

# IUPUI Faculty Council Committee Annual Report 2019-2020

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**Committee Name:** Library Affairs

**Chair:** Jennifer Guiliano (Liberal Arts)

**Members:**

Andrews, Angela (Business)  
Berbari, Nicolas (Science)  
Donahue, Kim (Business) (Ex-Officio)  
Guiliano, Jennifer (Liberal Arts) (Chair)  
Mahoney, Jennifer (Liberal Arts)  
Polley, Ted (University Library)  
Palmer, Kristi (University Library) (Ex-Officio)  
Ralston, Rick (Medicine Library)  
Rodd, Zachary (Medicine)  
Tejada, Juan (Medicine)  
Vanandel, Nicole May (Informatics)

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**Action Items:**

Action Item(s)	Status
Monitor open access policy and its implementation	Implementation of the open access (OA) policy at IUPUI continues to expand. IUPUI remains a leader in the nation in terms of faculty adoption. University Library staff continue to guide best practices and are leading authors of publications about open access, particularly around open access and alt-metrics. As of May 2020, the funding provided by the Library and OVCR has been spent. Continuing funding will be addressed by Dean Palmer with OVCR and the Deans of IUPUI Schools.
Advocate for inclusion of alt-metrics	The Center for Digital Scholarship at the University Library has authored a website ( <a href="http://www.ulib.iupui.edu/digitalscholarship/impact">http://www.ulib.iupui.edu/digitalscholarship/impact</a> ) that guides faculty through the process of developing their digital identity for the purposes of alt-metric management. UL continues to offer both individual consultations and annual workshops around alt-metrics to assist those working on developing tenure and promotion dossiers.

<p>Support training for chairs and associate deans on evolving nature of the scholarly records via workshop</p> <p>Support/develop a documenting your scholarly output workshop with University Library and Faculty Affairs</p> <p>Review and develop/expand the promotion and tenure service offered by University Library</p>	<p>The Library Affairs Committee held a number of discussions this year both in committee and with staff from University Library (UL), the Office of Academic Affairs (OAA), the Center for Teaching and Learning (CTL), and the Office of Community Engagement (CE). The committee identified that there were three current issues around training for chairs/associate deans, documentation of scholarly output, and promotion and tenure services: 1) coordination between UL, OAA, CTL with regards to workshop content and availability; 2) ensuring changes in tenure and promotion guidelines are known and reflected in all training by UL, OAA, CTL, CE; and 3) providing updated examples of excellence for tenure and promotion dossiers including for those who seek to review cases. We also produced a single guide to all workshops currently being held at IUPUI including the training for chairs and deans.</p> <p>To address these three issues, the Chair met with representatives of OAA, CTL, CE, and UL. These meetings have resulted in three new actions: 1) the establishment of an annual meeting between these organizations to coordinate their workshops and ensure consistency in knowledge of changes to criteria and standards; 2) the establishment of a single website that will calendar all workshops appropriate for tenure and promotion, alt-metrics, scholarly outputs etc to ensure that faculty are aware of all resources; and 3) the establishment by OAA of a tracking system that will allow the group to track faculty use and consultations. The resultant system will allow for better referrals as well as the ability to know who has completed which workshops.</p>
<p>Encourage IU IFC Executive Committee to move the doctoral thesis info on transcripts forward regardless of IU Bloomington</p>	<p>In September 2019, this item was referred to the Office of Academic Affairs for follow up with the IU University Registrar. It is this committee's understanding that we can now list thesis titles on all transcripts regardless of IU Bloomington's policy.</p>

<p>Follow up on any changes made to books on demand and University Library website from the Library Affairs user testing meeting</p>	<p>Books on demand (<a href="https://ulib.iupui.edu/on-demand/books">https://ulib.iupui.edu/on-demand/books</a>) has been expanded to all faculty, staff, students as fall 2019. Additionally, UL has rolled out Articles on Demand (<a href="http://ulib.iupui.edu/aod/">http://ulib.iupui.edu/aod/</a>) for faculty. Importantly, Dean Palmer reports that these services have been a success. Both allow the library to limit its new acquisitions appropriately by ensuring that a book will be used prior to its purchase.</p> <p>UL continues its update of the Library website using feedback from the 2018-2019 user testing meeting. They have launched <a href="http://ulib.iupui.edu/webredesign/home">http://ulib.iupui.edu/webredesign/home</a> Which solicits feedback from the broader IUPUI committee via user experience testing. Despite minor delays due to COVID limiting in-person testing, UL librarian Gary Maixner anticipate a beta version of the new site by fall 2020 with a final version launching in Spring 2021.</p>
<p>Collaborate with IFC Research Affairs Committee in supporting Faculty research needs for R1 classifications</p>	<p>Individually, both Library Affairs and Research Affairs met to discuss R1 classification. With assistance from Tina Baich and Katherine Macy, both committees were provided with reports on IUPUI vis a via its R1 status (see the supplemental materials R1 report). The finding were:</p> <p>IUPUI falls in the bottom third of their peers for spending in several categories including Total Library Expenses. The average spending per student and per tenure/tenure track faculty is higher for peers. Over the past 5 years, total library spending has remained flat (total expenditures) or has decreased (total materials and services, total salaries and wages). Public R1 institutions' average total library expenditure is +\$8.7MM higher than the total library expenditure at IUPUI. Currently 86% of IUPUI's materials and services expenditure is for subscription resources, in line with peers, but much higher than Public R1 &amp; Aspirational Peers, reflective of the scholarly communication crisis resulting in maintaining access with average subscription annual price increases of 6% with a nearly flat budget.</p> <p>Collectively, both committees met in March 2020 to discuss how to interpret these result and to make recommendations about faculty research needs for R1 classification. Please see the supplemental Joint Report for full recommendations.</p>

**Action Items to be carried over to 2020-2021:**

<b>Action Item(s)</b>	<b>Status</b>
Advocate for inclusion of alt-metrics	Library Affairs has recommended to University Library, the Office of Academic Affairs, and the Center for Teaching and Learning to hold an annual meeting with the chairs of the IUPUI IFC Tenure and Promotion Committee to review changes to tenure and promotion guidelines as well as to update examples of dossiers.
Monitor open access policy and its implementation	The committee recommends that continuing monitoring occur particularly around the Open Access fund that is used to support publication. Given budget limitations, it will be important to ensure that these funds are used appropriately and that faculty are made aware of their availability.
Collaborate with IFC Research Affairs Committee in supporting Faculty research needs for R1 classifications	The committee recommends that IFC assign all relevant items from the Joint Report on R1 classification to the appropriate IFC committees.
Follow up on University Library website launch	The committee recommends continuing participation in the UL website redesign.
Support for scholarly outputs and tenure and promotion services	The committee recommends that Faculty Affairs serve as coordinator of the proposed annual meeting between OAA, CTL, UL, CE, and the chair of IFC's Tenure and Promotion Committee. In part, this is recommended as the committee is perceived as being a neutral stakeholder who is able to assist all parties without asserting a need for resources or support.

**Suggested new action items for 2020-2021:**

<b>Action Item(s)</b>	<b>Status</b>
Support the University Library as a result of COVID-19 strategic planning	Budgetary reductions as a result of COVID-19 will likely impact the Library's ability to expand or develop its R1 strategy. We encourage the committee to work closely with Dean Palmer to address concerns related to the budgetary changes and continuing desire for R1 classification.
Address IPEDS issue related to inclusion of the School of Medicine Library and Faculty on national reporting	As part of conversation associated with R1 classification, the committee was made aware that there is a need to clarify with Peer Institutions what aspects of their library system their IPEDS data takes into account. Specifically, we need to ensure that the peer library does indeed include that campuses' medical library and/or their other professional libraries (Law, dentistry, med, art, etc.). We refer readers to the attached Joint Report on R1 Classification for additional details on the work needed around R1 classification.

Please attach any completed documents, minutes, or recommendations made by your committee during this report year. One copy of this report and supporting documents will be sent to the IUPUI University Archives.

**Report due: June 30, 2020**

**Submit to: Karen Lee**  
**Office of the Faculty Council**  
[klee2@iupui.edu](mailto:klee2@iupui.edu)

## **R1 Classification for IUPUI: Benchmarking and Readiness**

### **A joint report of the IUPUI Faculty Council Committees for Research Affairs and Library Affairs**

May 2020

During the 2019-2020 term of the IUPUI Faculty Council, the Executive Committee assigned the topic of R1 readiness as a joint issue of concern for the Library Affairs and Research Affairs Committees of IFC. The Carnegie Classification of Institutions of Higher Education (CCIHE) assigns “R1” status to “Doctoral Universities” with “Very high research activity” (<https://carnegieclassifications.iu.edu>). The perceived advantages of R1 classification include greater institutional competitiveness for grants, gifts, and awards; improved faculty and student recruitment; and more research and employment opportunities for graduates. CCIHE currently classifies IUPUI as “R2: Doctoral Universities – High research activity” ([https://carnegieclassifications.iu.edu/lookup/view\\_institution.php?unit\\_id=151111](https://carnegieclassifications.iu.edu/lookup/view_institution.php?unit_id=151111)). Additionally, they note IUPUI qualifies as having a “community engagement” classification.

To address this assigned issue, the Research Affairs Committee (RAC) and Library Affairs Committee (LAC) sought the assistance of Tina Baich, Senior Associate Dean for Scholarly Communication & Content Strategies at IUPUI University Library, Katherine Macy, Business Librarian, Etta Ward, Assistant Vice Chancellor for Research Development, and Alicia Gahimer, Programs & Operations Manager, Office of the Vice Chancellor for Research. Collectively, they analyzed data associated with the Integrated Postsecondary Education Data System (IPEDS) to understand where IUPUI currently ranks in relationship to both its research and its library expenditures. That library’s report along with research data from CCIHE and National Center for Science and Engineering Statistics (NCSES) for IUPUI and its peers are available in the appendix to this report and was provided to the committees to assist them in their work.

The Research Affairs Committee addressed this topic by examining IUPUI’s Research and Development (R&D) profile and by comparing that profile to a list of IUPUI’s peers. Similarly, the Library Affairs Committee reviewed the IUPUI’s library budget and staffing levels and compared them to the same list of peers. This joint report includes a summary of these comparisons and proposes potential next steps.

### **Research Affairs Report**

The IUPUI campus includes one of the largest schools of Medicine in the United States; it also includes the IU School of Dentistry, the IU School of Nursing, the Fairbanks School of Public Health, and School of Health and Human Sciences. With so many strong health science researchers along with its reputation for community-engaged and public scholarship across all schools and departments, the campus serves as a major center for research activity in the state of Indiana. Although nominally “housed” on the IUPUI campus, the School of Medicine is a statewide institution with nine campus locations.

In recent years, Indiana University realigned how research and development (R&D) is reported at the campus-level both in relationship to the “counting” of faculty as well as the assignment of research expenditures and income. Currently, all Medicine R&D is attributed to Indiana University Bloomington in the NSF’s Higher Education Research and Development Survey—the data source used by the CCIHE (<https://ncesdata.nsf.gov/herd/2018/>). As a result, the annual R&D generated by the School of Medicine at IUPUI is attributed (for the purposes of R1 classification) to the IU Bloomington campus—anywhere from \$300 to \$400 million in R&D generated by researchers on the IUPUI campus (see Fig. 1).

