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DRAFT REPORT

THE UNIVERSITY OF TEXAS SYSTEM LIBRARIES

July 30, 1996

Submitted to Chancellor William H. Cunningham
The University of Texas System Office
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By
The University of Texas System Advisory Committee on Library Affairs

Prepared by a Sub-Committee of the UT System Advisory Committee on Library Affairs

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STATUS REPORT OF THE UNIVERSITY OF TEXAS SYSTEM LIBRARIES

July 30, 1996

The University of Texas System librarians have moved aggressively to realize the vision which they articulated in their 1994 Strategic Plan. The principles on which that plan rests are:

"The strength of a university as a community of scholars is directly dependent upon the accessibility of scholarly information."

"UT System librarians envision a future in which faculty, students, and staff can obtain the information they want, when and where they want it, and in the format most appropriate to their need, regardless of where that information is physically located.

"UT System librarians hold the philosophy that information is a strategic asset for all academic institutions and should be made available to all users as equitably as possible."

"Each UT System library's primary responsibility is to its local constituency. Cooperative activities among UT System libraries and other Texas university libraries will leverage the resources available to a level which individual libraries could not achieve alone."

To achieve the goal of system wide access to the joint resources of the UT System libraries, four major priorities were identified in the 1994 Plan. They are: quality resources and services, cooperative initiatives, information technology/infrastructure, and funding. The UT System libraries are pleased to be able to report on the status of their activities in respect to each of these four priorities.

QUALITY RESOURCES AND SERVICES

PRIORITY 1. Ensure the development of quality collections and services appropriate to local program needs.

Collections

UT System libraries are employing a number of strategies directed towards the continuing development of quality collections and the provision of access to information resources needed by our various constituencies. We are pleased to be able to report a number of successes.

- * As a result of Regental initiatives in the mid-80s, all System library catalogs have become accessible through the Internet, encouraging resource sharing and cooperation.
- * Increasingly sophisticated campus-wide data networks on some campuses are making it possible for electronic products to be widely distributed to laboratories, offices, classrooms, homes and dorm rooms. Resources available through the networks include bibliographic and full text databases, and data files. Supplemental technology funding via Permanent University Funds and the services of the System's Office of Telecommunication Services have made it possible for the libraries to offer a rich selection of electronic databases and Internet resources to clients.
- * Cooperative purchases and licensing of electronic databases have helped to lower or contain the local costs of mounting and maintaining databases, while at the same time increasing the accessibility of the databases to UT System users who are not physically on campus.
- * UT System libraries are currently in discussion with major publishers for direct electronic access to the full contents of a wide array of scholarly journals. It is anticipated that consortial purchasing power will enable all UT System libraries to share electronically what is held currently in print form only by one or a few individual UT libraries. It is possible that almost 300 important, scholarly journals will be made accessible within the next year, funds permitting.
- * UT System libraries enhance and extend their collections through participation in several specific resource sharing programs. We capitalize upon the collection strengths of other campuses through interlibrary loan services, including shared electronic document delivery via Ariel software. Access to the holdings of UT System, state, national, and international libraries is facilitated by our common membership in OCLC, a not-for-profit provider of

library support services. In 1995, UT System libraries *loaned* 124,102 items to one another and to other libraries. This represents a 24 percent increase over the number of items loaned in 1991. Even more startling, however, is the 59 percent increase in items *borrowed* by UT System libraries in 1995--106,134 items compared with 66,544 items in 1991. Clearly, UT System libraries increasingly are relying on the collections of other libraries to meet the needs of their students and faculty.

- * Document Sharing, an overnight service operated by UT Austin General Libraries, enables component libraries to contract for rapid delivery of journal articles from UT Austin's collections.
- * Nearly all libraries provide some form of commercial document delivery services. One library has increased its document delivery budget from \$8,000 to \$40,000 to allow for fast turnaround times for article access through commercial providers, to offset the limitations on physical holdings on campus. Others, however, are concerned that redirecting funds to provide just-in-time document delivery services will inhibit further the library's ability to build collections needed to support future generations of scholars and students.
- * A new opportunity being considered by component libraries is the digitization of uniquely held materials. Many components hold rare or unique resources no longer covered by copyright which could be digitized and shared electronically with other components. These digitized resources might also produce a product which could serve as a revenue source for future initiatives. The front end cost of development is high, however, for technology, staffing, and operations.

It is apparent that an evolution is in progress in which the mix of traditional, paper-based library collections and digital information resources is being re-balanced. UT System libraries must be positioned to take advantage of the opportunities presented by new information technologies while they must also be prepared to deal with new complexities in this changing environment.

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Despite our many successes, however, there are some pressing concerns.

- * Continued inflation in information resource costs, particularly journal subscriptions, has considerably eroded our overall purchasing power, at a time when state/campus allocations for library materials have remained largely unchanged over the last decade.

- * System libraries have had to make significant reductions in journal subscriptions. Over 12,600 journal titles have been cut in the past ten years (see attachment 1). The cost of scientific and legal journal subscriptions has risen more than 55 percent in the past five years. Biomedical journal costs are anticipated to continue to rise at a rate of at least 12 percent per year for the next five years.
- * The challenge of providing quality library resources is compounded when new academic and clinical programs are initiated without adequate funding to acquire the library resources needed to support them.
- * While System libraries continue to build collections with some success, they are losing the position of national pre-eminence which they once held. Comparative rankings for the nation's major academic research libraries indicate that although the UT Austin library is still the 5th largest library in North America, it is now ranked 29th in funds spent for the purchase of library materials. It is anticipated that when the next rankings are published, UT Austin will rank in the mid-30's in funds available for the purchase of library materials (see attachments 2 and 3). In 1996 the UT Austin General Libraries will purchase 30,000 volumes fewer than the 70,000 they were purchased in the 1985-86 time frame. Journal subscriptions have been reduced by almost 20 percent (through cancellation of 4,866 titles) since 1986, with relatively few new subscriptions added.
- * UT Austin's Tarleton Law Library ranks far below other nationally recognized law schools in per student expenditures for materials (see attachment 4).
- * UT System health related institutions rank far below their peers in collection size (see attachment 5).

