UNIVERSITY LIBRARY COMMITTEE ADVISORY REPORT
on the Campus Libraries' Facilities Master Planning Process

Prepared for the Campus Planning Committee and circulation to campus
Approved by ULC on April 10, 2018

PURPOSE

This University Library Committee (ULC) *Advisory Report* on the Campus Libraries' facilities master planning process serves as an evaluation of and necessary complement to the *Consultants' Final Report* (*CFR*) prepared by brightspot strategy (New York) and Engberg Anderson Architects (Milwaukee/Madison). As required by the ULC's role as the "faculty advisory body for policy and planning for libraries throughout the university including the General Library System" (*Faculty Policies and Procedures* 6.46 B), its mandate is "to make informed judgments and recommendations" on such issues. In this role, among other responsibilities, the ULC "[r]eviews and makes recommendations on long range planning for the university's library resources," "reviews the performance of the libraries in supporting and assisting scholarly activities," and "receives recommendations from departments and deans regarding the establishment, abolition, or merger of libraries supported by university funds, and makes recommendations to the chancellor." In a February 28, 2018 memorandum (see Appendix), the University Committee confirms its expectation that the ULC *Advisory Report* will be reviewed along with the *CFR* by the Campus Planning Committee, and that the ULC *Advisory Report* will be included "as an integral component" of the final version of the Campus Libraries facilities master plan.

This report provides (I) background on the Campus Libraries' facilities master planning process; (II) outlines areas of concern with the *CFR*; (III) summarizes and compares utilization data, especially concerning research use of library physical collections; and (IV) concludes with a narrative assessment and recommendations towards a Campus Libraries facilities master plan designed to highlight UW-Madison strengths and the unique profile of our university.

I   PLANNING PROCESS AND BACKGROUND

The ULC greatly appreciates the significant efforts by General Library System (GLS) administration and staff—especially Carrie Kruse in her critical role as point person—for the Campus Libraries facilities master planning process. Their important work has made possible a necessary conversation with faculty and staff governance bodies over the future of these critical campus resources. We thus welcome the opportunity to provide structured feedback concerning the Campus Libraries facilities master planning process and the *CFR*, and to also take account of additional input received directly by ULC (see examples in Appendix).

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The *CFR* includes many laudable features, especially its effort to envision a campus-wide approach to library locations in light of broader building and land use goals for South and West Campus. We recognize that such a campus-wide approach to the library locations discussed in the *CFR* (sixteen GLS libraries and five non-GLS libraries) is especially challenging in light of separate administrative structures as well as policy and budgeting processes. In addition, another sixteen campus library locations lie outside GLS oversight.[1] We also appreciate the *CFR*'s effort to develop such a holistic approach in light of the many different user groups and disciplines for whom the Libraries provide such a wide variety of distinct functions. We agree wholeheartedly with the *CFR*'s stated prioritization of how campus libraries may best strengthen the university's "research capabilities" and advance "UW-Madison's standing as a preeminent research university."[2] Finally, we welcome the Libraries' assurance that faculty and staff will be strongly involved throughout planning and implementation, both as governance representatives and as library users.

At the same time, several features of the *CFR* give cause for concern. Chief among these is the process by which it was developed, for which this ULC *Advisory Report* is a partial remedy. Due to the scope of recommendations in the *CFR*, low user input, and less than optimal communication with stakeholders, the *CFR*'s release (preliminary information released in early December 2017; final report posted on February 20, 2018) triggered

- a large volume of responses from students, staff, faculty, departments, programs, and supra-departmental units with an interest in the libraries' success and their relevance for the research mission of the university,[3] with many responses directed to the Provost, the Vice Provost for Libraries, and the ULC;
- the constitution of a "Faculty Working Group for Libraries";
- a petition (see Appendix) specifically addressing the *CFR*'s recommendations for Memorial Library and Kohler Arts Library and signed, as of April 10, 2018, by over 1000 UW-Madison faculty, staff, and students representing departments and programs in the arts, business, humanities, social sciences, natural sciences, and physical sciences housed in the College of Agricultural & Life Sciences, School of Business, College of Engineering, School of Human Ecology, Law School, College of Letters & Sciences, School of Medicine & Public Health, Nelson Institute, School of Pharmacy, and School of Nursing, as well as a wide range of supra-departmental campus units, including the Arts Institute, Center for Demography & Ecology, Center for East Asian Studies, Center for the

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[1] Non-GLS libraries discussed in the *CFR* include Ebling Library (School of Medicine & Public Health), Historical Society Library, Law Library, MERIT Library (School of Education), and Wendt Commons Library (School of Engineering), the "stewardship" of which "remains with the departments and schools directly affiliated with the focus of the library" (*CFR*, 7; see 8, 21). For an additional sixteen campus library locations outside GLS control, see *CFR*, 50.