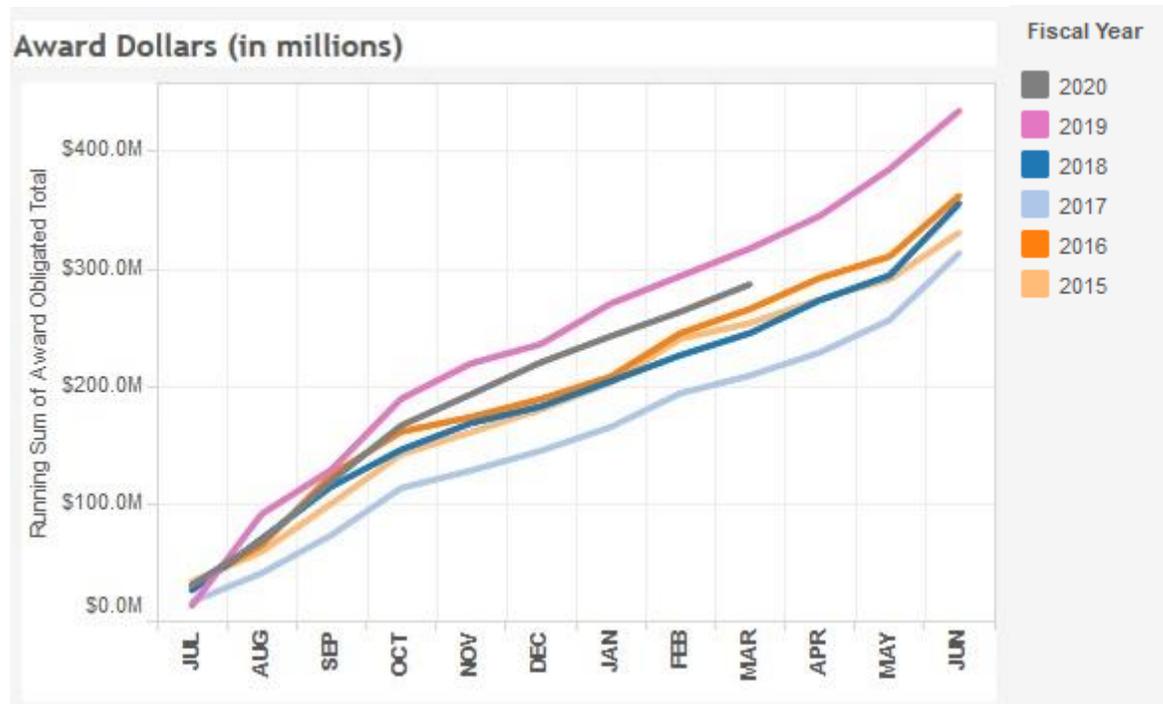


Figure 1. Award Trends, Chart: IN, Responsibility Center: MEDICINE. Research Administration Dashboards, IU Decision Support.

At the same time, the NCES IPEDS data for the IUPUI campus—the source of CCIHE’s count of tenured and tenure-track faculty—is inclusive of IU School of Medicine faculty. In 2018 CCIHE recorded 2,044 faculty for the IUPUI campus. For that same year, IUPUI Institutional Research and Decision Support shows a faculty count of more than 600 for the School of Medicine. This mismatch between the IPEDS and the NSF R&D data greatly reduces IUPUI’s R&D expenditures per faculty member which lowers IUPUI’s competitive ranking.

In 2018, the NSF recorded over \$60 million in R&D Expenditures for the IUPUI campus (not including the School of Medicine). Although this is better than many R2 “High Research Activity” institutions, it is not sufficient to be classified as an R1. In fact, when compared to IUPUI’s Official (R1) Urban Peers, this level of R&D falls far short of the campus’s lowest ranked peer (see Table 1.).

	Carnegie Classification		Higher Education Research and Development Survey: Fiscal Year 2018 (NSF)	
	Basic Classification	Student Pop. (2017)	Rank (n=646)	All R&D Expenditures (dollars in thousand)
IUPUI	R2	29,791	184	60,501
IUB	R1	43,701	44	566,907
<b>Official Urban Peers</b>				
University at Buffalo - SUNY	R1	30,648	61	410,220
Temple University	R1	39,967	85	276,011
University of South Florida (Main campus)	R1	43,540	43	581,561
Virginia Commonwealth University	R1	30,675	95	246,190
University of Illinois-Chicago	R1	30,539	69	361,690
University of Alabama-Birmingham	R1	20,902	42	588,207
University of Utah	R1	32,800	45	552,306
University of Louisville	R1	21,402	125	176,655
University of Colorado-Denver	R1	24,839	49	525,531
University of New Mexico (Main campus)	R1	26,221	94	251,322
Wayne State University	R1	27,604	99	238,859

*Table 1. R&D Expenditures, IUPUI, IUB, and IUPUI's Official Urban Peers (2018)*

To compete with this list of R1 peers, IUPUI would have to greatly increase its pursuit of external funding. There are many factors on the IUPUI campus that would have to change to support an effort of this magnitude.

Currently, the OVCR receives about 8% of the 20% of the indirect costs recovered by schools. Much of these funds are devoted to programs supporting faculty success in seeking external funding. The OVCR has observed a significant return on investment for internal funding and has done much to invest in the success of junior faculty. Researchers in all schools should leverage OVCR's success in supporting faculty advancement. With the support of IUPUI's offices of Research Administration and the Vice Chancellor of Research, faculty from a wide range of disciplines can pursue grants to support research to the benefit of the campus, the community, and individual careers. IUPUI's research support offices are key assets in the campus's current and future efforts to increase R&D expenditures, support faculty research profiles, and streamline proposal development.

If IUPUI intends to prepare its researchers and its research infrastructure for a future R1 Carnegie Classification, the following factors would need to be considered:

- Reassignment of School of Medicine faculty Research & Development to IUPUI (where its faculty are assigned) for the purposes of the Carnegie Classification
- Continued support for aggressive external funding strategies for IUPUI researchers
- Expansion of existing research and proposal development

### Library Affairs Report

Determining R1 classification criteria for University Library is not a straight forward application of Carnegie criteria. In part, this is because the Carnegie Classification does not utilize data related to university libraries as part of its classification efforts. As such, the committee instead utilized IPEDS data to compare common factors across libraries: total expenditures; expenditures per student average; expenditures per tenure or tenure-track faculty expenditure; materials and service budget expenditures; and salaries and wages expenditures.

At the outset, a challenge of assessing IUPUI University Library in relation to its peers is the fact that IPEDS data used in benchmarking shows library statistics in aggregate for all campus libraries including professional schools such as medicine. As such, it is difficult to break out statistics of university libraries less their professional schools. This issue is compounded by the fact that at IUPUI the campus’s professional school libraries (most notably, for its size, the School of Medicine’s Ruth Lilly Medical Library) have separate budgets, collections, and employment profiles. These professional school libraries are accountable to the deans of the schools of Medicine, Law, and Dentistry. Nonetheless, faculty and students from any IUPUI school have access to all subscription resources and print materials from all libraries.

Amongst peers (13 total institutions), IUPUI ranks in bottom third of Total Expenditures (11), \$/Student (10), \$/Tenure or Tenure Track Faculty (11), Materials and Services (12), and Salaries and Wages (9).

	Total Library Expenditures	\$/Student	\$/Tenure or Tenure Track Faculty	Materials & Services	Salaries & Wages
IUPUI	\$16,940,446	\$673	\$14,442	\$6,774,817	\$6,389,211
Peer Mean	\$20,080,963	\$805	\$18,794	\$9,415,682	\$7,675,550
Peer Median	\$19,137,116	\$795	\$19,950	\$10,367,675	\$7,645,675

Figure 2. Library expenditures compared to peers.

IUPUI falls in the bottom third of their peers for spending in several categories including Total Library Expenses. The average spending per student and per tenure/tenure track faculty is higher for peers. Over the past 5 years, total library spending has remained flat (total expenditures) or has decreased (total materials and services, total salaries and wages). Public

R1 institutions' average total library expenditure is +\$8.7MM higher than the total library expenditure at IUPUI.

Currently 86% of IUPUI's materials and services expenditure is for subscription resources, in line with peers, but much higher than Public R1 & Aspirational Peers, reflective of the scholarly communication crisis resulting in maintaining access with average subscription annual price increases of 6% with a nearly flat budget.

The budgetary issues for IUPUI University Library are driven by the rising costs of subscriptions coupled with the needs to meet cost of living and other salary needs. The IFC Task Force on Library Procurement Strategies noted in 2018 that, "the current funding mechanism is a steady-state assessment (overall, steady-state) distributed among schools based on headcounts of faculty, graduate students, and undergraduates. This formula has been in existence for many years, but may not fit the current or aspirational activities that the University Library supports. The Task Force asks faculty governance (Budgetary Affairs, Research Affairs, Campus Planning Committee) and administration (Resource Planning Council, Office of the Vice Chancellor of Research) to consider alternatives, such as relationship to ICR funding." We reemphasize these findings and suggest that discussion ensue around matching University Library funding to the aspirational R1 status. While we recognize that a complete reconfiguration of the funding model is unlikely, we do believe that incremental steps should be identified to raise IUPUI's ranking among its library peers.

If IUPUI intends to prepare its researchers and its Library infrastructure for a future R1 Carnegie Classification, the following factors would need to be considered:

- Re-considering the campus funding formula to increase Library support
- Development of a more aggressive fundraising campaign to support additional Library facility renovations
- Consideration of the relationship between Indirect Cost Recovery dollars and the Library which provides a core service for all research.

### **Concluding Summary**

If IUPUI is to be an R1 in the future, the university system will need to support that goal. In specific, the School of Medicine's faculty count, R&D, and PhD degrees will need to be attributed to the IUPUI campus. At the same time, if the libraries are to effectively serve an R1 institution, they will need increases in their budgets. The campus should continue to pursue local efforts to foster a strong research environment. We encourage a campus-wide solicitation of faculty feedback regarding perceived research support including an anonymous survey related to departmental, school, and campus support structures and funding. While some of this may have been generated as part of the review of Interim Vice Chancellor for Research and Graduation Education, Janice Blum, there is a need for a dedicated survey to understand where faculty articulate a need for greater support.

Some additional things to consider include: increasing the availability of internal awards and pilot funding, increasing the communication and outreach about existing funding mechanisms, and increasing OVCR's available support for proposal development. Libraries are also key to supporting researchers--with or without a move to R1 status, IUPUI's libraries are comparatively under-funded—as IUPUI's research capacity increases it will need to consider how to staff and fund libraries to support greater demand for resources and services.

IFC Library Affairs Committee

2019-2020

AGENDA

September 6, 2019

Location: 2115J University Library

Committee Members (Attending)

Andrews, Angela (Business)

Berbari, Nicolas (Science)

Donahue, Kim (Business) (Ex-Officio)

Guiliano, Jennifer (Liberal Arts) (Chair)

Mahoney, Jennifer (Liberal Arts)

Palmer, Kristi (University Library) (Ex-Officio)

Polley, Ted (University Library)

Rodd, Zachary (Medicine)

Vanandel, Nicole May (Informatics)

Committee Members (Not Attending)

Ralston, Rick (Medicine Library)

Tejada, Juan (Medicine)

**AGENDA ITEMS**

**1. Introductions**

**2. Review of Charge:** This committee shall review and advise the Council on policies and resources of the IUPUI University Library. It shall also consider issues that might affect the quality of the campus libraries. This committee may serve as a forum for the discussion of existing or proposed policies and for the critique of planning and budgetary proposals (Bylaw III.B.9).

**3. Updates from the Library**

See Supplemental Handout from Dean Kristi Palmer:

<https://iu.box.com/s/lpy19vu3ny7gqi9lwlwtcx8135k2hw5>

**4. Review of Assigned Tasks and their status:**

Addition of doctoral thesis info on transcripts

Referred to Margie Ferguson (Senior Associate Vice Chancellor for Academic Affairs) for action; update anticipated 9/2019

Monitor open access policy and its implementation

Request to Jere O'Dell (Open Access Liaison for University Library) to provide update

Follow up on any changes made to books on demand and UL website from the Library affairs user testing meeting

Request sent to Gary Maixner (Website/User Experience for University Library) to provide update

Collaborate with IFC research affairs in supporting faculty research needs for R1 classification

Initial meeting held September 3, 2019 with Jere O'Dell (chair, IFC Research Affairs Committee) and Tina Baich (Associate Dean for Collections University Library). O'Dell and Baich are consulting with their colleagues about establishing a set of research-based metrics specific to the Library that can be used by this committee to understand what constitutes an R1 Very High Research Activity classification.