This decline in purchasing power results in a serious diminution of resources available not only to the Austin campus but to all UT System components. Not only are UT Austin's resources available for inter-library borrowing decreasing steadily over time, but all UT System libraries have experienced a comparable loss of purchasing power and reduction in the acquisition rate for their individual campuses.

Services

To meet the challenges presented by the new information technologies, librarians are developing new services and are re-evaluating the effectiveness of our existing services.

- * UT System libraries increasingly are becoming **learning laboratories**, where students receive training and instruction in using new tools to identify and access information, assistance in using traditional library resources, and direction in integrating the two approaches in their research. Electronic resource centers are being created which enable students to initiate the research and information gathering process. These centers usually are located in close proximity to staffed reference desks, as well as to the print-based reference collections. Library staff are available to answer questions, help refine research strategies, identify additional information resources appropriate to the topic, and work intensively with students as needed.
- * Component libraries are developing strong **outreach programs** geared toward a better understanding of user needs, toward raising the awareness of faculty and students to the existence of those resources relevant to their needs, and toward a higher level of user instruction in the use of information resources. Needs are assessed through ongoing interviews, focus groups, and surveys, as well as through regular meetings of library advisory committees and library staff participation in institutional committees such as curriculum and information technology committees. Usage statistics for both print and electronic resources are gathered routinely and contribute to informed decisions.
- * Libraries are creating new and expanding existing **library instruction** activities. These include both group and individual services designed to teach students to select, use, and evaluate electronic information resources. Some libraries are also working with individual faculty members to design classroom presentations and student assignments which integrate electronic information resources into the instructional process.

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The challenges to be met in designing and providing services to fit the dynamic nature and changing role of libraries are numerous.

- * Professional and classified staff compensation must be sufficient to attract and retain quality personnel and to provide motivated workers with the level of training necessary to efficiently and effectively manage the service package expected in our electronic environment.

- * Staff competencies must be maintained at a high level to provide professional information services and a consistent quality of service in System libraries. To achieve this we must seek ways to provide continuous staff training and opportunities for professional development.
- * If libraries are to fully implement all areas of quality resources and services, adequate funds must be allocated to enable the purchase and maintenance of high-end personal computer workstations for staff and public use. The funds required to meet these needs are in addition to those needed to improve basic services, provide longer library hours, and meet other new demands.
- * Sufficiently powerful personal computer workstation resources must be made available to faculty in campus departments and programs to enable them to access library resources from outside of the libraries, i.e., from faculty offices and laboratories.
- * Campus networks on some campuses must become more robust. Local area networks in some cases cannot support Web access, which precludes the libraries' abilities to offer Web-based services which are routinely available at other campuses.
- * Some System libraries are struggling to acquire funding to create appropriate facilities to support their expanded instructional programs. Space needs are changing with the introduction of new technologies. Some libraries could benefit from additional storage facilities.

COOPERATIVE INITIATIVES

PRIORITY 2. Plan the future development of all UT System libraries within the framework of unified resources and services.

UT System libraries have been particularly successful in their efforts to develop cooperative projects to enhance library collections and services for their individual campuses. The UT System Committee on Library Affairs has led the way in creating the UT System Electronic Reference Center. The focus of this Center is to bring electronic information resources directly to the desktops of all UT System students, faculty, and staff. The Center provides a World Wide Web-accessible graphical interface for a growing number of information services covering such areas as medicine, psychology, nursing, education, science, and technology. Through initial PUF capital funding, a state-of-the-art search system considered to be the platform-of-choice for wide networking is managed jointly by the UT System Office Telecommunications Services and the UT Austin General Libraries.

The UT System Electronic Reference Center Project has been an unprecedented success. During the 1996 Spring Semester there were over 90,000 uses of the Electronic Reference Center throughout the UT System, with 1,900 uses occurring between the hours of midnight and 8:00 am, when library services traditionally have not been available. The Electronic Reference Center truly extends the availability of information services to the UT System scholarly community.

Librarians from UT System libraries also have contributed significantly to the success of TexShare, the statewide library resource sharing program funded by the legislature through the Texas Higher Education Coordinating Board. Whether serving as program managers, chairing working groups, participating in committee meetings, or simply using TexShare programs to better serve campus scholarship, UT System libraries have both contributed to and benefited from this high-profile program. The UT System Office of Telecommunications Services and the UT Austin General Libraries provide technical management for an electronic information service for all 52 public academic libraries served by TexShare, of which the UT System libraries constitute approximately one-third. Help desk assistance is also provided, either through direct telephone communication or through the use of e-mail and other Internet-based messaging.

TexShare has initiated a common borrower's card which enables one library's patrons to use the collections of other institutions. The freedom to borrow from a variety of libraries can provide UT System library patrons with access to a broad range of materials and increase use of the libraries.

Other successful cooperative activities include:

- * The UT System partnership leveraged its purchasing power for a consortial subscription to Britannica Online, the premier online encyclopedia.
- * The six Houston-Galveston area health science libraries cooperatively use the same library information system. The San Antonio and Tyler health science libraries share a similar but different system.
- * The health libraries are also key participants in the National Network of Libraries of Medicine program, with the Houston Academy of Medicine-Texas Medical Center Library serving as a Regional Medical Library.
- * UT Pan Am, UT Brownsville, and UTHSCSA are cooperating on a National Library of Medicine sponsored project to increase the use of Internet for accessing health related information.