[2] *CFR*, 10, 18.

[3] In addition to the petition and scores of individual comments sent to the ULC and Libraries, letters and statements have also been received from the following departments and units thus far: Art, Art History, Design Studies, History, Educational Policy Studies, the "Van Hise" chairs of world language departments, the School of Journalism & Mass Communication, and the Center for East Asian Studies. All statements received concerning the *CFR* will be archived by ULC and the Libraries.

Humanities, Center for Jewish Studies, Center for Placement Testing, Center for Russia, East Europe, & Central Asia, Center for South Asia, Dictionary of American Regional English, Division of Student Life, DoIT, School of Education, Global Health Institute, Information School, Institute for Research in the Humanities, International Division, School of Journalism & Mass Communication, La Follette School of Public Affairs, UW Libraries, School of Music, Population Health Institute, UW Community Arts Collaboratory, UW Survey Center, Center for Sustainability & the Global Environment, Office of Sustainability, Testing & Evaluation Services, University Health Services, WARF, Wisconsin Center for Education Research, Wisconsin Longitudinal Study, and Wisconsin Union Theater; and additional signers including colleagues in UW System, UW Extension, Edgewood College, and Madison Area Technical College; alumni; and community members representing such organizations as the Wisconsin Center for Film & Theater Research, Wisconsin Education Association Council, Wisconsin Historical Society, Wisconsin Humanities Council, and WORT 89.9FM;

- a March 16, 2018 symposium on "The Future of the Open-Stack Standing Collections of the Memorial and Kohler Art Libraries," organized by the Institute for Research in the Humanities in conjunction with the Faculty Working Group for Libraries, that highlighted user experiences and statistics and generated lively discussion in a standing-room only forum; and
- University Committee discussion of concerns about lack of faculty governance involvement (see UC memorandum in Appendix)

While this report does not aim to document the dozens of statements by groups and individuals received,[4] we note that

- plans for the future of the libraries have galvanized a remarkable number of library users and members of the campus community, especially the proposed changes to the open stacks in Memorial Library and the planned closing of Kohler Arts Library;
- responses articulated strong concerns about how some of the proposed recommendations would adversely affect research and teaching needs as well as continued competitiveness for major grants; and
- the overwhelming number of comments and statements received are in line with the assessment we provide here of the *CFR*'s strengths and shortcomings, as well as our recommendations on how to proceed.

The *CFR* proposal is a welcome attempt to outline and address future needs for stacks, staff, users, and spaces, all of which can be adjusted within the limits of the library footprint possible on campus. This ULC *Advisory Report* focuses on aspects of the *CFR* that have drawn a strong campus response. We hope that this *Advisory Report*, along with the *CFR*, will form the basis for a sustained and productive conversation in which the Libraries and their stakeholders can work together as full partners in envisioning campus libraries for UW-Madison as we move into the next quarter century.

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[4] See Appendix for representative individual and department/school/program statements.

II   AREAS OF CONCERN

II.1   *CFR* Benchmarking Data and Utilization Data[5]

The *CFR* reports the following benchmarking of library space allocations at peer institutions.[6]

> • "Ample **seating**: The UW-Madison library system includes significant number of seats. 20% of students having a seat compared to a range of 7% to 16% for its peers."[7]
> • 6% of UW-Madison library space is devoted to **classroom space**, compared to a range of 2% to 8% for its peers.[8]
> • "Equivalent **collections space**: Space devoted to collections was in line with its peers. 44% of total space devoted to collections compared to a range of 31% to 51% for peers."[9]

The underlying benchmarking data presented in the *CFR* demonstrates that UW-Madison libraries are in line with or exceed their peers in these categories (Table A):