Initial meeting held September 3, 2019 with Jere O'Dell (chair, IFC Research Affairs Committee) to discuss how changes in the Research Office at IUPUI will impact the Library including inquiry about how campus indirect cost recovery might be used to fund Library research support

Additional Items to be developed:

- Library Town Hall(s)
  - What topics might be covered? How might we get faculty buy-in to attend?
    - Open Access (overview of process & its utility for faculty)
    - Books On Demand (orientation & overview time hasn't changed)
    - R1 designation
- advocate for inclusion of alt-metrics in annual reviews, promotions, and tenure
  - What does advocacy for alt-metrics look like? Publication of alt-metrics rationale? Publication of alt-metrics cases?
    - Teaching professor (what do they need?)
- support training for chairs and associate deans on evolving nature of the scholarly record via workshop
  - What role should faculty have in training for chairs and deans? Do we work with the new-ish Office of Academic Affairs orientations that are being developed?
    - OAA is happy for Library to lead
- support/develop a documenting your scholarly output workshop with UL and Faculty Affairs
  - What role should faculty have in providing examples of scholarly output for use in workshops? Should we invest in creating workshops for new faculty and graduate students to develop their scholarly output documentation?
    - IUPUI membership in Orcid
- review and develop/expand the promotion and tenure service offered by UL
  - Currently most promotion and tenure support is through one-on-one consultations related to alt-metrics or open access scholarship. How can faculty contribute to a library service that scales to more faculty?
    - Rachel Applegate has incorporated UL into workshops
    - Teaching Professor workshop---CTL meeting re: SOTL

Any New Business?

Pre-Print repositories (explain what they are, how do we contribute to them, logic/rationale of use)

Adjournment: 10:10 am

Next Meeting: October 18, 2019, 9-11 am, 2115G University Library

## IFC Library Affairs Committee

2019-2020

### AGENDA

October 18, 2019

Location: 2115G University Library

#### Committee Members (Attending)

Berbari, Nicolas (Science)  
Donahue, Kim (Business) (Ex-Officio)  
Guiliano, Jennifer (Liberal Arts) (Chair)  
Palmer, Kristi (University Library) (Ex-Officio)  
Ralston, Rick (Medicine Library)  
Andrews, Angela (Business)

#### Committee Members (Not Attending)

Polley, Ted (University Library)  
Rodd, Zachary (Medicine)  
Tejada, Juan (Medicine)  
Vanandel, Nicole May (Informatics)

### AGENDA ITEMS

#### 1. Introductions

#### 2. Updates from the Library

Hand out on open access business fund

Strategic planning exercise finished in December

Posted Associate Dean for Communication and Technology position as internal IUPUI faculty search: focused on campus and public messaging and technology units: client support team (public facing and users) and operations (development). Plan is to reassign both units to new position in organizational chart. Review to reduce redundancy of work and reassign to web development and design if possible. Coordinate all library units to a strategy.

#### 3. Brainstorming: Community Conversation

- What topics might be covered? How might we get faculty buy-in to attend?

Open Access (overview of process & its utility for faculty)

Books On Demand (orientation & overview time hasn't changed)

R1 designation

Resources available to students through Faculty: How can the library help your students and classes? (data analytics; divide by undergraduate and graduate)---maybe lightning presentations by faculty on how they've used faculty work

Dossier prep community conversation: invitation to everyone who files for rank

how do we choose what we teach with? OER/UITs e-texts/Press Books & Bursar paying for textbooks; e-reserve materials from faculty can be deposited.

Strategies: food, timing during semester, be explicit on what faculty get to take with them—hands on opportunities; individual emails—where does IUPUI communications fit into advertising? Zoom component with recordings.

Basics of library: purchasing, supporting, financial model, what is the definition of use?

#### **4. Discussion: Training of Chairs and Deans**

- What role should faculty have in training for chairs and deans? Do we work with the new-ish Office of Academic Affairs orientations that are being developed?

Alt-metrics, writing letters for dossiers

? Of how to communicate with chairs and deans when something is coming out of the library. Tailored to specific dept.

Basics of library: purchasing, supporting, financial model, what is the definition of use?

#### **5. Discussion: Scholarly Output**

- What role should faculty have in providing examples of scholarly output for use in workshops? Should we invest in creating workshops for new faculty and graduate students to develop their scholarly output documentation?

Campus conversations on topic of scholarly output

Deposit dossier in scholar works after T&P process has ended

Memo to grad school to include Library in bootcamp: Graduate orientation bootcamp: making them aware of what's possible.---show and tell

Any New Business?

Adjournment:

Next Meeting: December 13, 9-11 am, 2115G University Library

IFC Library Affairs Committee

2019-2020

AGENDA

December 13, 2019

9-10:45 am

Location: 2115J University Library

Committee Members (Attending)

Andrews, Angela (Business)  
Berbari, Nicolas (Science)  
Donahue, Kim (Business) (Ex-Officio)  
Guiliano, Jennifer (Liberal Arts) (Chair)  
Mahoney, Jennifer (Liberal Arts)  
Polley, Ted (University Library)  
Ralston, Rick (Medicine Library)  
Rodd, Zachary (Medicine)  
Palmer, Kristi (University Library) (Ex-Officio)  
Guest: Tina Baich (University Library)  
Guest: Jere O'Dell (University Library)

Committee Members (not attending)

Tejada, Juan (Medicine)  
Vanandel, Nicole May (Informatics)

**AGENDA ITEMS**

**1. Introductions**

**2. Updates from the Library: Dean Kristi Palmer, University Library**

Library Strategic Plan completed

Pro Forma budgeting process is being completed

**3. Open Access Update: Jere Odell, University Library**

See slides: <https://iu.box.com/s/nswtkogf23qg52jba2qal7efjfexs3e2>

**4. Report on Library Benchmarks for Research 1 Classification: Tina Baich, University Library**

See slides: <https://iu.box.com/s/jrnq3qli0p0628ljroxsadovgxn5w32f>

Adjournment: 10:15 am

Next Meeting: TBA



IFC Library Affairs Committee

2019-2020

AGENDA

February 6, 2020

10:30 am- Noon

Location: 2115E University Library

Zoom Info: <https://iu.zoom.us/j/5383778881>

Meeting ID: 538 377 8881

One tap mobile

+16465588656,,5383778881# US

+16699006833,,5383778881# US

Meeting ID: 538 377 8881

IU videoconferencing equipment: 26 538 377 8881

Committee Members (Attending)

Andrews, Angela (Business)

Rodd, Zachary (Medicine)

Donahue, Kim (Business) (Ex-Officio)

Guiliano, Jennifer (Liberal Arts) (Chair)

Mahoney, Jennifer (Liberal Arts)

Polley, Ted (University Library)

Ralston, Rick (Medicine Library)

Palmer, Kristi (University Library) (Ex-Officio)

Vanandel, Nicole May (Informatics)

Committee Members (not attending)

Berbari, Nicolas (Science)

Tejada, Juan (Medicine)

**AGENDA ITEMS**

**1. Introductions**

**2. Updates from the Library: Dean Kristi Palmer, University Library**

Presentation to Board of Trustees

Books on Demand: estimated cost ~\$28,000 spent instead of 2.8 million

Average article on demand delivery time: 7.5 hours

Joined Open Textbook Network

Open Education Resource Award call announcement has been announced for 2019-2020

Proposed/Budgeting Conference in 2 weeks; 5 yr projection based on 1% salary increase with 0.5% in following four years: impact of projection is not breaking even without using Simon Foundation monies. Part of budget issue is seniority/promotion of librarians.

Different funding model/factor driver: related to research dollars

### **3. Update on Library Interface: Gary Maixner, University Library**

**Need to reschedule**

### **4. Overview of Promotion, Tenure, and Faculty Advancement Workshops:**

<https://iu.box.com/s/i2avcioht15zf9f3vr76x7135diu5rvt>

Public Scholarship: Is there a workshop for documenting public scholarship?

Workshop on writing letters of support for Tenure and Promotion workshop

Suggestion to do hands on sessions for academic affairs and/or tutorials

Next Meeting: March 23, 9 am.

# IFC Library Affairs & Research Affairs Committee

2019-2020

JOINT AGENDA

March 23, 2020

9-10:45 am

**Location: ZOOM ONLY**

**Join from computer or mobile:**

<https://iu.zoom.us/j/151593657>

Meeting ID: 151 593 657

One tap mobile

+16465588656,,151593657# US

+16699006833,,151593657# US

Dial by your location

+1 646 558 8656 US

+1 669 900 6833 US

Meeting ID: 151 593 657

IU videoconferencing equipment: 26 151 593 657

## **Library Affairs Committee Members**

	Attending	Not Attending
Andrews, Angela (Business)		
Berbari, Nicolas (Science)	Yes	
Donahue, Kim (Business) (Ex-Officio)	Yes	

Guiliano, Jennifer (Liberal Arts) (Chair)	Yes
Mahoney, Jennifer (Liberal Arts)	Yes
Polley, Ted (University Library)	
Ralston, Rick (Medicine Library)	Yes
Rodd, Zachary (Medicine)	
Palmer, Kristi (University Library) (Ex-Officio)	Yes
Tejada, Juan (Medicine)	Yes
Vanandel, Nicole May (Informatics)	Yes

<b>Research Affairs Committee Members</b>		
	Attending	Not Attending
Bhatwadekar, Ashay (Medicine)	Yes	
Blum, Janice (Interim Vice Chancellor for Research) (Administrative Liaison)		NA
Chu, Tien-Men (Gabe) (Dentistry)	Yes	
Coggan, Andrew (Health & Human Sciences)	Yes	
Cohee, Andrea (Nursing)	Yes	
Ellsworth, Susannah (Medicine)		NA
Foster, Erin (Medicine Library)	Yes	
Goff, Philip (Liberal Arts)	Yes	
Guiliano, Jennifer (Liberal Arts)	Yes	
Han, Jiali (Public Health)		
Lapish, Christopher (Science)	Yes	
Mendonca, Marc (Medicine) (Executive Committee Liaison)	Yes	
Na, Sungsoo (Engineering and Technology)		
Odell, Jere (University Library) (Chair)	Yes	
Osili, Una (Philanthropy)		
Picard, Christine (Science)	Yes	

Pike, Caitlin (University Library)	Yes	
Tanaka, Hiromi (Medicine)		
Yan, Jingwen (Informatics and Computing)	Yes	
Zhu, Likun (Engineering and Technology)		

<b>Guests</b>		
	Attending	Not Attending
Baich, Tina (University Library)	Yes	
Gahimer, Alicia (OVCR)	Yes	
Macy, Katharine (University Library)	Yes	
Ward, Etta (OVCR)	Yes	

## **Agenda**

1. Sound check. (Zoom meeting will be recorded for notes.) (3 minutes)
  
2. Review of Charge from IFC Executive Council (3-5 minutes) - The IFC Executive Committee asked our committees to jointly address this topic:  
  
R1 status at IUPUI: what are the factors in the campus libraries and the campus research ecosystem that would need to be addressed for IUPUI to be classified as an R1? With this in mind, how do we compare to our peers?
  
3. Library Affairs Committee – Report: Library Benchmarks for Research 1 Classification (Guests: Tina Baich, Katharine Macy, University Library) (15 minutes). Questions (5 minutes)
  
4. Research Affairs Committee – Report: R&D and Research Support Benchmarks for R1 Classification (Guests: Etta Ward, Alicia Gahimer, OVCR) (15 minutes). Questions (5 minutes)
  
5. Discussion (20 minutes): What issues/statements would we like to make in a joint report to the IFC Executive Committee?
  
6. Next Steps? (10 minutes)

IFC Library Affairs Committee

2019-2020

AGENDA

April 9, 2020

Time: 3-4:30 pm

Location: 2115E University Library

Zoom Info: <https://iu.zoom.us/j/5383778881>

Meeting ID: 538 377 8881

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+16699006833,,5383778881# US

Meeting ID: 538 377 8881

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Committee Members (not attending)

Tejada, Juan (Medicine)

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Ralston, Rick (Medicine Library)

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Guiliano, Jennifer (Liberal Arts) (Chair)

Mahoney, Jennifer (Liberal Arts)

Polley, Ted (University Library)

Palmer, Kristi (University Library) (Ex-Officio)

Vanandel, Nicole May (Informatics)

Maixner, Gary (guest; University Library)

**AGENDA ITEMS**

**1. Introductions**

**2. Updates from the Library: Dean Kristi Palmer, University Library**

Virtual services going strong with phones rolling to personal lines

Added chat hours

On demand service has increased usage

Distinction between on time resources from vendors versus open access is being emphasized

Student employees are paid/working remotely where possible until end of spring semester

Loan of technology is underway to ensure access

Budget is anticipated as a reduction

### **3. Update on Library Interface: Gary Maixner, University Library**

<http://ulib.iupui.edu/webredesign/home><sup>[P]</sup><sub>[SEP]</sub>

Timeline: finish data gathering april 22; mockup built this summer with closed alpha access; soft launch in fall 2020 with user testing and scenario based testing; final launch spring 2021

Current staff working from home are applying new style guides to existing content

# IUPUI Workshops related to Tenure and Promotion or Faculty Advancement

- Make Your Work Count Series to support faculty advancement ..... 2
  - Own a Profile (45 minutes) ..... 2
  - Share Freely (45 minutes) ..... 2
  - Gather Evidence (45 minutes) ..... 2
  - Make Your Case (45 minutes) ..... 2
- Choosing a journal? Think. Check. Submit. (60 minutes) ..... 2
- Dossier Prep ..... 3
- Promotion to Full ..... 3
- Promotion or Tenure on Balanced Case ..... 3
- Promotion in Clinical Ranks (except Medicine) ..... 3
- Promotion in Lecturer Ranks ..... 4
- Promotion for Women ..... 4
- Excellence In (Research; Teaching) ..... 4
- Third Year and Tenure Reviews: A Workshop for Chairs and Deans ..... 4
- Administrators Update on P&T Processes ..... 4
- Revising Promotion and Tenure Standards ..... 5

## Make Your Work Count Series to support faculty advancement

Description: This series is designed to help faculty increase the impact of their work. It can be offered as two 90-minute sessions or 4 45-minute sessions.