The UT Austin Law Library is leading the revival of TALL, a consortium of Texas Academic Law Libraries, so that cooperative efforts -- including shared collection development and negotiated vendor agreements -- will benefit from combined clout.

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While cooperative resource sharing agreements offer promise of supplementing local collections, they are not a panacea. Such agreements are most successful when the participating libraries' collections and staffing levels are strong. UT System librarians have the following concerns about their ability to contribute to and participate successfully in such agreements.

- * UT System libraries are becoming less able to support intra-System resource sharing because collections are becoming more homogeneous due to journal cuts and attempts to maintain local core collections. This increasing homogeneity simply means that we have fewer distinctive information resources to share--*we are buying the same basic books and journals*.
- * While the demand for resource sharing services increases each year, there are no commensurate increases in funds for library staffing and operating costs needed to support adequately effective resource sharing activities.
- * Libraries are unable to provide immediate access to monographic collections within the UT System libraries in a time frame that is acceptable to most research needs. The ability to move the material to the needed user in a convenient, efficient manner is hampered by the lack of adequate technology, infrastructure, and staffing. This need may be met by a new TexShare initiative which is currently underway to provide a rapid delivery system throughout the state to all participants.

INFORMATION TECHNOLOGY/INFRASTRUCTURE

PRIORITY 3. Enable libraries to connect to computer networks and make use of their resources.

Each of the component libraries is connected to its campus data network and to the Internet, and each provides a broad array of electronic information resources and services, including active instructional programs in electronic information acquisition and management. In several instances, electronic resources are shared with affiliated institutions. The libraries have been in the forefront of World Wide Web development on their respective campuses and participate actively in institutional committees devoted to information technology issues.

The UT Austin General Libraries and Law Library's WWW sites exemplify the leadership that the UT System libraries are demonstrating in organizing and

making available an integrated approach to information resources. UT Library Online (a digital library initiative of the General Libraries) provides Web access to the General Libraries' holdings and those of other UT System libraries, as well as to other libraries throughout the world. Digital exhibits of unique cultural and informational materials are also mounted for viewing by school children and other interested users throughout the State and around the world. The Law Library web site provides worldwide access to the Law Library's catalog as well as to the opinions of the Fifth U. S. Circuit Court of Appeals, and to other primary source legal materials.

Investments by individual campuses, by the UT System, and by the UT System Office of Telecommunications have provided a network with a reasonably high level of service and reliability for some campuses. The availability of Permanent University Funds to help underwrite these initiatives has been critical to the libraries' success.

Several libraries are in various stages of exploring or acquiring new improved, automated library systems, with the intent to improve ease and speed of access to local and remote information resources.

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In order to be effective in this milieu, libraries and their clients must continually upgrade computer equipment and software. Increasingly, electronic resources include high-resolution images, sound clips, video sequences and/or enormous quantities of other data which require greater and greater bandwidth for effective use. Sufficiently robust bandwidth must be available to all UT System components, an ongoing challenge to the office of telecommunication services.

UT System library programs are hampered by the lack of a System-wide means of identifying authorized campus users of electronic services. Various solutions to this problem are pieced together, with some campuses relying on others to provide support in this area. We need a UT System-wide electronic identification and authentication system in order to continue providing state-of-the-art digital library services.

Optimal solutions do not yet exist for providing distant learners and geographically dispersed faculty and staff with reliable remote access to networked library resources.

Rapid technological advancements require on-going purchase and replacement of the equipment and communication lines needed to capture the materials that are provided in advanced systems such as the World Wide Web. Some libraries are presently unable to offer WWW products within the library's instruction and information services, although faculty are desperate for the professional librarians

to teach and demonstrate these capabilities. Purchase of high performance computers (Pentium-level PCs with 16-32 megabytes of RAM) is essential to access these resources effectively. Such access is no longer a luxury, it has become a necessity.

Libraries need to move to state-of-the-art client/server library systems which are fully compliant with national standards. This would allow users to search any available database using the same techniques they use to look for a book in their home library.

FUNDING

PRIORITY 4. Enhance funding for resources, services, and access for all UT System libraries.

Permanent University Fund monies, library fees, special initiative, grant and local funds have been used by component libraries to upgrade their integrated library systems and to develop the networking infrastructure needed to deliver electronic resources and services to clients. Cooperative and shared funding of resources has leveraged the libraries' group purchasing power to achieve significant cost reductions or cost avoidances.

Individual libraries have realized some gains either through receiving designated special state funds or through external funding. For example, last year UT-Brownsville saw a marked improvement in its holdings through the use of special state appropriation dollars earmarked for its collection. Additional contributions for the development of this collection were made by Texas Southmost College.

A number of UT System libraries have implemented student library fees. These include UT Austin, UT Arlington, UT-Pan Am, UT-HSC Houston, UT-HSC San Antonio, UT San Antonio, UT-Permian Basin, and the UT Austin Law Library. It is hoped that this new source of income will be used to reinstate cancelled subscriptions and to purchase new titles which cannot be acquired with existing resources. Other institutions are considering initiating such fees, but still others are reluctant to do so, feeling that their students already are having difficulty paying existing fees. It is very important that these new funds not be used merely to substitute for funds currently being directed to their libraries; they must be available for expanding library services and collections.

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Capital equipment budgets have not kept pace with the need for acquiring new technologies. For example, funding for the purchase of computer equipment is often awarded without provision for the associated on-going staff, maintenance, licensing, training and upgrade costs. Budgeting guidelines for the planned, routine replacement of library computer equipment do not exist on most component campuses.

UT System institutions must develop an economic model which recognizes the costs of providing access to information, as well as the need to continue purchasing materials. Implicit is a change in our conception of a capital expense. Many System funding initiatives support one time purchases of equipment and software but cannot be used to support the on-going costs of sustaining electronic subscriptions or access fees.

