other equipment.

*Resources to Support Research.* This past year, we greatly enhanced our ability to support research. Graduate Tuition Funds were used to purchase extensive

computer readable backfiles of *Biological Abstracts* and *Psychological Abstracts*. These files will be loaded into new web based versions available through GALILEO. In addition, access has been provided to the *Web of Science*, a web based service that provides access to large runs of *Science Citation Index*, *Social Sciences Citation Index*, and *Arts & Humanities Citation Index*.

*Map Library Retrospective Conversion Project.* Through GALILEO, the Libraries secured \$150,000 in state funds to convert the card catalog for our Map Library to machine readable form. We have the tenth largest map library in the country, so it is especially important that we convert these records and make them available through our online catalog and through the OCLC international database. This project is now nearing completion.

*Literature Databases.* Using GALILEO funding, we mounted *The Oxford English Dictionary* and five large literary databases of primary literary texts. Other databases have also been acquired and we provide access to a large set of literature databases through the Literature Online (LION) website maintained by Chadwyck-Healey.

*New Library System aka Copernicus aka G2 aka Extension of GALILEO.* Working with other library directors in the University System, the Vice Chancellor for Academic Affairs, and the Vice President for Academic Affairs, we were able to secure \$10M in funding over 3 years to replace all the local automated library systems in use by University System institutions with a common software package. The combined new system will replace GALIN at UGA and will allow greatly improved sharing of resources among libraries in the University System. *Endeavor*, a commercial computer system, has been selected for this purpose and will be implemented to replace GALIN over the next three years. As you all know, Merryll Penson led this effort and will continue to chair the steering committee for the project.

*New Peabody Position.* Through re-allocation, a new librarian position to work with the Peabody Awards Archive was created and filled. Ruta Abolins started just last week.

*Digital Library Efforts.* CHIPS, a new department, was formed to focus on the digitization of images, manuscripts, and books from our collections. Bob Henneberger has led our efforts here and, as you all know, he has more ideas than we have money. Through GALILEO, we were also able to add a staff position to work on these efforts and I hope that Bob will be able to secure grant funds to further expand our efforts in this area.

*Equipment Budget.* Through reorganization of several senior positions, salary funds have been redirected toward a recurring budget line for the purchase of equipment for staff use. Totaling about \$70,000, these funds should help us keep pace with advances in information technology.

*Purchase of Equipment for Staff.* Through further redirection of salary savings, considerable additional equipment has been purchased for use by the staff. Most notably, we have purchased over 200 high-end Pentium workstations with seventeen inch monitors and, it is my understanding, most of these machines have now been installed. These machines are critical to staff productivity and morale because so much of the work we do involves Web based resources and graphical user interfaces.

*HVAC.* A \$4.2M project to renovate the heating, ventilation, and air conditioning systems in the 1953 portion of the Main Library has been funded and will begin over the summer of 1998. This is a complex project that will take about three years. I want to thank everyone who has worked on the shifting of material, people, and services required for this project. This is a huge project but one that is necessary and that will result in a greatly improved environment for all of us.

*Student Learning Center.* A significant feature of this proposed building will be a large Electronic Teaching Library. Funds have been appropriated to plan this new building. I serve on the executive committee for this project and Merryll serves on the steering committee. We have a library committee working on the program for this electronic teaching library that includes Florence King, Susan Curtis, and Lucy Rowland as well and Merryll and me.

*Special Collections Building.* Planning continues for this building which will house our three major special collections. An architect was retained to prepare preliminary sketches that we can use for fund raising purposes. While the building is high on the campus list at a cost of about \$28M, we must raise a major portion of the cost privately. Substantial progress has been made on this front.

*Development.* The Libraries continue to make substantial progress in fund raising. This past year, donations, commitments and collections totaling over \$2M have been received.

*Communication.* The *Insider*, a newsprint insert for the *Red & Black*, describing basic library services was produced as a trial issue for Winter Quarter. Plans are to publish it again Fall Semester and Winter Semester. A faculty newsletter has also been initiated and it will be sent to faculty twice each year.