Audience: Faculty of all ranks at IUPUI

Instructors: Heather Coates, Jere Odell, Caitlin Pike, University Libraries

### Own a Profile (45 minutes)

Description: In this workshop, we will introduce simple strategies for creating your online identity by developing a profile. An online profile with the right information increases the visibility of your work in search results and helps you to find collaborators, promote your work, and track your impact. We will provide examples and support to help you build and maintain your profile in Google Scholar and ORCID.

### Share Freely (45 minutes)

Description: Once you have created an online profile, the next step is to share your work and connect it to your profile. This will make it easier for others to find your work and can help you claim your area of expertise. This session will help you choose the tools that are right for your work. We will demonstrate how these tools work with online profiles and enable tracking of metrics for how people engage with and use your scholarly products.

### Gather Evidence (45 minutes)

Description: Faculty must provide strong evidence of impact in order to achieve promotion and tenure. Having strong evidence in year 5 is made easier by proactively disseminating your work from the start. In this hands-on workshop, we will introduce key sources of evidence to support your case, demonstrate strategies for gathering this evidence, and provide a variety of examples. These sources include citation metrics, item-level metrics, and altmetrics as indicators of impact to support your narrative of excellence.

### Make Your Case (45 minutes)

Description: This session will help you understand how to choose and present research metrics effectively and responsibly. We will discuss the limitations and strengths of various metrics and the importance of using a range of evidence. We will also present some options for visualizing evidence in a clear and effective way that supports your case for promotion and/or tenure.

### Choosing a journal? Think. Check. Submit. (60 minutes)

Description: Learn about your options for open access publishing and factors to consider when selecting an article for your journal for your next article.

Audience: Faculty, staff, or graduate students

Instructor: Jere Odell, University Libraries

## Dossier Prep

Description: The Dossier Preparation Workshop is designed to provide information to promotion and tenure candidates, enabling attendees to become acquainted with the dossier preparation requirements of IUPUI. Specific details of dossier organization and required content will be discussed.

Audience: Faculty of all ranks at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Promotion to Full

Description: This program will review the criteria, expectations, and evidence necessary to achieve promotion to full professor. In addition, effective methods to demonstrate excellence in the selected area of endeavor and the impact of academic work will be discussed.

Audience: Faculty of Associate Rank at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Promotion or Tenure on Balanced Case

Description: This program will explore decisions and documentation for success in promotion or tenure on a balanced case.

Audience: Faculty of Assistant Rank at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Promotion in Clinical Ranks (except Medicine)

Description: Clinical rank faculty can pursue promotion on the basis of excellence in service or teaching. This workshop will cover how to decide between service and teaching, campus standards, and how to communicate clinical work in schools where the majority of faculty are tenure-track or lecturer.

Audience: Faculty of Clinical Rank at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Promotion in Lecturer Ranks

Description: Lecturer faculty pursue promotion on the basis of excellence in teaching. This workshop will cover key campus criteria for excellence, tips for documentation, and planning steps in the process of applying for promotion.

Audience: Faculty of Lecturer Rank at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Promotion for Women

Description: This workshop will involve discussions and brainstorming about barriers to promotion and key resources for applying for promotion that are particularly important for women. It includes promotion to any rank, in any classification.

Audience: Faculty at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Excellence In (Research; Teaching)

Description: This workshop is designed for faculty with specific area of excellence

Audience: Faculty at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Third Year and Tenure Reviews: A Workshop for Chairs and Deans

Description: This workshop is designed for associate deans for faculty affairs as well as chairs and assistant chairs involved in faculty evaluation. Margie Ferguson and Rachel Applegate will provide an overview of the chair and dean roles in both the third year reviews and tenure reviews. This will include key tips for guiding candidates to prepare effective materials, coaching candidates to respond to third year reviews, and writing their own assessments.

Audience: Chairs and Deans at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Administrators Update on P&T Processes

Description: The program will include: Outcomes from the 2018-2019 P&T cycle; Lessons from successful and failed cases; Guideline changes; Dossier content guides; Responsibilities of administrators and chairs

Audience: Administrators at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

## Revising Promotion and Tenure Standards

Description: This workshop is designed for school- and department-level committees which are considering revisions to their P&T standards for both tenure-track and non-tenure-track faculty. Some recent university and campus developments involve: clarifying non-tenure-track and tenure-track standards; strengthening definitions of teaching excellence; solidifying understandings of what “satisfactory,” “highly satisfactory,” and balanced case mean; considering faculty types such as clinical that may be new to a unit; and encouraging promotion to full for both non-tenure-track and tenure-track faculty.

Audience: School- and department-level committees at IUPUI

Instructors: Rachel Applegate, Office of Academic Affairs

September 6, 2019

## IUPUI University Library Draft Strategic Priority Themes

- **Diversity, Equity, and Inclusion**
  - hiring, retaining, and promoting staff of color
  - student employment
  - our collections
  - diversity plan
  - how we teach in the classroom
  - interactions with each other
  - representation in meetings, committees, and working groups
  - hiring process
  - spaces we provide
  - accessibility physically and digitally
- **Scholarly Communications/Open**
  - How is ILL connected
  - digitization projects
  - open: can't always make things all the way open, but we make them as open as possible?
  - mechanism to get to a place, not necessarily the goal
  - open is the tool --> Open in order to support student success, for example
  - includes: OER, digitization, schol coms, etc.
  - Open, data informed decision making, DEI permeates all of our goals
  - ScholarWorks
- **Resources and Collections**
  - Not just things we own, but document delivery, purchase on demand
  - unique collections and resources
  - things used for research and teaching
  - Things, not people or funding
- **Data informed decision making**
  - refers to assessment of ourselves and how we are accomplishing these goals
  - collecting data, focus groups
  - research agenda connect
  - connected to Learning Organization, but focuses on accountability and transparency
- **Organizational Development/Employee Learning and Development**
  - org development
  - training
  - culture development
  - employee engagement and recognition
  - org week
  - make this more about people
  - addressing the fear of automation within staff
- **Communications/Community/Outreach**
  - community engagement more than sharing of information
  - communication with all of our audiences
  - internal and external community
  - internal and external communications
- **Student Success**
  - teaching
  - space
  - OER
  - getting resources they need
  - student empowerment-> give students the tools they need to succeed

- include something about well-being
- student growth
- provide information in the statement that we don't mean graduation
- **Faculty Success**
  - Helping faculty succeed by gathering/providing/using evidence to strengthen their case - career advancement, promotion & tenure, funding, fellowships, etc.
  - Strategies to disseminate their work effectively
  - does that equal tenure by the same token?
  - resources/services in support of their scholarship and professional goals
  - ScholarWorks, DataWorks, Data Catalog
- **User experience/customer service**
  - space
  - digital experience
  - connection to resources
  - being a partner
- **Innovative technology**
  - not doing it for teaching/instruction
  - being intentional about Open in this area, avoid corporate enclosure
  - avoid buying systems that will take away our ownership of scholarship
  - sustainability of technology
  - tech infrastructure to make sure we are capable of these things as well
  - procedures (instant ILL and On Demand- novel use of procedures vs. innovative tech)

#### IUPUI Draft Values

- **Collaboration (Community engagement).** We value deeply connected work *with* our primary communities: IUPUI students, staff, faculty and library colleagues, the citizens of Indianapolis and Indiana, and our wider professional library colleagues. This work is symbiotic, side-by-side pursuit of a common goal that values and takes advantage of the strengths of all invested partners and results in impactful outcomes.
- **Innovation-** We value novel, useful, creative application of existing processes, theories, structures, skills, space and technology. We embrace calculated risks in pursuit of our communities' success, seeking insight from all outcomes. We are a hive for our communities' brainstorming.
- **Advancement of knowledge-**We value human curiosity and the useful application and open sharing of knowledge. We recognize the critical role libraries serve in the cycle of knowledge creation through our provision of access to it, expertise to locate and apply it, tools to make it meaningful, and platforms by which to share new knowledge openly.
- **Great service-** We value exemplar service to all our communities. Every Library employee recognizes their individual and collaborative role as supporting the success of our communities. We each strive daily to fulfill our service philosophy: [to be determined post strategic planning-work has already begun].
- **Student success-** We value current and future IUPUI students' pursuit of learning, high quality of life, and career goals by providing access to research, expertise, space, technology, and employment experiences necessary to attain these goals. We embrace our role in the successful recruitment, retention, and graduation of IUPUI students.
- **Diversity-**We value all human experience and acknowledge society's imbalance in this value. We are intentional in embracing diversity and eradicating human value disparity through our teaching endeavors, collections and information source provision, daily interactions with colleagues and communities served, hiring, retaining, training and professional development.
- **Equitable access-**We value all individual's pursuit and use of information. We participate in leading a global effort to eliminate barriers to any individual's ability to access information necessary to their success and well-being and their ability to use, apply, and share the knowledge gained from that information.