The growth rate of institutions such as UT Brownsville has exacerbated collection deficiencies and the library's ability to provide online resources. Adequate funding which recognizes both the growth of institutions and the development of new programs must be made available in order to provide the kind and quality of services expected of a University of Texas System library.

CONCLUSIONS AND RECOMMENDATIONS

The following conclusions and recommendations indicate the areas in which UT System libraries have recognized a need for assistance. They are offered here to communicate the scope of our concerns and the possibilities we envision for building quality collections and responsive services.

1. All UT System component libraries have been affected severely by the combination of high inflation in periodical subscription costs and other information resources and flat or modestly increased budgets.

Strategies:

- * Develop a system-wide strategy that provides some protection from the impact of inflation on components' serial collections.
 - * Work with component libraries to seek external funding in the form of direct gifts and creating endowments.
 - * Ensure the continued availability of PUF funds for use in collection building.
 - * Provide sufficient support to those components who have collections which could serve other components, to permit them to serve as document suppliers.
2. The UT System Electronic Reference Center Project serves as a national model of leveraging and expanding user access to information resources. Seed funding has provided the hardware and software, but the ongoing

subscription and maintenance costs must be assumed by already constrained budgets. This lack of sufficient local funds and the limitations of local information technology preclude some campuses from being able to participate fully in these initiatives.

Strategies:

- * Continue to support cooperative purchasing and access by adding file servers, software, and other appropriate technologies for the Electronic Reference Project and by subsidizing the UT Austin staff who manage the systems;
 - * Ensure that each campus has the capability to achieve and maintain information technology and networks robust enough to enable them to participate in System initiatives.
 - * Develop a means to provide continuing funds to subsidize the subscription costs of shared electronic information resources so that all components can afford to participate fully.
 - * Encourage components to provide funding to enable libraries to recruit and retain qualified staff, and to provide the continuous training necessary to support ever-changing information technologies.
 - * Explore additional means of sharing System-wide networked resources such as developing a common electronic reserve collection accessible to all System component libraries.
 - * Explore means for the further sharing of the most important resource available among System components: human expertise.
3. Special Allocations of Permanent University Funds have enabled several components with already developed strengths in specialized areas to enrich their special collections and further develop nationally recognized research collections. At the same time, since only a portion of the cost of these acquisitions was provided through PUF, the components were encouraged to undertake considerable efforts in fundraising. A new PUF allocation for special collections needs to be established in order to maintain the excellence of these University resources.

Strategy:

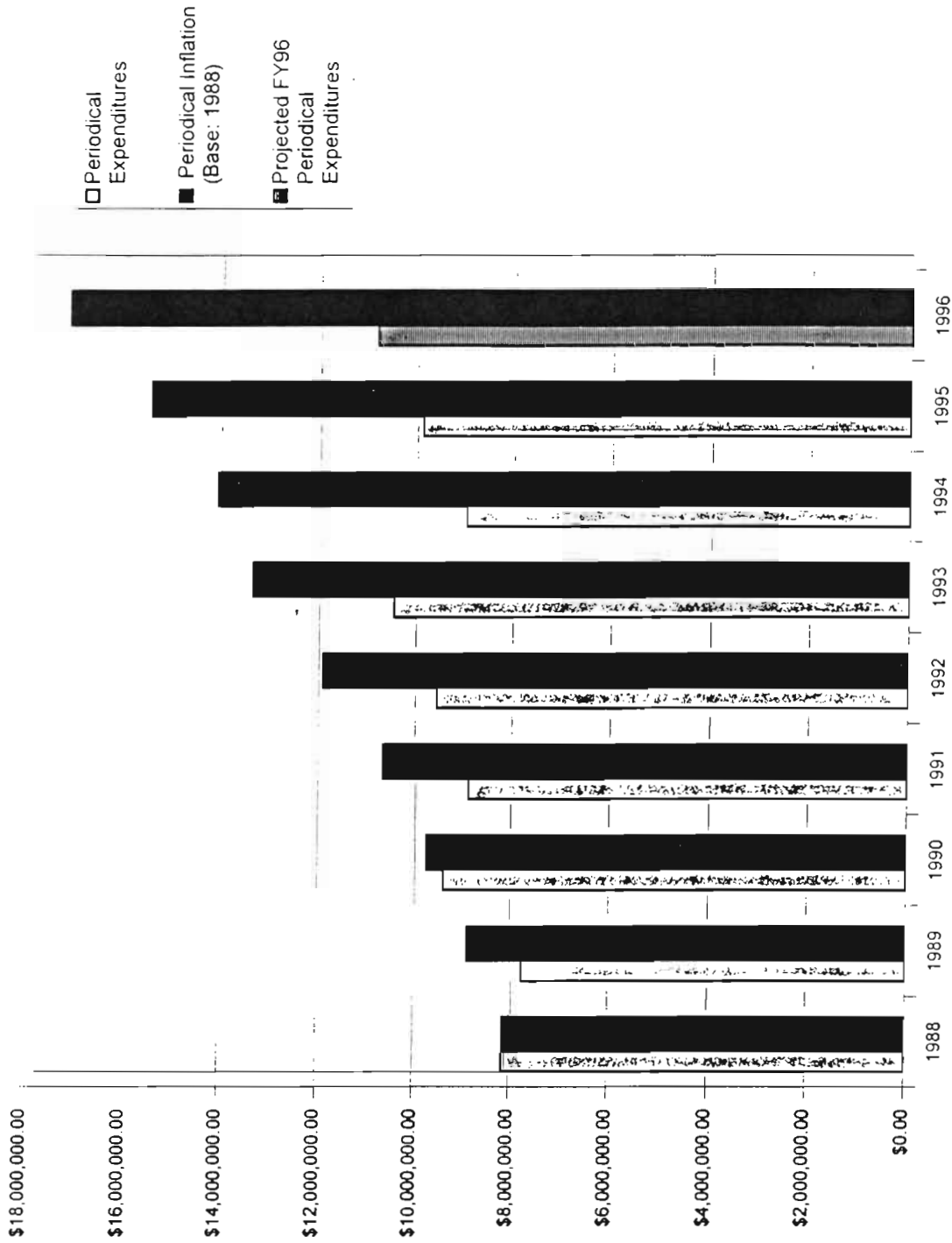
- * Replenish the PUF allocation for Special Collections Acquisitions
4. The distance education initiatives that are being developed at many of the components will require strong library support to ensure the quality of these programs. Leading edge information technology and multi-media capabilities will be required to provide curriculum related information resources to students and faculty at remote locations.