*Grants Received.* The following grants were received by the Libraries:

National Endowment for the Humanities Preservation and Access: \$ 96,590  
To preserve and catalog almost 1000 television programs in the Peabody Collection that focus on African-American history and culture.  
National Endowment for the Arts Heritage and Preservation: \$ 5,000  
For the Georgia Folklore Collection folk music field tapes restoration project

Georgia Council for the Arts Folklife Program: \$ 5,000  
For the Georgia Folklore Collection folk music field tapes  
restoration project

*Growth in Media Department.* Collections and services in the Media Department have shown remarkable growth. Highlights include:

- Use of materials housed in the Media Department increased by over 50% to 8,275.
- The WSB Newsfilm Collection was transferred from OISD to the Media Department this past year. This collection encompasses 5 million feet of newsfilm dating from 1949 to 1981.
- The Peabody Award Archive grew by 1,300 entries.
- With these and other additions, the Media Archives and Peabody Collection now contains over 80,000 radio and television titles, making it the fourth largest broadcasting archive in the country and second only to UCLA among university libraries.

*Shrinking the Card Catalog.* In a project that was recently completed, the Catalog Department has greatly reduced the card catalog, reclaiming much needed space in Reference.

*Changes in the Reference Departments.* In the spring, Judy Kelly was recruited to assume a leadership role in the development of a virtual library for GALILEO. As you will recall, we were planning to undertake such a development ourselves, under Judy's leadership, and this gives her the opportunity to develop a virtual library for the entire state that we can all use. Basically, the virtual library will bring together as many electronic resources as possible under one comprehensive interface. With Judy taking on this new position, we consolidated the Main Reference Department and the Science Reference Department under Susan Curtis. Other organizational changes have followed in Public Services, all intended to streamline the organization and provide better service.

### ***Challenges***

That is enough about our achievements for the past year. Let's consider some of the challenges facing us in the years to come.

**Library Materials Budget.** Due to budget constraints, the budget for the purchase of library materials has not been increased for FY99. Through judicious reallocation, we will be able to squeak by without canceling journals. However, subscription prices continue to increase by between 12% to 15% per year and an increase will be needed in FY2000 if we are to avoid cancellations. Further, overall we have lost considerable purchasing power since FY90. An increase on the order of \$2M is needed to restore the Library Materials budget to that level.

**Media Preservation.** As I mentioned earlier, with the archives of the Peabody Awards as an anchor and with the addition of several positions over the past few years, our collections of television and radio programs are growing rapidly and are surpassed only by UCLA among university libraries. The Media/Peabody Archive includes 40,000 radio programs, 42,000 television programs, and over five million feet of news film from WSB. Much of this material is unique and it all provides great potential to support teaching and scholarship. The tapes and films included in this archive need continual care and preservation. It is estimated that it would cost about \$2.5M to take all the steps necessary to preserve this collection. Some grant funding has been secured to assist in this effort, notably an NEH grant to preserve 1,000 radio and television programs in the Peabody Archive relating to African-American culture and history, and we will continue to seek grants. However, a reliable stream of funds is required and we will begin this year to re-allocate funds to establish a formal, coordinated program of preservation. If this step is not taken, much of the material recorded on tape will deteriorate and disappear over the next five to ten years and the potential to support teaching and research will be lost.

**Implement the New Integrated Library System.** Now that we have been successful in securing funding for G2 and now that we have selected Endeavor as the system, we have to implement it. Merryll will be chairing the University System steering committee for this effort and Bill Clayton will be a member of this committee. Fred Wendt, Bob Trotter, and other members of LAG will be heavily involved in the implementation of the new system, not just for us but also for the other campuses we will support – Columbus State University, Bainbridge College, and Coastal Community College in Brunswick. We are slated to become operational in FY2000, but we have already begun planning for the UGA implementation. This project will touch everyone in the library and many of you will be involved in committees and work groups that will identify and address issues of concern.

**Develop a Means to Recover Costs for Public Printing.** Public workstations in the Libraries provide students, faculty, and the public with a means to print documents from GALILEO and other resources on the Internet. At this time, no charge is levied for this printing. This past year, over 5 million sheets of paper were used in this activity. Even at the most conservative estimate, this represents a cost of about \$100,000. The Libraries will work with University Computing and Networking Services to arrive at a moderately priced way to recover some of the costs associated with public printing that will be analogous to charging for photocopying.