# IUPUI Open Access Policy: 5 Year Progress Report

Jere Odell

IUPUI University Library

December 13, 2019

# Overview

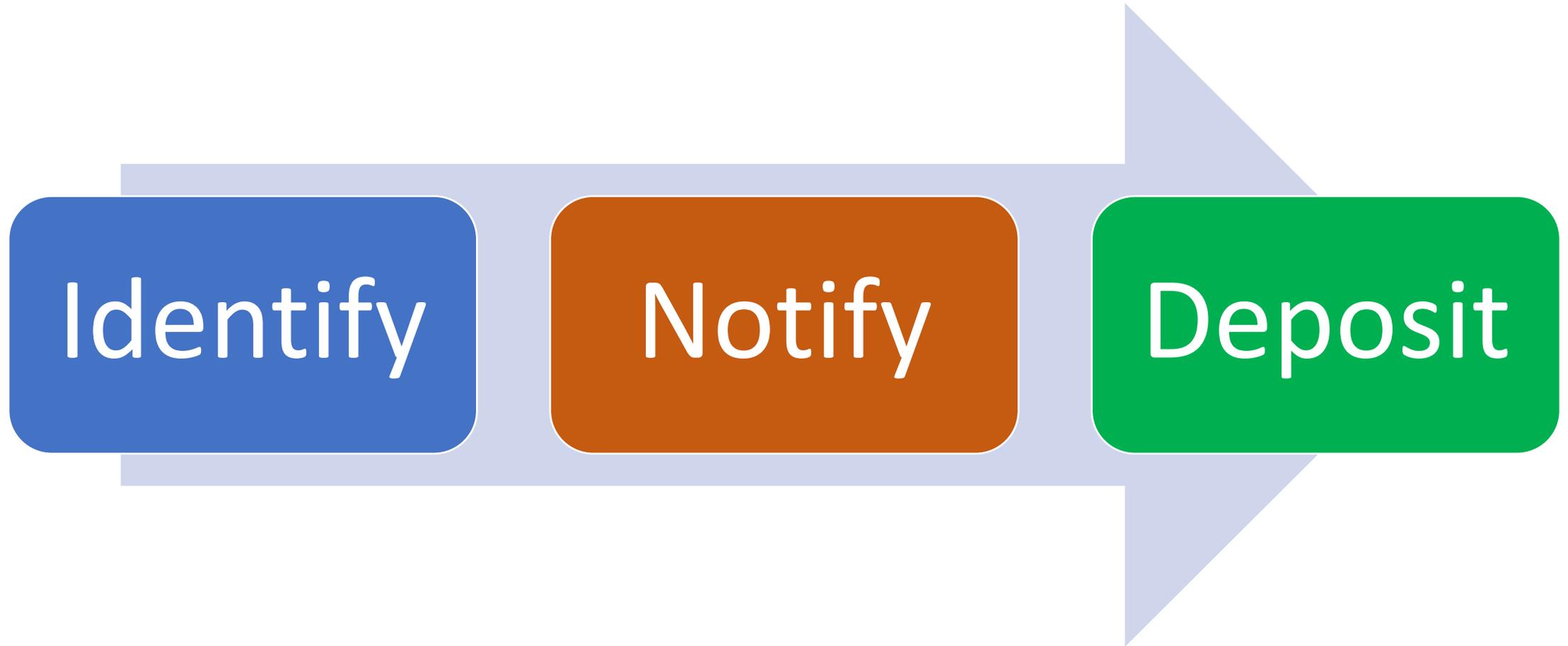
## The Basics

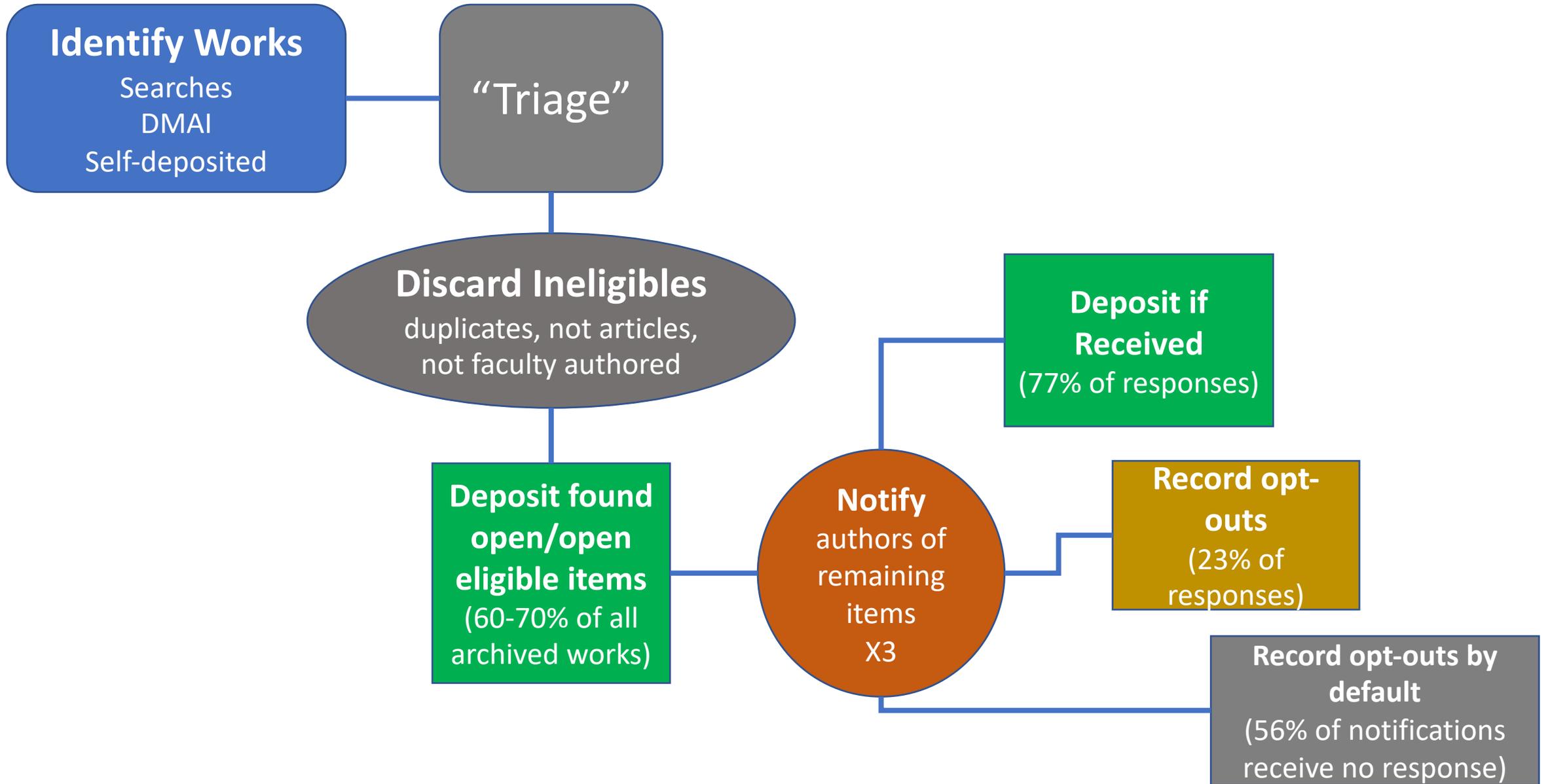
- Opt out, rights retention, Harvard-model open access policy for scholarly articles authored or coauthored by IUPUI faculty members
- “accepted manuscripts”
- Policy site: <https://openaccess.iupui.edu/>
- Collection of OA articles: <https://scholarworks.iupui.edu/handle/1805/3272>
- Policy report for 2018: <https://scholarworks.iupui.edu/handle/1805/20131>
- Five year anniversary, school-level reports: <https://scholarworks.iupui.edu/handle/1805/21210>

## Outcomes (2014-2019)

- More than 10,000 articles openly available in IUPUI ScholarWorks
- More than 1 million downloads from around the world
- More than 70% of articles authored at IUPUI are openly archived

# Policy Implementation Model



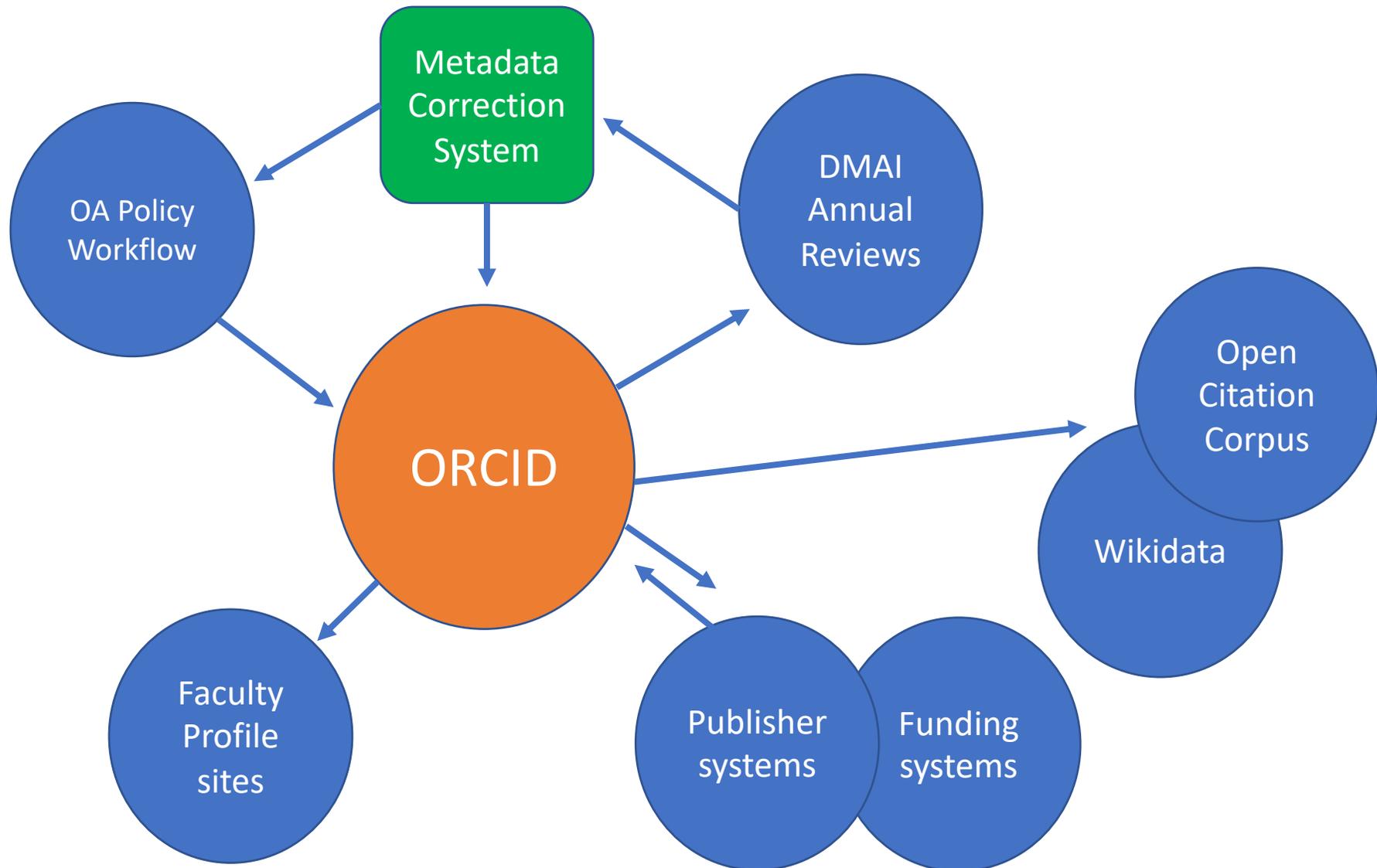


# What about DMAI?

In the 2018 annual review data (3391 eligible articles)

- 14 eligible articles opted out
- 328 eligible articles with files uploaded to DMAI
  - 156 uploaded unusable version for OA policy (e.g., publisher's PDF or issue's table of contents)
  - 148 uploaded an article (although usually the wrong version) that was already archived appropriately in ScholarWorks
  - 24 uploaded files that could be used for the OA policy

# What's next for the OA policy implementation?



# DISTINGUISH YOURSELF IN THREE EASY STEPS

ORCID provides a persistent digital identifier that distinguishes you from every other researcher and, through integration in key research workflows such as manuscript and grant submission, supports automated linkages between you and your professional activities ensuring that your work is recognized. [Find out more](#)

1

**REGISTER** Get your unique ORCID identifier [Register now!](#)  
Registration takes 30 seconds.

2

**ADD YOUR INFO** Enhance your ORCID record with your professional information and link to your other identifiers (such as Scopus or ResearcherID or LinkedIn).

3

**USE YOUR ORCID ID** Include your ORCID identifier on your Webpage, when you submit publications, apply for grants, and in any research workflow to ensure you get credit for your work.

<https://orcid.org/>



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## Importing Works to Activity Insight

Data entry tips for completing the faculty annual review.