Strategy:

- * Ensure that System-wide distance education initiatives include planning for library and information support to both faculty and students engaged in developing courses and in distance teaching and learning.

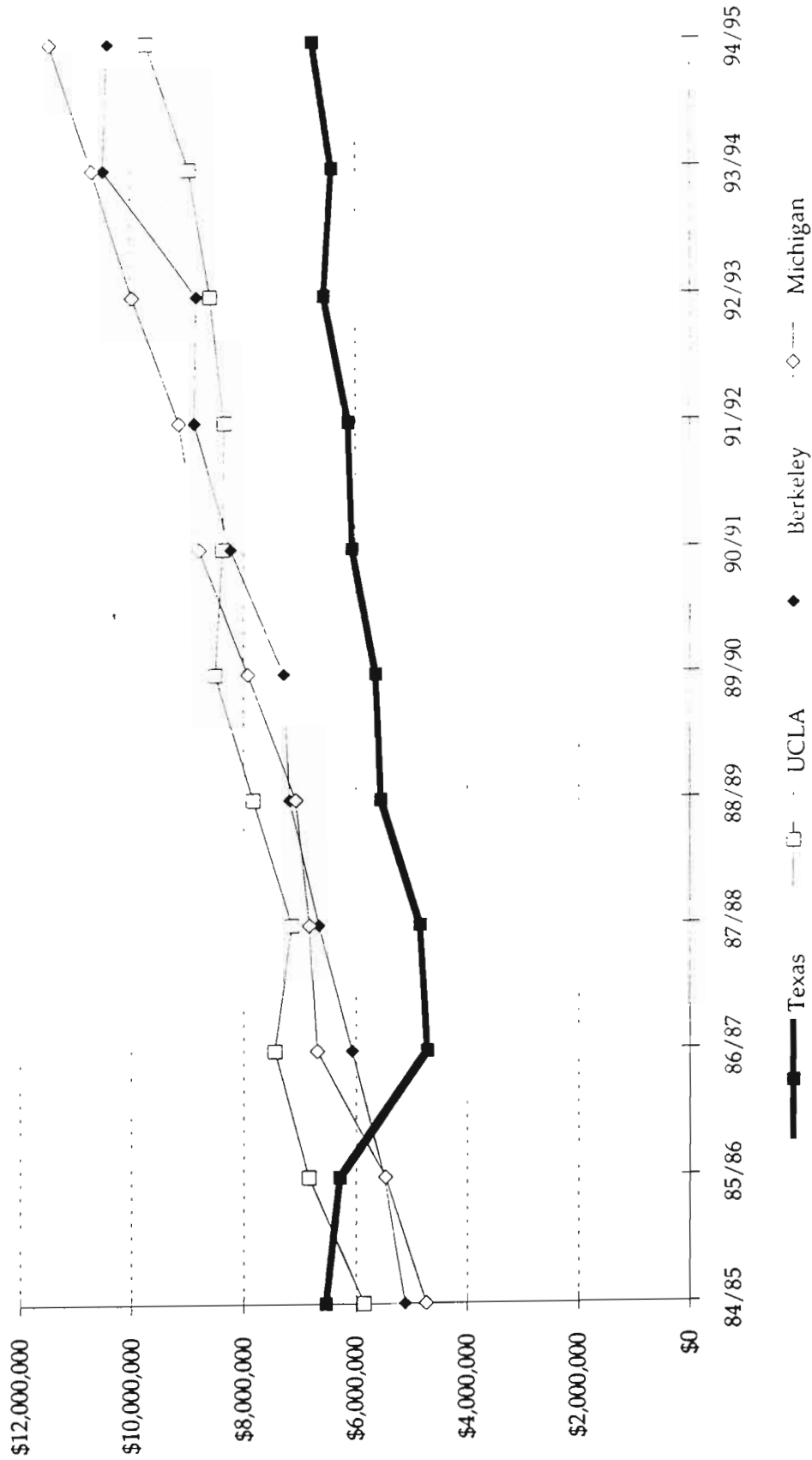
ATTACHMENTS

Attachment 1	UT System: Effects of Inflation on Periodical Costs
Attachment 2	UT Austin and Selected Peer Public Institutions total expenditures for Library Materials
Attachment 3	UT Austin and Selected Peer Public Institutions total expenditures for Library Materials (10 year comparison)
Attachment 4	Law School Library Comparative Data
Attachment 5	US Medical School Libraries. comparison rankings
Attachment 6	University of Texas System Library Strategic Plan (1994-2000)
Attachment 7	The University of Texas System Libraries World Wide Web Page Addresses



This bar graph reflects what the UT System Libraries actually paid for serials/periodicals and what they would have had to pay had they not canceled, i.e., the inflated cost for the same journals. Expenditures for 1988 are the reference point.