**Redesign Libraries' Web Site.** Given the importance of resources on the Web, the redesign of the Libraries Web site is critical because it is becoming, in many ways, a third library facility whose appearance and presentation is as important as the Main Library or the Science Library. Efforts will be focused on bringing as much information together in one place as possible with an efficient and understandable interface. Judy Kelly, as the GALILEO Director of Virtual Library Development will be instrumental in these efforts and UGA will assist wherever possible in the development of a shared Virtual Library for the University System.

**Digital Library.** The Libraries will also invest increasingly in the development of a digital library of historical resources. Through the CHIPS department and Bob Henneberger, efforts are underway to secure outside funding for several projects, including the scanning of all Georgia newspapers, the development of a digital collection of important Georgia historical documents, and the conversion to electronic form of the 100 most important books in Georgia history. In the Russell Library, an effort has been underway to digitize a large collection of editorial cartoons. There are many other projects we could undertake in this area if we had the funding. Again, cooperation with other libraries, especially within the University System, will be critical.

**Electronic Journals.** Over the next year or so, it will become possible to provide electronic versions of between 2,000 and 3,000 scholarly journals, primarily in the Sciences. The emerging pricing model for these electronic journals calls for a surcharge of between 3% and 4% above the print version. Planning is needed to determine how to pay this surcharge and then how to offer these journals in a uniform, coherent manner.

**Continue to Advance Planning for New Library Space.** Efforts here will be focused on three areas:

- *Student Learning Center.* Funding has been approved to begin planning the Student Learning Center. A portion of this building will house an Electronic Teaching Library, a facility that will provide electronic resources tailored to the curricular needs of undergraduates. My staff and I will be heavily involved in planning this facility.
- *Special Collections Building.* Planning and fund raising for this proposed building that will house the Hargrett Rare Books and Manuscripts Library, the Richard B. Russell Library, and the Peabody Archive will continue and realize significant success.
- *Library Repository.* At the current rate of growth, the repository will be full in about seven years. It should be kept in mind that the Repository was intended as a temporary solution. The proposed Special Collections Building would have a permanent Repository attached to it. Planning must continue to anticipate and meet the need for more shelving space.

**Controlling the High Cost of Journals.** The single biggest problem facing research libraries today is the high and escalating costs of journals. Ten years of increases averaging 12% per year have ravaged budgets, reduced our ability to purchase books, and cut into our ability to use technology. Alternative means of publishing need to be explored and exploited. Efforts are underway in the Association of Research Libraries, in the AAU, and in NASULGC to determine if there might be a more economical and more efficient way to report research. Supporting these efforts may take the redirection of some funding within the Libraries' budget and understanding from the faculty and administration. However, the return on the investment could be significant.

**Balancing Print and Electronic Resources** – Libraries everywhere are faced with the problem of steady-state budgets and a proliferation of publications, both print and electronic. Every year, there is more information available yet the budget to acquire the information has not increased and indeed has decreased when adjusted for inflation. Further, academic libraries face a changing role in that funding that was historically used to purchase printed books and journals is being re-directed to acquire campus-wide licenses that permit access to resources on the Internet. For example, the University Libraries provide campus-wide licenses that permit access to many Internet resources, including *Encyclopedia Britannica*, *The Web of Science*, *Project Muse* (electronic journals from Johns Hopkins University Press), and *JSTOR*, an archive of digitized periodicals. Little new funding has been provided for these resources and yet the Libraries have managed to provide them while at the same time the number of print volumes added each year and the number of journal subscriptions has not significantly declined. This is a strong measure of effectiveness that can be explained by the following factors:

- Judicious cancellation of expensive items;
- Support from the University Administration that has allowed purchasing power to remain somewhat constant over the past five years;
- Leveraging system-wide funding through GALILEO for electronic services that benefit all University System students and faculty;
- Participation in other consortia of research libraries to leverage bargaining and negotiating power.

Anyone who compares the electronic resources we offer today compared to what we offered just three years ago will marvel at how far we have come. The fact that we have done this without major increases to the library materials budget, beyond some inflationary support, speaks to the talents of our staff and to the willingness of libraries to cooperate for the greater good.