Table A

Space allocation categories	UW-Madison	Peer average
% of students with **seats**	20.0%	12.3%
% allocated to **classrooms** (**user space**)	6.0%	4.4%
% allocated to **collections**	44.0%	44.0%

The *CFR* refers to peer benchmarking for percentages of library space allocated to **public programs** (lobbies, exhibit space, auditoriums) and **partner space** (work areas, exhibition or event space primarily operated by partners), and claims that "best practices among peers" represent a higher range of allocations to these categories than is currently the case for UW-Madison libraries. Unfortunately, the *CFR* does not identify the peer institutions used for benchmarking these categories, nor does it provide the underlying data.[10]

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[5] *CFR*, chap. 4 (33–45).
[6] The *CFR* identifies the following peer institutions in its benchmarking of library seating, library classroom space (user space), and library collections space: University of Minnesota, University of Washington, Ohio State University, University of Texas at Austin, University of Michigan, University of California, Berkeley. These institutions were chosen as "representative peer public institutions of similar size with Carnegie Classifications as "Research Universities–Very High" (RU/VH)." (*CFR*, 42) The Carnegie Classification for these institutions is "R1" denoting "Doctoral Universities–Highest Research Activity"; see http://carnegieclassifications.iu.edu/lookup/standard.php.
The underlying data for these categories of space allocation is provided in *CFR*, 43, table 4.3-A.
[7] *CFR*, 42.
[8] *CFR*, 43.
[9] *CFR*, 42.
[10] *CFR*, 44.

In slides presented at two December 7, 2017 town halls announcing the *CFR*, Carnegie Mellon and the University of Virginia were mentioned as peer institutions for benchmarking partner space allocations. We note, however, that Carnegie Mellon is a private university in an urban setting and, like UVA, has less than half of UW-Madison's graduate student enrollment.[11] The December 7 town hall presentations also mentioned Emory University and the New York Public Library as peer institutions for benchmarking public space. We note that Emory, like Carnegie Mellon, is a private university in an urban setting that has about half of our graduate student enrollment, while NYPL is an extensive public library system in the most densely populated city in the country.[12]

The *CFR* presents neither benchmarking ranges nor benchmarking data for **staff space**.

We are therefore unable to evaluate the *CFR*'s assertion of "best practices among peers" and its use of benchmarking data with respect to public space, partner space, and staff space.

Despite this inconsistent approach to peer institution benchmarking, the *CFR* goes on to recommend the following changes (Table B).[13]

Table B

Space allocation categories	UW-Madison (current)	UW-Madison (proposed)
number of **seats** | **user space**	8356 seats | 270,000 sq ft	8400 | 263,800 sq ft[14]
% allocated to **collections**	44.0% [peer average: 44%]	22.6%
% allocated to public space	2.1% [no peer data]	8.0%
% allocated to partner space	3.8% [no peer data]	11.9%
% allocated to staff space	15.1% [no peer data]	9.5%

The peer institution benchmarking data for seats, user space, and collections space provided by the *CFR* shows that UW-Madison libraries are on a par with or exceed peer allocation averages. It is not clear to us, then, how the proposed changes can be said to improve UW-Madison's alignment with these peers.

The *CFR* provides considerable utilization data for library instruction, consultation, and seating (**user space**), but does not deploy it to recommend significant changes to this

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[11] The UVA initiative cited as a peer comparison for partner space is a new "Total Advising Center" housed in its 24-hour undergraduate library, akin to the various advising services that currently operate in the Student Services Area in College Library. See slide 9, https://www.library.wisc.edu/wp-content/uploads/2017/12/171206-Town-Hall-PresentationF.pdf, and https://www.library.wisc.edu/college/spaces/student-services-area/.

[12] See slide 10, https://www.library.wisc.edu/wp-content/uploads/2017/12/171206-Town-Hall-PresentationF.pdf.

[13] *CFR*, 44.