Home

Importing Works from PubMed

Importing Works from Zotero

Importing Works from ORCID

<https://iupui.libguides.com/DMAI>

Jere Odell

[jdodell@iupui.edu](mailto:jdodell@iupui.edu)

# IUPUI Open Access Policy: 5 Year Progress Report

Jere Odell

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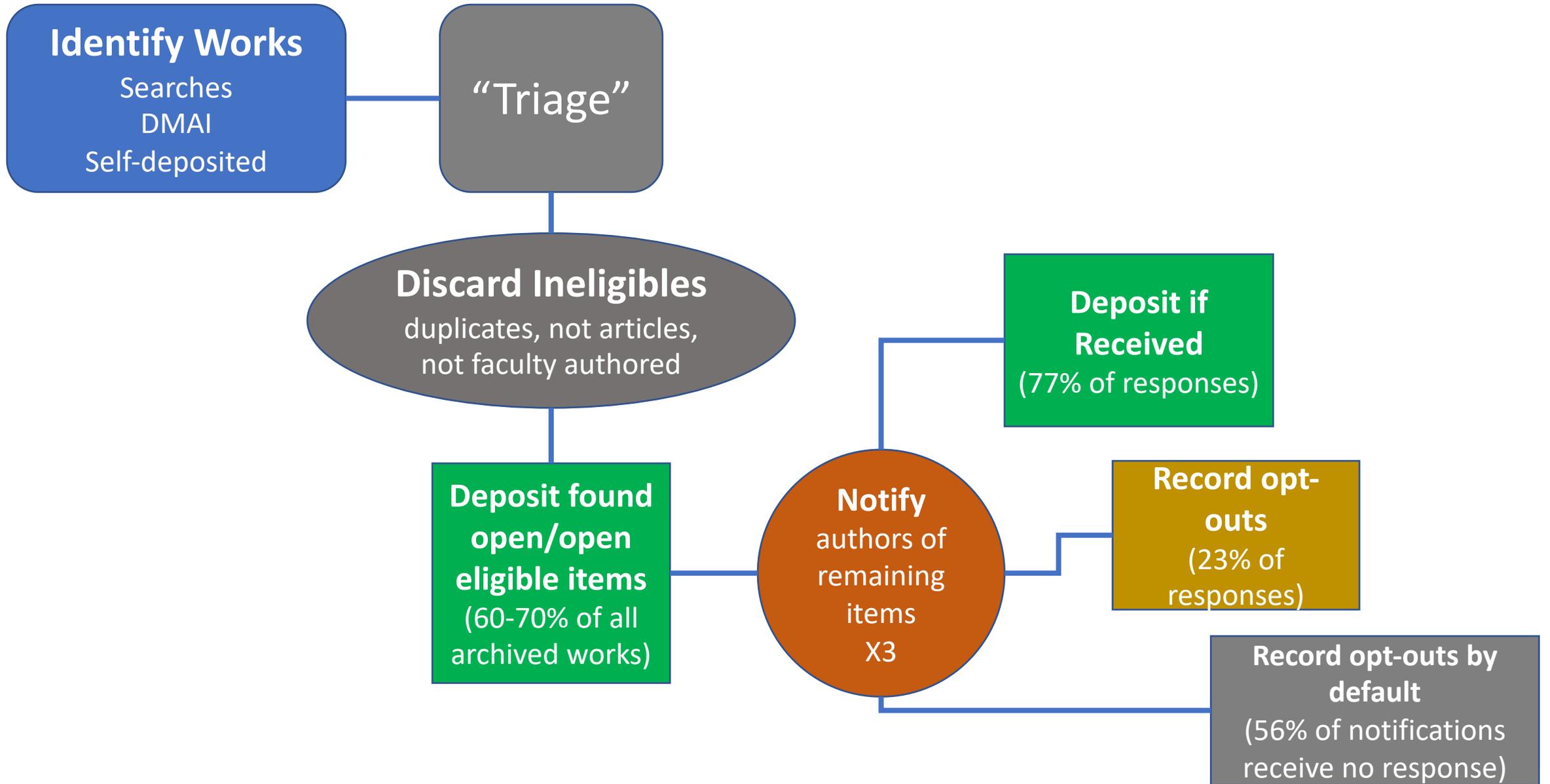
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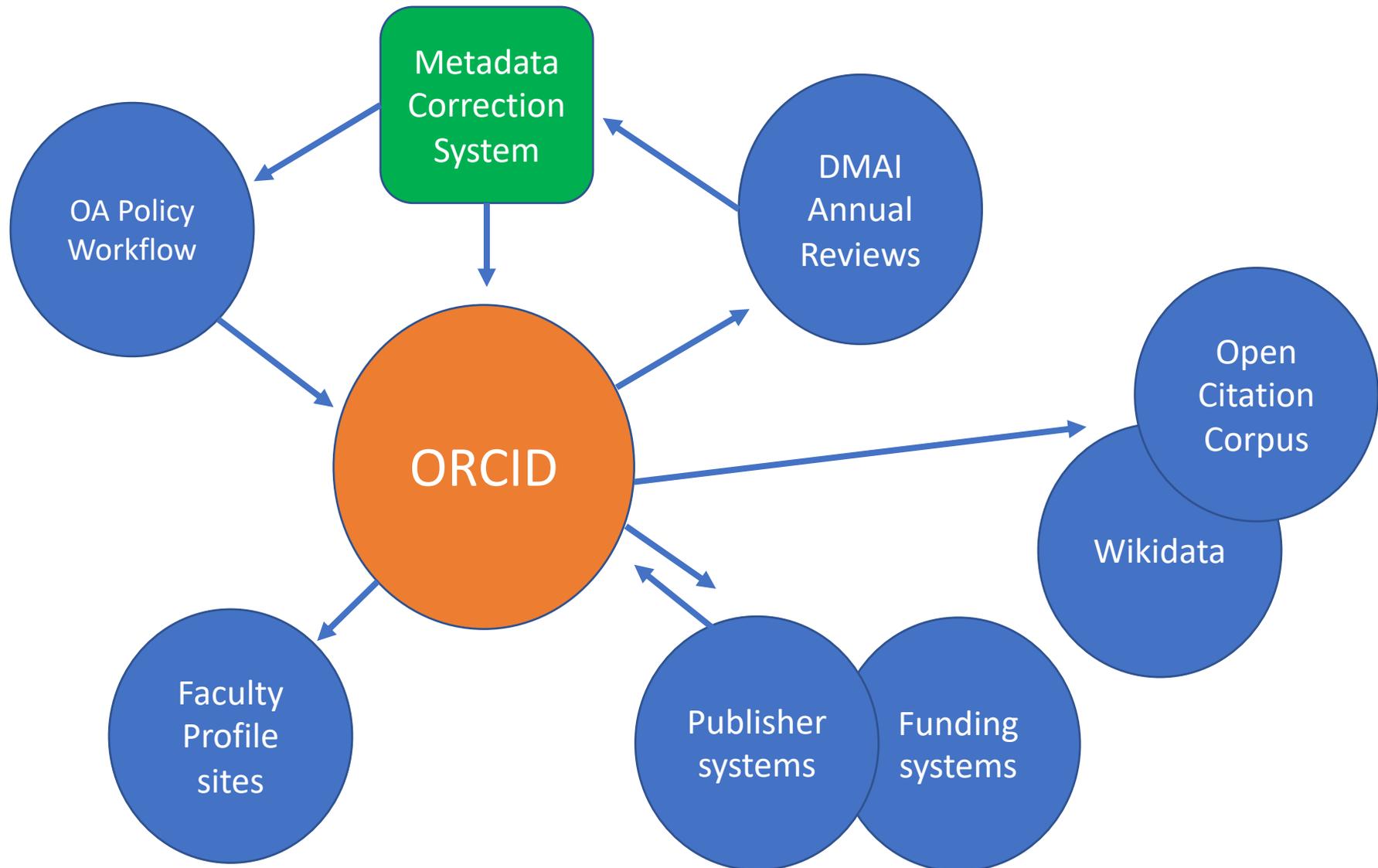


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Registration takes 30 seconds.

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3

**USE YOUR ORCID ID** Include your ORCID identifier on your Webpage, when you submit publications, apply for grants, and in any research workflow to ensure you get credit for your work.

<https://orcid.org/>



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Jere Odell

[jdodell@iupui.edu](mailto:jdodell@iupui.edu)



University Library

# Library Benchmarking Analysis

# Method

1. Source data: IPEDS (Integrated Postsecondary Education Data System)
2. Data includes all libraries including medicine, law, and dental.
3. Prepared by Katharine Macy, Collection Assessment Librarian.  
Questions? [macyk@iupui.edu](mailto:macyk@iupui.edu)



# Executive Summary

1. IUPUI falls in the bottom third of their peers for spending in several categories including Total Library Expenses.
2. The average spending per student and per tenure/tenure track faculty is higher for peers.
3. Over the past 5 years, total library spending has remained flat (total expenditures) or has decreased (total materials and services, total salaries and wages)
4. Public R1 institutions' average total library expenditure is +\$8.7MM higher than the total library expenditure at IUPUI.
5. Currently 86% of IUPUI's materials and services expenditure is for subscription resources, in line with peers, but much higher than Public R1 & Aspirational Peers, reflective of the scholarly communication crisis resulting in maintaining access with average subscription annual price increases of 6% with a nearly flat budget.



SECTION 1

# Peer Comparison

# Peer Rankings

Peer Rankings	2017 Total Expenditure	\$/Student	\$/Tenured or Tenure Track Faculty	2017 Materials & Services	2017 Salaries & Wages	2016 Est Outlay / Librarian Archivist Curator
UNM	1	1	1	2	2	11
Utah	2	4	4	8	1	12
Temple	3	8	3	4	4	9
VCU	4	5	2	1	6	5
Buffalo	5	7	7	6	3	1
Cincinnati	6	9	5	3	7	2
Wayne State	7	6	6	7	8	4
Louisville	8	2	8	5	10	13
UIL - Chicago	9	11	10	10	5	3
USF	10	13	9	9	11	10
<b>IUPUI</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>9</b>	<b>7</b>
UC - Denver	12	3	13	11	12	8
UAL - Birmingham	13	12	12	13	13	6

Source: IPEDS



# Peer Data

Peer Rankings	2017 Total Expenditure	\$/Student	\$/Tenured or Tenure Track Faculty	2017 Materials & Services	2017 Salaries & Wages	2016 Est Outlay / Librarian Archivist Curator
UNM	\$ 26,067,455	\$ 1,214	\$ 29,289	\$ 11,300,794	\$ 10,366,949	\$ 44,170
Utah	\$ 25,204,677	\$ 912	\$ 22,585	\$ 9,641,638	\$ 12,487,311	\$ 44,013
Temple	\$ 25,115,967	\$ 689	\$ 25,473	\$ 11,071,259	\$ 9,123,514	\$ 52,425
VCU	\$ 24,687,708	\$ 905	\$ 26,180	\$ 12,284,652	\$ 7,869,798	\$ 55,266
Buffalo	\$ 21,904,677	\$ 795	\$ 19,950	\$ 10,645,853	\$ 9,406,396	\$ 60,967
Cincinnati	\$ 21,361,085	\$ 678	\$ 21,171	\$ 11,268,057	\$ 7,645,675	\$ 59,866
Wayne State	\$ 19,137,116	\$ 883	\$ 20,847	\$ 10,367,266	\$ 7,184,762	\$ 58,791
Louisville	\$ 18,424,676	\$ 1,015	\$ 17,716	\$ 11,018,116	\$ 5,915,071	\$ 33,391
UIL - Chicago	\$ 18,244,718	\$ 660	\$ 14,619	\$ 7,726,849	\$ 8,278,640	\$ 59,162
USF	\$ 17,187,839	\$ 475	\$ 17,414	\$ 8,087,991	\$ 5,882,875	\$ 50,590
<b>IUPUI</b>	<b>\$ 16,940,446</b>	<b>\$ 673</b>	<b>\$ 14,442</b>	<b>\$ 6,774,817</b>	<b>\$ 6,389,211</b>	<b>\$ 54,841</b>
UC - Denver	\$ 16,064,915	\$ 918	\$ 6,691	\$ 7,127,557	\$ 5,620,706	\$ 54,281
UAL - Birmingham	\$ 10,711,244	\$ 650	\$ 7,946	\$ 5,089,020	\$ 3,611,236	\$ 55,067

IUPUI 2017 Salaries & Wages and Total Expenditures was corrected (originally reported to IPEDS as \$9,912,247 and \$20,463,482, an error)