Obviously, we have many challenges facing us. The President is hosting a retreat next week for senior administrators and he has asked each of us to give him five brief, attainable goals for the coming year that we will discuss at the retreat. It was tough to boil it down to just five, but I gave the following:

1. Develop a Plan for Addressing the High Cost of Journals, Especially in the Sciences.
2. Begin Implementation of a New Computerized Library System to Replace GALIN.
3. Institute a Formal Preservation Program for Radio and Television Programs.
4. Develop a Means to Recover Costs for Public Printing.
5. Continue Planning for New Library Space and for Improving Existing Space.

### ***Overall Health of the Libraries***

For the annual report for this past year, I was asked to assess the overall health of the Libraries. I stated that overall it was strong but mentioned the following areas of concern:

- *Space.* Space continues to be a critical factor. While we are fortunate to have a solid, three-pronged plan in place, we still need to monitor developments in technology to ensure that we are moving in the right direction. Warehousing technology especially may provide more economical means to store printed materials in the near future.
- *Cost of books, journals, and electronic resources.* More and more electronic resources are being published every year. However, despite this and despite the general impression that print is a fading medium, more books are being published every year. At the same time, the cost of journals continues to escalate at rates above 12% per year and electronic means of publishing do not yet provide any relief from these increasing costs. The result is that all academic and research libraries, including those such as Georgia that have enjoyed relatively strong support, are able to purchase less and less every year of an expanding body of printed publications while at the same time trying to keep pace with an exploding volume of electronic resources.
- *Salaries.* According to the most recent survey of the 110 academic library members of the Association of Research Libraries, the median salary for librarians at the University of Georgia ranked 88<sup>th</sup> in FY98. Additional attention to salaries would be welcome before market pressure begins to hamper recruitment and retention. The same applies to staff salaries as well as librarians.
- *Information Technology.* All libraries are increasingly reliant upon information technology and we have been very successful in providing new electronic resources. This has largely been accomplished through reallocation and through one-time funds. As with the rest of the campus, information technology in the Libraries needs more focused and secure funding.

I think that these four areas – space, cost of materials, salaries, and information technology – provide a good gloss of the problems and challenges that confront us.

### ***Conclusion***

Let me conclude this address by saying again that we now have our new organization in place. What we need to do now is to give this new organization a chance to work. Merryll and Barbara will exert a new type of leadership, appropriate to their roles as Associate University Librarians. I think the goals we need to accomplish as an organization are pretty clear and we can accomplish those, given adequate resources. However, there remain internal, organizational issues like communication, reporting lines,

salaries etc. that will always need to be addressed. Several years ago we embarked on a broad reorganization that took us from three divisions to two divisions. These two divisions are now in place with new AULs in charge of each. Let's give it a chance to work.

For my part, I told you last year that I needed to devote more of my time to activities outside the libraries – to cultivating the university administration, to development efforts, to cooperation with other libraries. That has not changed. Indeed, it is even more important, with a new Provost starting in two weeks and a new Vice President for External Affairs joining the University in October. How will my time be focused over the coming year? I will concentrate on the following:

- Presenting Libraries' case to the University Administration,
- Planning the Student Learning Center, especially the Electronic Teaching Library,
- Raising funds for and promoting the Special Collections Building,
- Working on other development efforts,
- Explaining problems/exploring solutions for journals with faculty, administration,
- Working on cooperative library projects, notably GALILEO, ASERL, SPARC.

There is much for me to do and I will rely increasingly upon Barbara and Merryll for the day to day operation of the Libraries, supported by Eric, Florence, and Bill Clayton. I am exploring some ideas for how to stay in touch with all of you, certainly through SRG, FAB, and Forum, but also possibly through some regularly scheduled meetings. I will discuss this with Cabinet, but I stress again that my attention must be focused increasingly outside the libraries if we are to have the resources we need in the years ahead.

In closing, let me stress that this is an excellent library with great collections, great services, and great staff. Obviously, we have needs, but we are well positioned to address those needs. As I begin my 10<sup>th</sup> year at Georgia, I believe we are in better shape than ever and that we will only improve in the coming years. If things go as planned, consider where we will be in 2002. The Student Learning Center will be finished and we will just be moving in. Endeavor will be well established. GALILEO will have evolved into a virtual library. The Special Collections Building will be funded and possibly under construction. Significant portions of our special collections, including moving images, will be available on the Internet. And, best of all, HVAC will be finished. We have accomplished much and we have even more to do. I look forward to all that we can do together.