[14] There are some inconsistencies in the *CFR* concerning the number of current user seats **and** proposed user seats. See *CFR*, 11 (8356 current seats, 8400 proposed seats); 41 (8348 current seats); 44 (8356 current seats, 8466 proposed seats); 45 (8400 current seats, 8450 proposed seats). Table 4.4-A provides current and proposed square footage assignments; *CFR*, 44.

category.[15] As seen in Table B, the *CFR* recommends adding 44 (or perhaps 110 or 50) library user seats, while reducing total library user space by 6200 square feet (about 2.3% of current library user space).[16]

The *CFR* states that "Utilization data for **public programs** was unavailable at the time of analysis," and that "the needs of future **partners** cannot be determined at this time."[17]

The *CFR* does not provide utilization data for **staff space**, but instead calculates a proposed reallocation of this category using UW System Administration standards for different kinds of work spaces (assigned, shared, special use) and unspecified re-alignments of staff roles.[18]

Nevertheless, the *CFR* proposes significant increases to public space and partner space, a significant decrease in staff space, and a drastic reduction in collections space (Table B). It is unclear what role benchmarking data and utilization data have in the *CFR*'s proposed changes for these categories of library space allocation.

II.2   *CFR* Collections Space Recommendations

As indicated above, the *CFR* recommends a drastic change to library collections space in UW-Madison libraries. Currently, 87% of UW-Madison libraries' physical collections are accessible on campus in open-stack shelving. The *CFR* proposes that 23.1% of future library physical collections be openly accessible on campus, with the rest to be sent to a closed off-campus storage facility to be available by paging individual items.[19] This is a fundamental change that would convert UW-Madison campus libraries from an open-access system to a closed-storage system.

To begin, we are surprised that the *CFR* proposes to shift such a high volume of print materials to off-campus closed storage without any mention—let alone discussion or analysis—of
   • the environmental, staff, and other hidden costs involved in transporting paged materials from off-campus storage to campus offices (for the minority of library users who have offices) and mailboxes, using campus mail[20];
   • how users can efficiently order a range of items to be paged from off-campus storage (the current library catalog system is set up to order items one at a time); and

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[15] *CFR*, 37–41.
[16] At *CFR*, 11, a proposed 8400 seats comprise 7500 library user seats and 900 partner seats; at *CFR*, 45, a proposed 8450 seats comprise 7400 seats in library spaces and 1050 seats in public and partner spaces. In either scenario, it would seem more accurate to re-categorize some 10.7% to 12.4% of the proposed seats from library **user space** to **partner** (and **public**) **space**.
[17] *CFR*, 44.
[18] *CFR*, 45.
[19] *CFR*, 11; 158.
[20] For campus mail delivery, see https://www.library.wisc.edu/about/administration/facilities-master-plan/faq/.

• how to accommodate the needs of library users who do not have access to individual workspaces in which to keep and use a range of items paged from off-campus closed storage.

Nonetheless, the *CFR* proposes to reduce openly accessible library collections space principally through the demolition of Memorial Library's dedicated open-stack shelving space, with a "best practice" target to send 85% of Memorial's future physical collections to off-campus closed storage, leaving a mere 15% on campus.[21] (Imagine for a moment the outcry if 85% of library digital resources were no longer directly accessible by users.)

As Memorial Library currently holds the vast majority of physical collections related to Humanities and Social Sciences, and is planned to hold all physical collections for the visual arts, these *CFR* proposals concerning collections space have a disproportionate impact on students, staff, faculty, programs, centers, and departments working in Arts, Humanities and Social Sciences.

While the *CFR* "documents differences across disciplines in the intensity of library use," its recommendations for the most part do not reflect these differences (see below and Appendix).[22]

II.3   "Warehousing" vs. User Space: *CFR* Approach to Collections Space

We note two misconceptions in the *CFR* concerning collections space:

• The physical environment analysis is premised on a particular view of open-access shelving as unnecessary.
It is not clear what this premise is derived from, since it stands in contradiction to the *CFR*'s own user research (see section II.4) affirming the significance of open-access shelving to users. We strongly oppose the misleading characterization of open-stacks shelving as wasteful 'dead' space. The user research cited in the *CFR*, together with the utilization data analyzed below, demonstrates that open-stacks shelving is active **user space**, frequently characterized by users as analogous to lab space in the sciences.

• The *CFR* repeatedly equates open-access classified print collections with size-optimized storage and "warehousing."[23]
Not acknowledging the fundamental difference for library researchers between 'active spaces' of directly accessible print collections that are topically organized according to Library of Congress and other library classification systems, and print materials sequestered in size-optimized storage, accessible only by special request and remote retrieval, seems like a surprising lapse in judgment on the part of library consultants.