Source: IPEDS



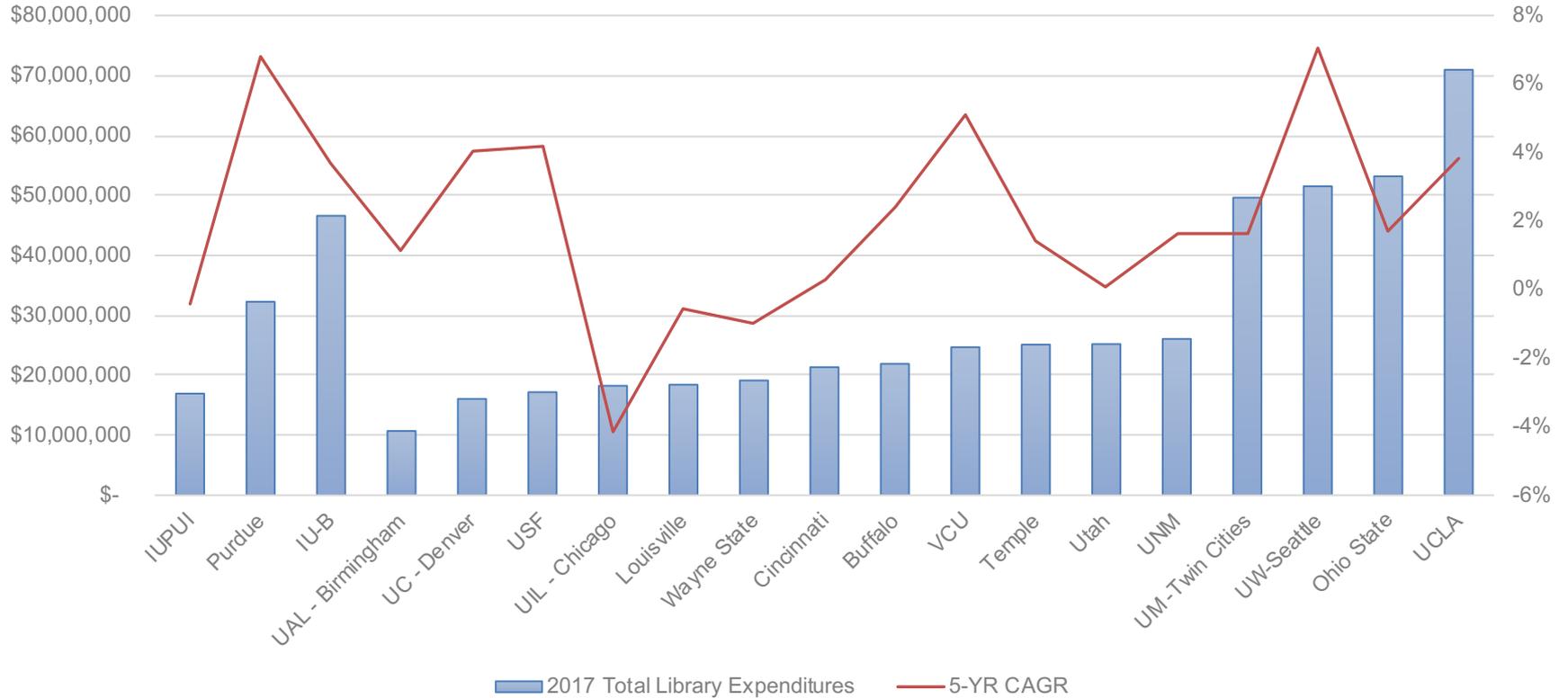
# Summary

1. Amongst peers (13 total institutions), IUPUI ranks in bottom third of Total Expenditures (11), \$/Student (10), \$/Tenure or Tenure Track Faculty (11), Materials and Services (12), and Salaries and Wages (9)

	Total Library Expenditures	\$/Student	\$/Tenure or Tenure Track Faculty	Materials & Services	Salaries & Wages
IUPUI	\$16,940,446	\$673	\$14,442	\$6,774,817	\$6,389,211
Peer Mean	\$20,080,963	\$805	\$18,794	\$9,415,682	\$7,675,550
Peer Median	\$19,137,116	\$795	\$19,950	\$10,367,675	\$7,645,675