UT Austin and Selected Peer Public Institutions Total Expenditures for Library Materials

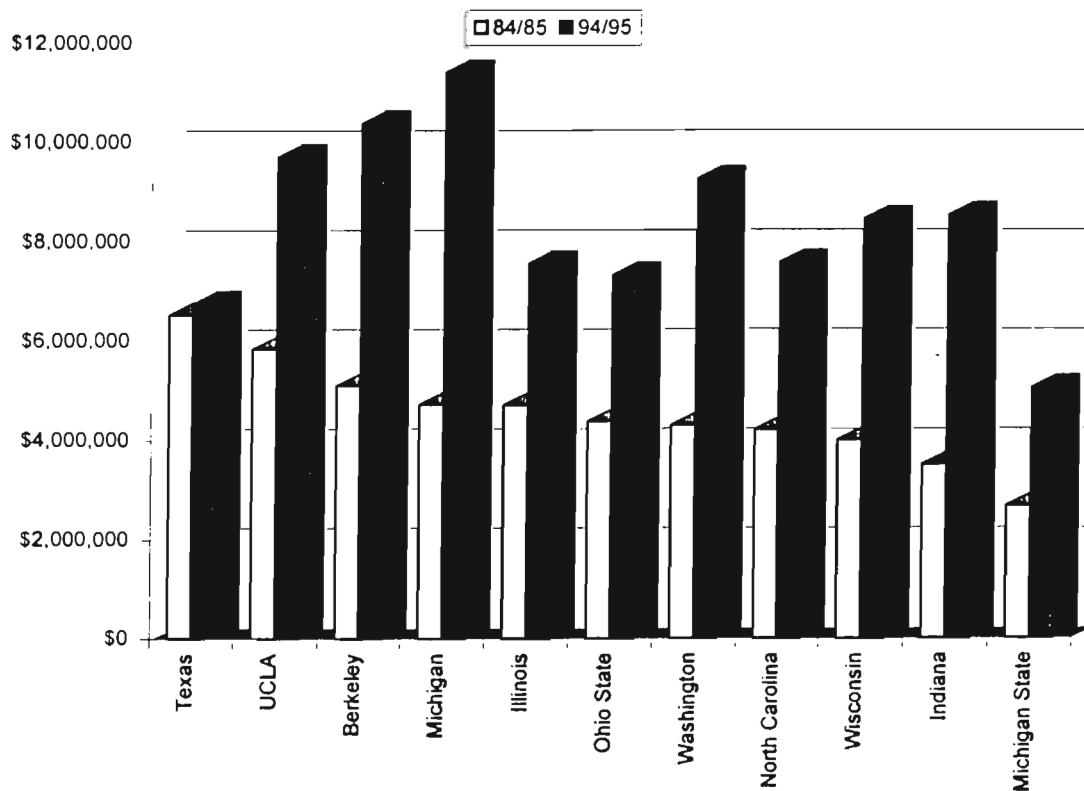


Source: Association of Research Libraries. ARL Statistics, 1984-85 through 1994-95.

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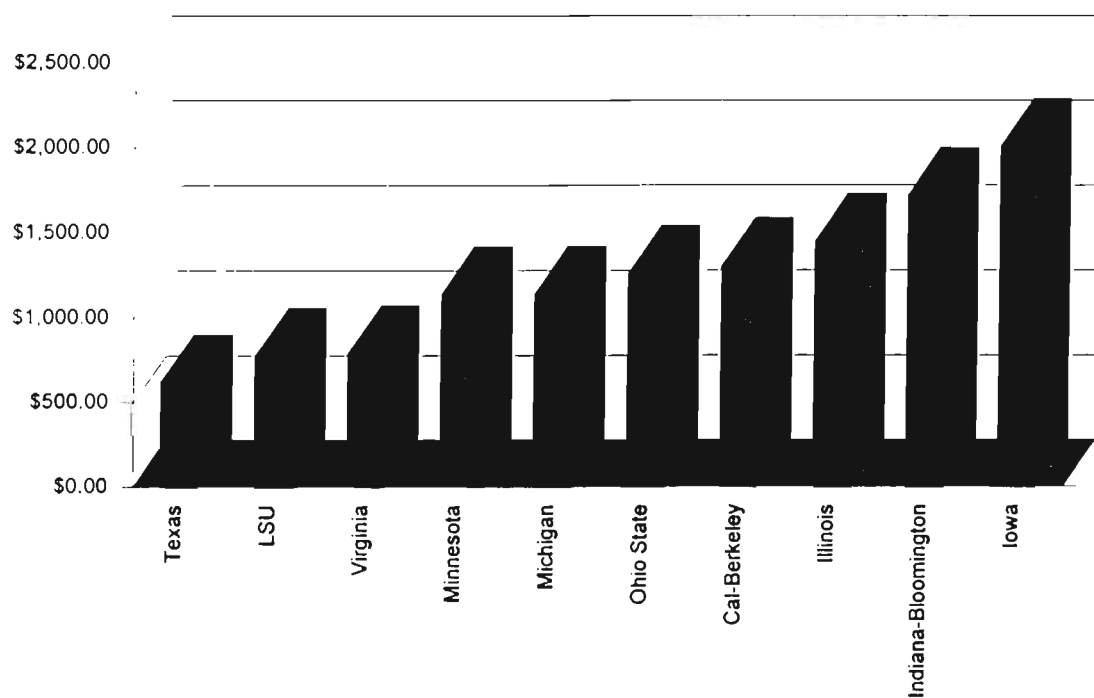
UT Austin and Selected Peer Public Institutions
Total Expenditures for Library Materials
10 Year Comparison