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[21] *CFR*, 13; 112. In addition, the *CFR* proposes the closing of Kohler Art Library and a "best practice" target for 50% of its future physical collections to be held in Memorial Library, with the rest to be sent to a closed off-campus storage facility; see *CFR*, 155.
[22] *CFR*, 10.
[23] *CFR*, 7, 91, 111; cf. 13, 92.

II.4   Collections Space: *CFR* User Research and Stakeholder Engagement

The ULC is concerned that the user research presented in the *CFR* concerning collections underrepresents key campus constituencies and does not reflect a comprehensive discussion with stakeholders likely to be most keenly impacted by the proposed changes to collections and their locations. The *CFR* reports the following engagements by brightspot consultants.[24]

- in-person engagements:
    - 6 library leaders
    - 62+ library staff
    - an unspecified number of library staff representatives
    - 3 internal library committees
    - 5 campus leaders
    - 16 undergraduates
    - 10 non-library academic staff
    - 10 graduate/professional students
    - 7 faculty
    - 2 student community members
    - 2 public patrons
- faculty survey: 250 responses (announced via email on January 23, 2017 and open January 23–February 1, 2017)

By way of comparison, we note that the same consulting agency, brightspot strategy, completed phase 1 of a major library space planning project at the University of California, Davis in December 2016. In addition to in-person qualitative engagements, phase 1 of this project was based on surveys that achieved a 26% response rate (1314 responses) from UC Davis faculty, clinical professors, lecturers, researchers, and postdoctoral scholars, as well as an additional 4412 responses from library users, with more consultant engagements planned for phase 2 in order to develop priorities together with campus stakeholders.[25]
It is difficult for us to avoid concluding that user research at UW-Madison did not figure prominently in the consultants' overall approach.

That said, the user research presented in the *CFR* does reveal the following discipline-specific insights:

"The report documents differences across disciplines in the intensity of library use, with the Arts & Humanities most reliant on library resources to further their knowledge."[26]

"…key insights arose from the engagements that stretched across patron groups.

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[24] *CFR*, 25.

[25] See https://www.library.ucdavis.edu/wp-content/uploads/files/UC-Davis-Library-Facility-Vision-and-Space-Playbook.pdf. Compared to UC Davis, UW-Madison has about the same number of undergrads, twice as many graduate students, and 1.36 times as many faculty.

[26] *CFR*, 10.

1. Differences across disciplines impact how and where patrons conduct research and scholarly work.
> Students and faculty in STEM frequently cited labs and offices as preferred physical locations for their day to day activities whereas those in Arts & Humanities cited the libraries and offices as their laboratories."[27]

"Similar to faculty and influenced by discipline, graduate students noted a preference for immediate access to physical collections."[28]

"Of note are the following characteristics across library groups that were identified as either required or requested in order to ensure success in the future:
Art and Humanities Libraries/Special Collections/Archives
• Collections: Physical access to collections, as well as security and climate control for sensitive and valuable materials
Patron-Group Specific Libraries
• Collections: Access to reserves; some libraries require physical access to collections
Social Science Libraries
• Collections: Access to reserves; on-site access to physical materials is currently necessary for Social Work (but could be digitized in the future)…
STEM Libraries
• Collections: Access to reserves; on-site access to physical materials is necessary for Math and Geology; other libraries require on-site access to digital materials"[29]

"Differences within disciplines also emerged throughout the engagements. Within STEM disciplines, for example, students and faculty interact with the libraries differently: both Math and Geology are unique among other STEM disciplines in their reliance on immediate access to physical collections whereas other STEM disciplines rely more heavily on access to up-to-date digital collections."[30]

"When faculty do visit physical library locations, those from Arts & Humanities and the Social Sciences are more likely to frequent these locations more often when compared to faculty in STEM departments (see Figure A1-3)."[31]

"Faculty are often visiting physical library locations to access physical collections. For Arts & Humanities faculty in particular, the ability to browse through stacks and easily access collections contributes greatly to their success as researchers and scholars."[32]

Yet the *CFR* seems to set aside its own user research, which it trivializes by characterizing an emphasis on items browsable on open-access shelving as involving "a general sense of nostalgia."[33]

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[27] *CFR*, 26.
[28] *CFR*, 27.
[29] *CFR*, 30–31.
[30] *CFR*, 123.
[31] *CFR*, 128.
[32] *CFR*, 128.
[33] *CFR*, 11.