## 2017 Total Expenditures with 5-YR CAGR



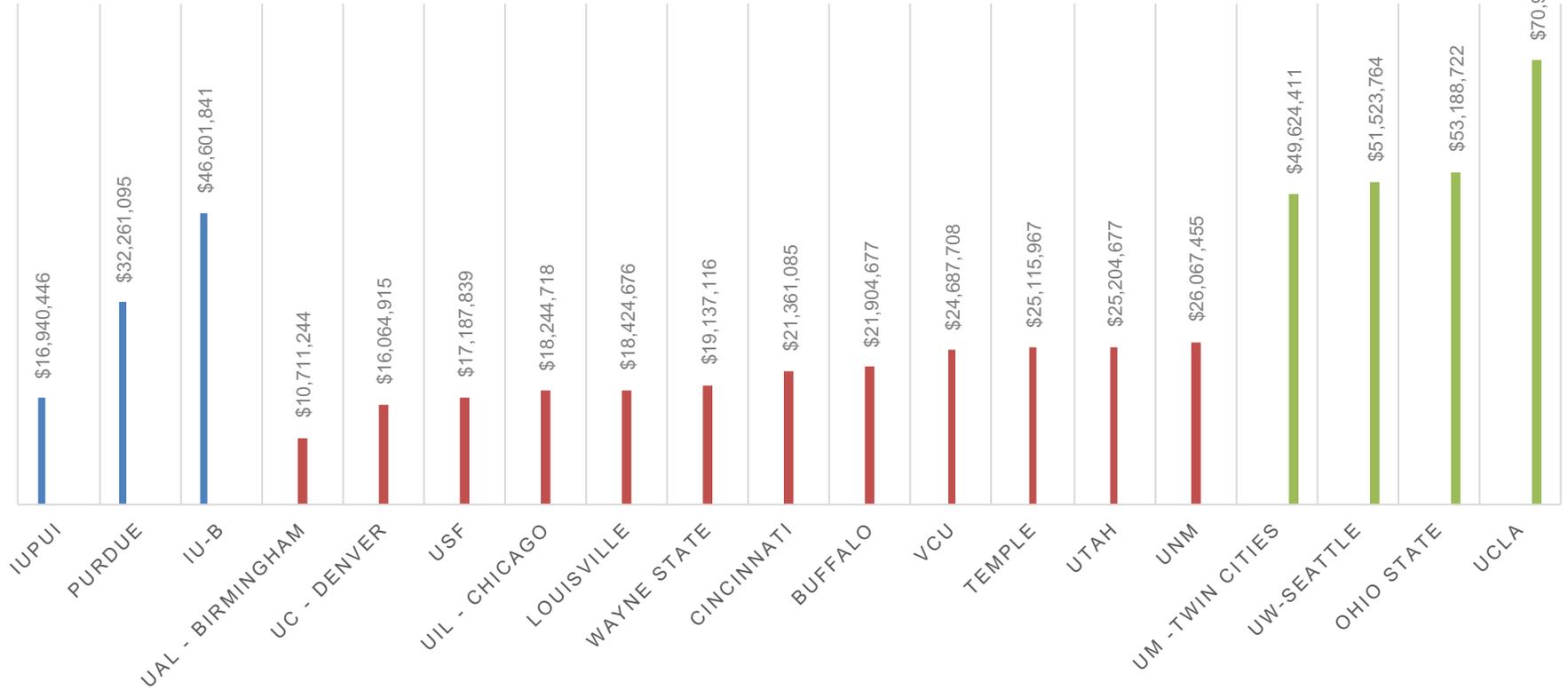
Source: IPEDS



IUPUI

# 2017 TOTAL LIBRARY EXPENDITURES

■ Indiana ■ Peer ■ Aspirational



Source: IPEDS



IUPUI

## 2017 Total Materials and Services with 5-YR CAGR

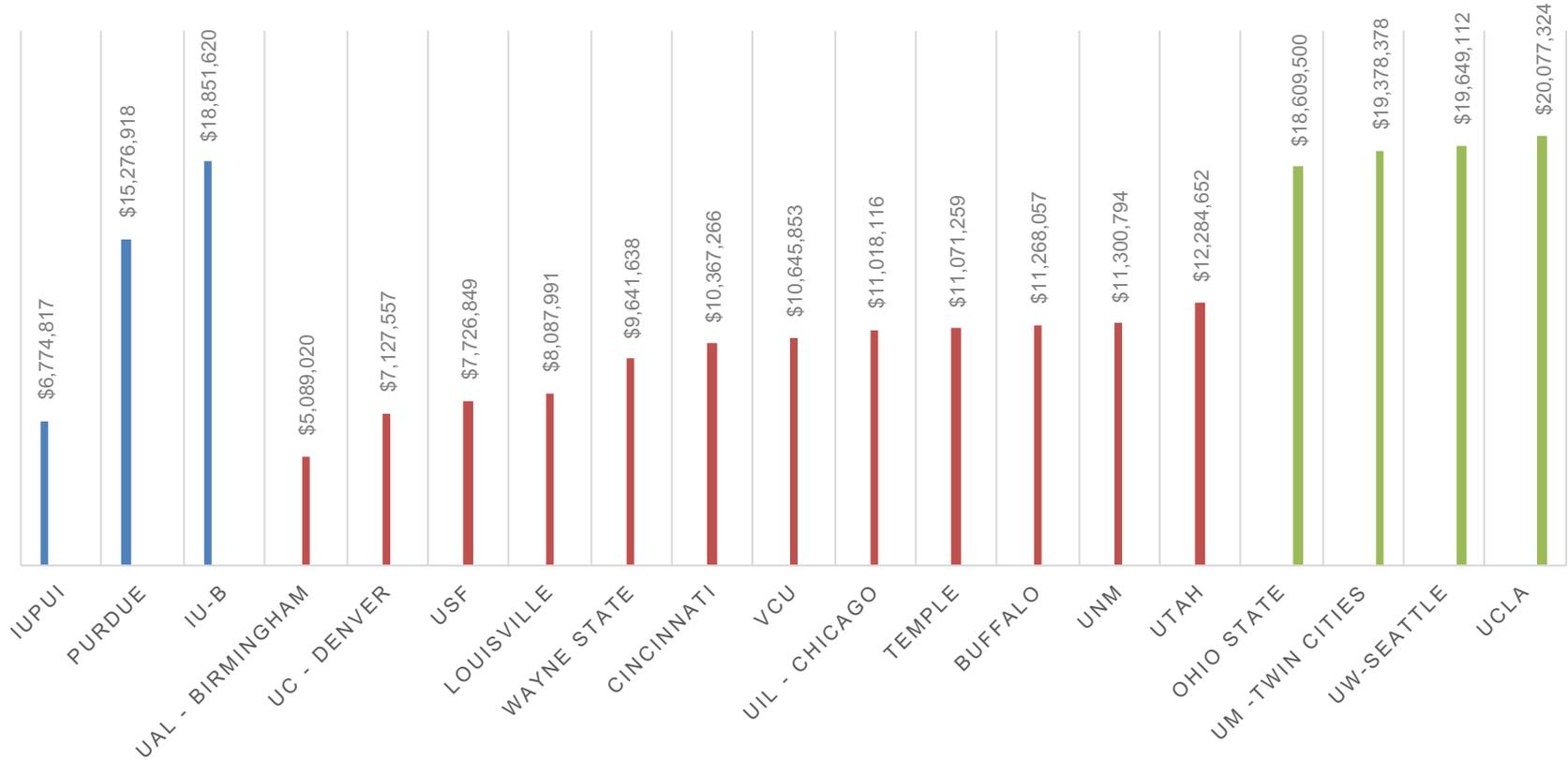


Source: IPEDS



# 2017 TOTAL MATERIALS AND SERVICES

■ Indiana ■ Peer ■ Aspirational

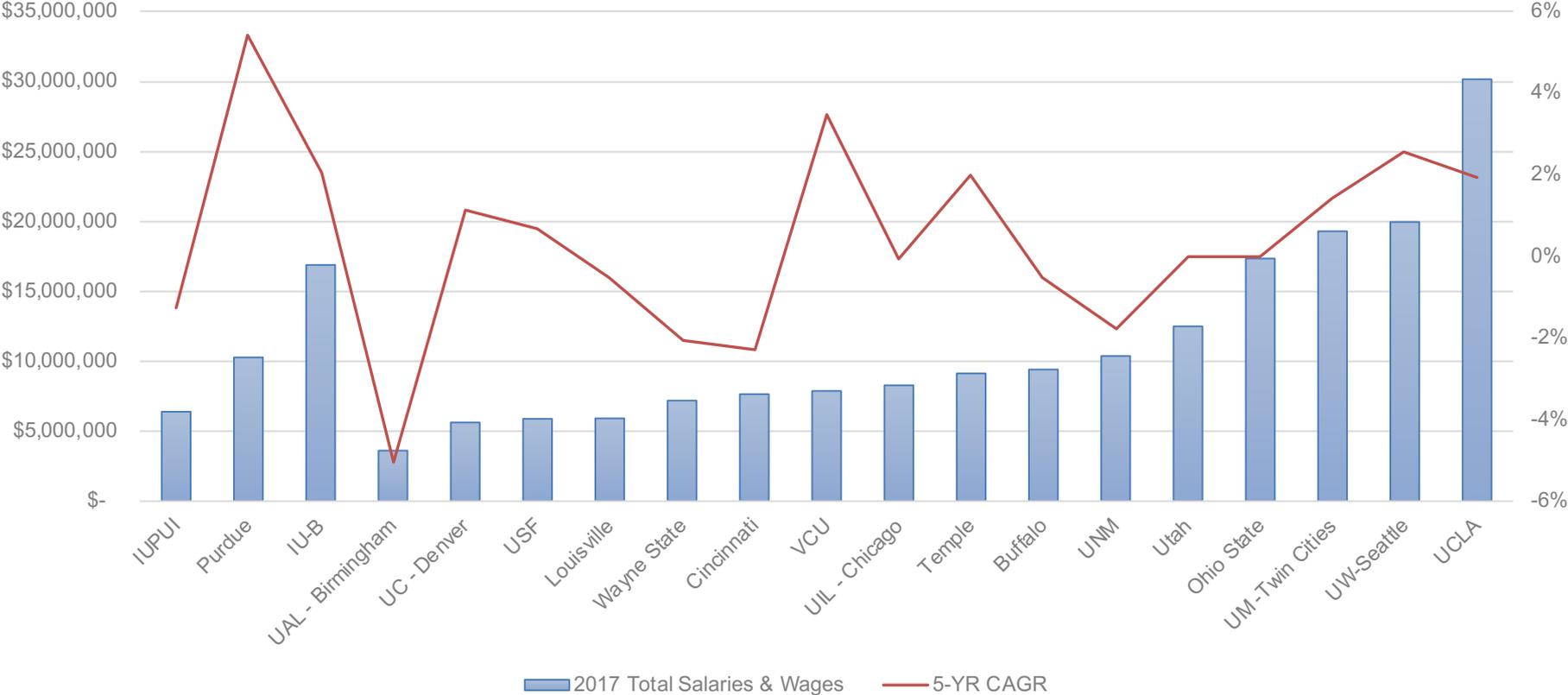


Source: IPEDS



IUPUI

# 2017 Salaries & Wages with 5-YR CAGR

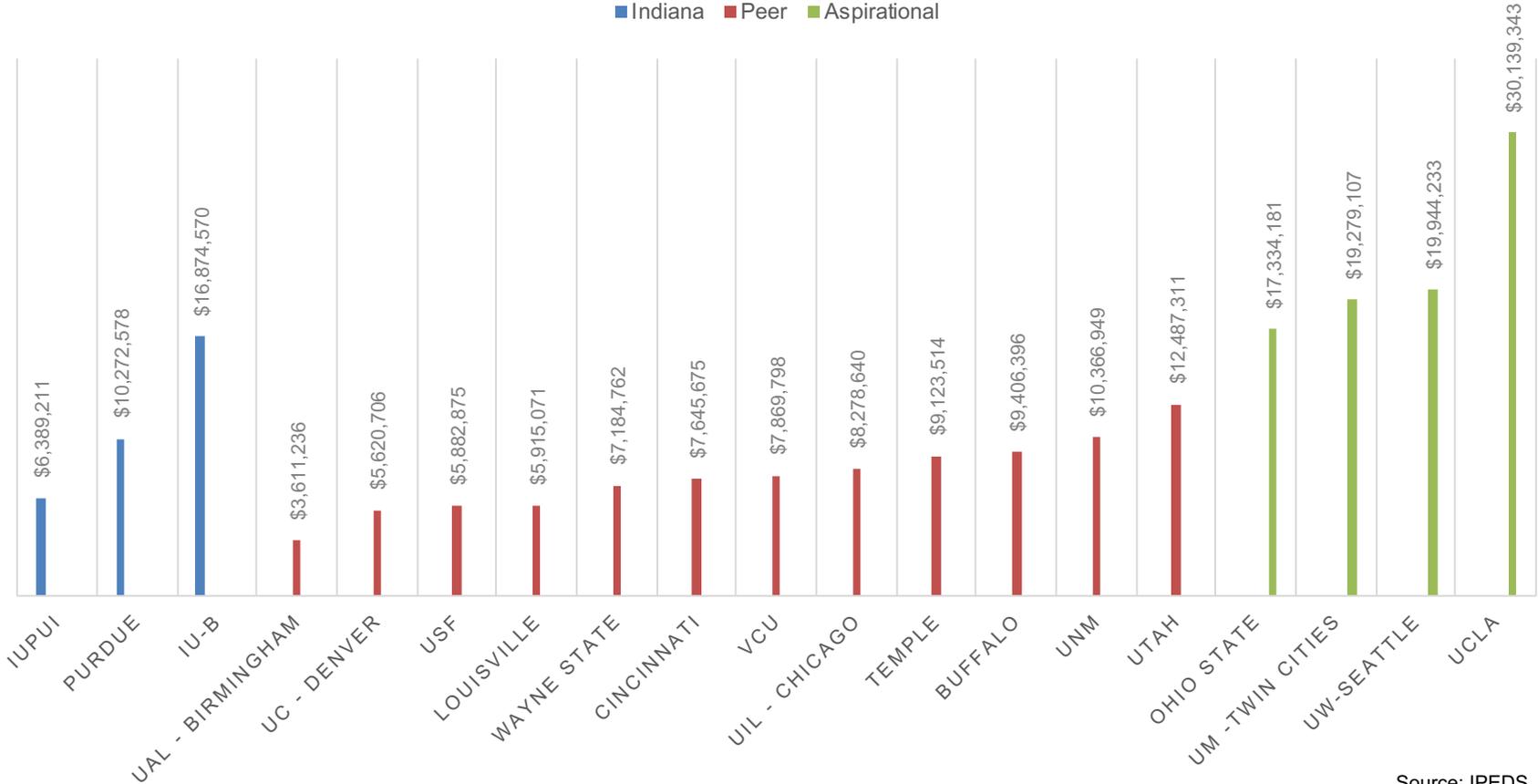


Source: IPEDS



# 2017 SALARIES & WAGES EXPENDITURES

■ Indiana ■ Peer ■ Aspirational



Source: IPEDS



IUPUI

# Summary – Peer 5-YR CAGR

1. IUPUI has had a 0% 5-YR CAGR (compound annual growth rate) in Total Library Expenditures. Total Materials and Services as well as Salary and Wages have declined with a -1% 5-YR CAGR.
2. Peers have an average 1% 5-YR CAGR in Total Library Expenditures, 3% in Total Materials and Services, 0% for Salary and Wages.
3. Aspirational peers have seen an average 3% 5-YR CAGR in Total Library Expenditures, 5% in Total Materials and Services, and 2% for Salaries and Wages



SECTION 2

# Public R1 Analysis

# Expenses

Average Library Expense Data (2017 IPEDS, *2016 IPEDS)	IUPUI	Public R1	IU & Purdue	Aspirational	Peers
Estimated Outlay Librarians Curators Archivists	\$2,671,839	\$5,500,865	\$4,944,395	\$13,367,338	\$3,581,776
Estimated Salary Outlay per Librarian, Curator, or Archivist*	\$54,841	\$56,123	\$59,239	\$60,596	\$52,333
Salaries/Benefits: Total fringe benefits	\$2,354,546	\$2,225,342	\$4,715,269	\$7,258,514	\$812,784
<b>Salaries/Benefits: Total salaries and wages from the library budget</b>	<b>\$6,389,211</b>	<b>\$10,087,114</b>	<b>\$13,573,574</b>	<b>\$21,674,216</b>	<b>\$7,782,744</b>
Materials: One-time purchases of books serial backfiles and other materials	\$877,428	\$1,842,487	\$4,005,915	\$5,838,894	\$1,098,375
Materials: Ongoing commitments to subscriptions	\$5,857,363	\$8,384,544	\$12,230,685	\$12,484,190	\$8,205,561
Materials: Other materials/services expenditures	\$40,026	\$375,108	\$827,670	\$1,105,495	\$331,818
<b>Materials: Total materials/services expenditures</b>	<b>\$6,774,817</b>	<b>\$10,602,140</b>	<b>\$17,064,269</b>	<b>\$19,428,579</b>	<b>\$9,635,754</b>
Operations: Other operation and maintenance expenditures	\$1,421,069	\$2,628,040	\$3,953,813	\$7,620,476	\$1,893,548
Operations: Preservation services	\$803	\$100,432	\$124,544	\$339,974	\$217,842
<b>Operations: Total operations and maintenance expenditures</b>	<b>\$1,421,872</b>	<b>\$2,728,472</b>	<b>\$4,078,357</b>	<b>\$7,960,450</b>	<b>\$2,111,390</b>
<b>Total expenditures including benefits</b>	<b>\$16,940,446</b>	<b>\$25,643,068</b>	<b>\$39,431,468</b>	<b>\$56,321,758</b>	<b>\$20,342,673</b>

5-YR CAGR Library Expense Data (2011/2012 - 2016/2017))	IUPUI	Public R1	IU & Purdue	Aspirational	Peers
Salaries/Benefits: Total fringe benefits	-2%	9%	11%	7%	16%
Salaries/Benefits: Total salaries and wages from the library budget	-1%	2%	3%	2%	0%
Materials: One-time purchases of books serial backfiles and other materials	-4%	-2%	2%	9%	-6%
Materials: Ongoing commitments to subscriptions	1%	4%	5%	4%	5%
Materials: Other materials/services expenditures	-41%	0%	-7%	11%	12%
Materials: Total materials/services expenditures	-1%	3%	4%	5%	3%
Operations: Other operation and maintenance expenditures	13%	0%	11%	2%	-6%
Operations: Preservation services	-45%	0%	10%	-1%	21%
Operations: Total operations and maintenance expenditures	13%	0%	11%	2%	-5%
Total expenditures including benefits	0%	3%	5%	3%	1%

Source: IPEDS



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# Summary

1. On average, Public R1 have Total Library Expenditures of \$25.6MM, with a 5-YR CAGR of 3%. +\$8.7MM higher than IUPUI's 2017 Total Library Expenditures (\$16.9MM)
2. On average, Public R1 have Total Materials & Services of \$10.6MM, with 5-YR CAGR of 3%. +\$3.8MM higher than IUPUI's 2017 Total Materials & Services (\$6.8MM)
3. On average, Public R1 have Total Salaries and Wages of \$10.1MM, with 5-YR CAGR of 2%. +3.7MM higher than IUPUI's 2017 Total Salaries and Wages (\$6.4MM)



# Employment & Salaries

Average Employment Data (2017 IPEDS, *2016 IPEDS)	IUPUI	Public R1	IU & Purdue	Aspirational	Peers
Salary Outlays for Librarians, Curators, Archivists, Student and Academic Affairs, Other Education Service*	\$ 2,577,513	\$ 18,619,649	\$ 14,198,090	\$ 36,337,955	\$ 11,780,832
Estimated Salary Outlay per Librarian, Curator, or Archivist*	\$ 54,841	\$ 56,123	\$ 59,239	\$ 60,596	\$ 52,333
Estimated Outlay Librarians Curators Archivists	\$ 2,671,839	\$ 5,500,865	\$ 4,944,395	\$ 13,367,338	\$ 3,581,776
Salaries/Benefits: Total fringe benefits	\$ 2,354,546	\$ 2,225,342	\$ 4,715,269	\$ 7,258,514	\$ 812,784
Salaries/Benefits: Total salaries and wages from the library budget	\$ 6,389,211	\$ 10,087,114	\$ 13,573,574	\$ 21,674,216	\$ 7,782,744
Full-time Archivists Curators and Museum Technicians	3	14	51	28	11
Full-time Librarians	45	51	54	98	41
Full-time Librarians Curators and Archivists	48	90	83	192	65
Student and Academic Affairs and Other Education Services (non-library personnel)	15	326	178	620	258
Librarians Curators, Archivists, Student and Academic Affairs, Other Education Services	63	423	261	835	327

Estimated outlay = 2016 Outlay per Librarian Curator or Archivist x 1.015 x 2017 count of Full-Time Librarians Curators and Archivists

Estimated Salary Outlay per Librarian, Curator, or Archivist\* = (% Librarian Curator Archivists \* Salary Outlays for Librarians, Curators, Archivists, Academic Affairs, Other Education Services)/Number of Librarians, Curators, and Archivists

Number of employees by classification are average numbers for Public R1, IU & Purdue, Aspirational, Peers

Source: IPEDS



# Summary

1. In 2017 86% of IUPUI Material spending was on subscription resources, 13% on one-time purchases, compared to 79:17 for Public R1, 72:23 for IU & Purdue, 73:34 for aspirational peers, and 85:11 for peer institutions.
2. This indicates that current spending is in line with peers, and that due to limited budget growth a larger portion of the spend is needing to go to maintain subscription resources.