INSTITUTION	84/85	94/95	% INCREASE
Texas	\$6,539,296	\$6,763,054	3.42%
UCLA	\$5,849,917	\$9,716,781	66.10%
Berkeley	\$5,115,266	\$10,391,411	103.15%
Michigan	\$4,734,897	\$11,425,541	141.30%
Illinois	\$4,724,114	\$7,575,499	60.36%
Ohio State	\$4,386,886	\$7,334,696	67.20%
Washington	\$4,311,786	\$9,264,239	114.86%
North Carolina	\$4,222,600	\$7,591,319	79.78%
Wisconsin	\$4,014,395	\$8,455,740	110.64%
Indiana	\$3,515,523	\$8,532,640	142.71%
Michigan State	\$2,681,414	\$5,068,222	89.01%



TEN LARGEST STATE SUPPORTED LAW SCHOOL LIBRARIES
Amount Spent per Student on Library Materials

	INSTITUTION	AMOUNT
1	Iowa	\$2,004.50
2	Indiana-Bloomington	\$1,716.27
3	Illinois	\$1,445.15
4	Cal-Berkeley	\$1,301.70
5	Ohio State	\$1,260.13
6	Michigan	\$1,139.49
7	Minnesota	\$1,137.84
8	Virginia	\$791.83
9	LSU	\$777.68
10	Texas	\$620.96

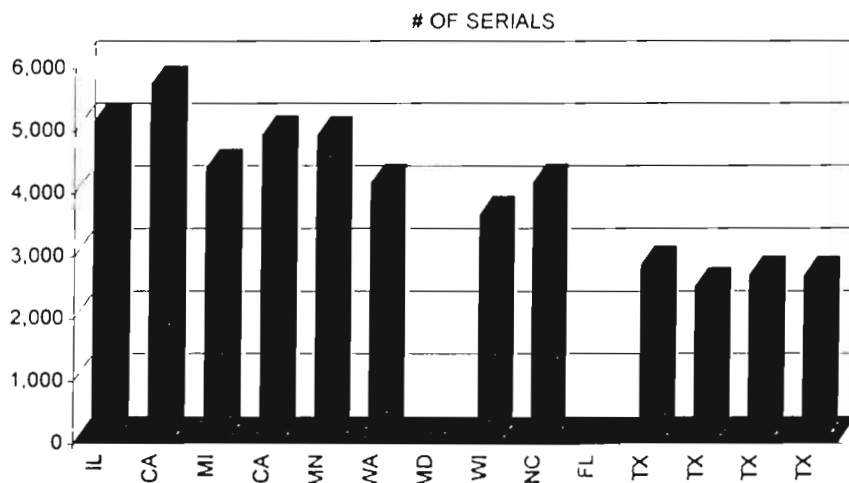
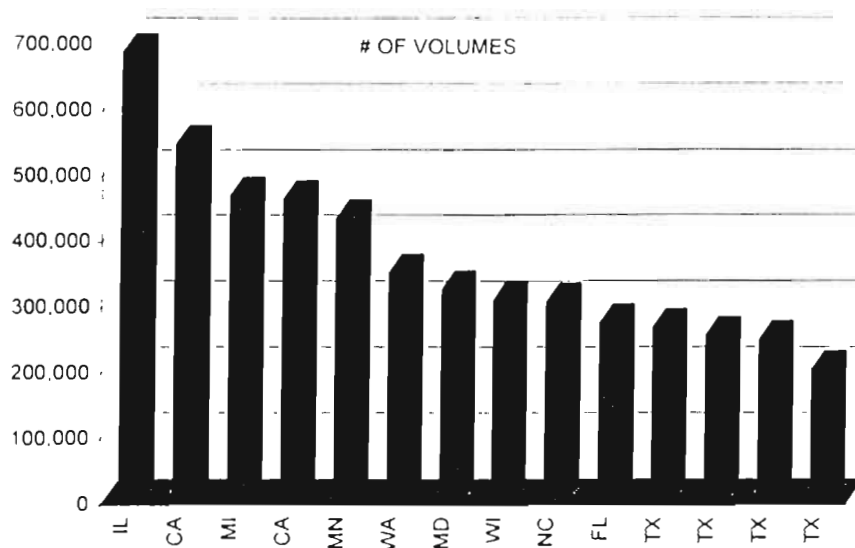


US Medical School Libraries

ATTACHMENT 5

Ranked by Number of Volumes in Collection and Active Serial Subscriptions
1994-95

RANK	STATE	LIBRARY	# OF VOLUMES	# OF SERIALS
2	IL	U of IL-Chicago	681,981	5,080
6	CA	U of CA-Los Angeles	542,539	5,659
9	MI	U of MI	464,102	4,333
10	CA	U of CA-Irvine	458,626	4,862
11	MN	U of MN-Twin Cities	429,647	4,855
18	WA	U of Washington	346,866	4,093
19	MD	U of MD-Baltimore	321,644	
21	WI	U of WI-Madison	305,608	3,579
23	NC	U of North Carolina	302,169	4,097
33	FL	U of Florida	270,520	
36	TX	Houston Academy of Med Library	263,524	2,780
37	TX	U of TX SW Med Center-Dallas	252,230	2,440
41	TX	U of TX-Galveston	245,293	2,626
58	TX	U of TX-San Antonio	199,911	2,617



**UNIVERSITY OF TEXAS SYSTEM LIBRARIES
STRATEGIC PLAN
1994 - 2000**

ATTACHMENT 6

VISION

UNIVERSAL ACCESS TO LIBRARY SERVICES AND INFORMATION RESOURCES

The strength of a university as a community of scholars is directly dependent upon the accessibility of scholarly information. Scholars, both faculty and students, must have timely, convenient access to a wide variety of information.

Information is obtainable in a variety of forms and from numerous sources, including traditional sources such as books, journals, and audiovisual materials, and newer sources such as electronic databases of bibliographic, full-text and image documents.

UT System librarians envision a future in which faculty, students, and staff can obtain the information they want, when and where they want it, and in the format most appropriate to their need, regardless of where that information is physically located.

UT System librarians hold the philosophy that information is a strategic asset for all academic institutions and should be made available to all users as equitably as possible. Technology is rapidly changing not only the way information is obtained and disseminated, but also the way institutions must budget for information resources. Every effort should be made to resist shifting the burden of the cost to the individual user as the first solution to managing available financial resources.

Each UT System library's primary responsibility is to its local constituency. Cooperative activities among UT System libraries and other Texas university libraries will leverage the resources available to a level which individual libraries could not achieve alone.

To achieve the goal of universal access for UT System libraries, four major priorities have been identified:

- quality resources and services
- cooperative initiatives
- information technology / infrastructure
- funding

These four priorities emerge from a strong sense of shared vision, building on past strengths, but looking forward to new ventures.

PRIORITIES AND STRATEGIES

QUALITY RESOURCES AND SERVICES

Goal: Ensure the development of quality collections and services appropriate to local program needs

Resource sharing and access are based on both locally owned physical collections and remote electronic databases. Each UT System library must define a service plan that responds to the needs of its parent institution. The plan should include basic levels of services and resources at each library.

Human resources play a pivotal role in providing access to resources and services and must be treated as a critical element in the concept of access.

Strategies:

- Define basic levels of services and core collections and identify methods for correcting deficiencies at each UT System library
- Provide incentives for UT system libraries to share their combined resources and services to enrich the scholarly environment for all UT System institutions
- Facilitate the development of state, regional, national, and international linkages for the sharing of resources and services
- Develop training, compensation, and incentive programs for staff
- Develop a performance monitoring and evaluation system to measure efficiency, effectiveness, and user satisfaction

COOPERATIVE INITIATIVES

Goal: Plan the future development of all UT System libraries within the framework of unified resources and services

UT System libraries have participated in a wide variety of cooperative activities over the years to maximize resources. These activities range from participation in national networks to local consortia to specific arrangements between as few as two libraries. These collaborative enterprises by UT System libraries constitute a strong record of accomplishment and provide an excellent foundation for system-wide library enhancement.

Strategies:

- Enhance automated linkages between UT System libraries and other major information service providers
- Provide rapid access to and delivery of library materials system-wide
- Use automated collection analysis to determine relative collection strengths and weaknesses
- Participate in cooperative relationships with both UT and non-UT System institutions that expand available resources, especially for specialized disciplines such as the health sciences
- Participate in cooperative purchase and use of expensive information resources
- Adopt collaborative collection preservation activities
- Improve professional staff recruitment and retention system-wide

INFORMATION TECHNOLOGY / INFRASTRUCTURE

Goal: Enable libraries to connect to computer networks and make use of their resources

A comprehensive library program must include a state-of-the-art telecommunications network, infrastructure, connectivity, and gateways in order to achieve its goal of universal access to information. There is a serious need to prepare the technological infrastructure to meet the needs that libraries will place upon it. Support must be given to libraries to facilitate the delivery of information in this rapidly changing environment.

Strategies:

- Develop a methodology that allows UT system libraries to influence technology decisions at their local institutions
- Develop information technology policies, procedures, and resources to support UT System-wide use of library resources, both internal and external to the UT System
- Adopt standards and guidelines to ensure necessary connectivity among all UT System components
- Develop a state-of-the-art telecommunications network that is accessible from within each UT System campus

- Establish research and development mechanisms to continuously improve the infrastructure
- Establish a method for recapitalization of equipment

FUNDING

Goal: Enhance funding for resources, services, and access for all UT System libraries

All UT System libraries must have a dependable, ongoing, and adequate source of funding to support the principle of universal access to information. Cooperative inter-institutional programs and new technologies will not reduce library expenditures, nor will they eliminate the need for an increasing investment in library resources. Cooperative inter-institutional programs and new technology will ensure a maximum return on the investment through vastly improved access to and utilization of library resources throughout the System

Strategies:

- Index library funding to institutional education and research budgets, taking into consideration the differences among academic disciplines in publication volume, the cost of materials, and service requirements
- Seek development funds and endowments actively at the local institution level to support the growth of library collections, programs, services, and the development of library staff skills
- Allow flexibility in the use of budgets for the "acquisition of services" rather than the "acquisition of documents"
- Provide funding at the UT System level to support System and state-wide initiatives, such as the UT System libraries' Electronic Reference Center File Server and Tex-Share
- Establish institutional transaction fees for the provision of specialized services and resources and allow for these fees to be recoverable inter-institutionally
- Establish the use of incidental fees for libraries to ensure the continuation of library services vital to students

For More Information About:

The University of Texas System Libraries

Take a look at These World Wide Web Pages

University of Texas at Arlington	http://www.uta.edu/library
University of Texas at Austin	http://www.lib.utexas.edu
University of Texas at Dallas	http://www.utdallas.edu/library
University of Texas at El Paso	http://www.utep.edu/~library
University of Texas at San Antonio	http://www.utsa.edu/Library
University of Texas Pan American	http://www.lib.panam.edu
University of Texas at Permian Basin	http://www.utpb.edu/librarylib_main.htm
University of Texas at Tyler	http://192.88.13.222/index.htm
University of Texas at Austin-Law	http://tarlton.law.utexas.edu
University of Texas at Houston HSC-Dental Branch	http://www.db.uth.tmc.edu/library
University of Texas at Houston HSC-Public Health	http://utsph.sph.uth.tmc.edu/WWW/info/Library/sphlib.HTM
University of Texas HSC-San Antonio	http://www-briscoe.uthscsa.edu/library
University of Texas HSC at Tyler	http://www.pegasus.uthct.edu/ResUTHCT/Library/library.html
University of Texas Medical Branch at Galveston	http://www.utmb.edu/mml
University of Texas Southwestern Medical Center-Dallas	http://www.swmed.edu/home_pages/library