We wish to point out that this is a fundamental misconception, one that fails to acknowledge the importance of stack browsing as a key research methodology and a necessary complement to systematic bibliographic searches.[34] The ULC has received numerous detailed accounts of just how crucial this is to faculty (see Nyhart and Bordwell in Appendix). The consultants elicited user research on this and presented it in the *CFR*, as quoted above, but their recommendations by and large do not reflect its importance for scholarly researchers.

Stack browsing leverages direct access to holdings shelved according to a robust subject classification system. A highly effective method of quickly triaging a large body of material, browsing is a research methodology that enables discoveries and innovative work by humanities, arts, and social sciences scholars.[35] In disciplines where the most recent material does not automatically supersede older material, it is precisely older physical materials, including those that may currently be considered obscure or obsolete, that often yield the most original insights to researchers and yet tend to be less well-controlled bibliographically in library catalogs, databases, and other digital discovery tools. Removing or significantly restricting open-stacks access to physical materials removes the option of stacks browsing and would directly disadvantage arts, humanities, and social science research.

II.5   Collections Space: *CFR* Interpretation of User Research

Given the clear priority on physical library locations and access to physical collections expressed by graduate students and faculty in the Arts, Humanities, Social Sciences, and specific STEM disciplines as demonstrated by the *CFR*'s user research, we find it surprising that the *CFR* seems to dismiss these expressed priorities, stating that:

> "While collections have been digitized or moved off-site, many faculty still struggle [sic] with the concept of digital browsing and do not find it comparable to physical browsing. For many, the concept of consolidating collections not only means losing immediate access to them but also losing the ability to browse and discover new resources through browsing."[36]

> "Certain disciplines will require the immediate accessibility of their materials, such as Math, while others depend on the browsability of their collections for research purposes,

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[34] For a rigorous analysis of stack browsing as an optimal library research methodology, see Andrew Abbott, "The traditional future: a computational theory of library research." *College & research libraries* 69, no. 6 (2008): 524–45.

[35] A recent observational study of natural browsing behavior in research libraries documents a median of 7.05 shelves examined (approximately 423 books) per browsing episode, and observes that "[o]ne of the most common shelf actions was to move horizontally along the shelves [of] one of more bays…. This demonstrates the vast coverage of a large number of books rapidly that browsing can support; this is a key requirement of online browsing systems that has not yet been met." See Dana McKay, Shanton Chang, and Wally Smith, "Manoeuvres in the dark: design implications of the physical mechanics of library shelf browsing," in *Proceedings of the 2017 Conference on Human Information Interaction and Retrieval*, Oslo: ACM, 2017, 50, 51.

[36] *CFR*, 131.

such as the humanities. **Opportunities to digitize the browsing experience, and the success of the technology, remain to be seen**…."[37]

We greatly appreciate Lee Konrad's leadership as AUL for Technology Strategies & Data Services in developing a library catalog interface that presents library items in call number order relation to individual item records, thus making it possible to view authors and titles of items that would be physically proximate on a library shelf; this facility has just come online in the last few weeks. And we are glad to hear that discussions are underway to purchase tables of content information that can be added to individual item records in the library catalog. Both features greatly enhance the library catalog as a discovery tool, and we applaud these staff and budgetary investments by GLS leadership.[38]

At the same time, we note that such approaches are still under development. As the *CFR* itself states (see above), such "Opportunities to digitize the browsing experience, and the success of the technology, remain to be seen…."[39] Those of us who have long made use of Stanford's library catalog (which includes both of these features) do so precisely to leverage research in the open-stack shelves of UW-Madison's extensive physical collections. That we as researchers and teachers can look forward to working ever more effectively in both digital and physical environments to access library materials is a testimony to the expertise and efforts of UW-Madison librarians in both modes, as they work to catalog often complex acquisitions in the many languages and disciplines in which our campus specializes so that they can be physically shelved in classified order, as well as to improve library catalog and other digital discovery tools.

The *CFR*'s primary response to the discipline-specific priorities evident in its own user research is to largely ignore those priorities and recommend radical reductions to open-stack, on-campus physical collections in the Arts, Humanities, and Social Sciences. Since the user research presented in the *CFR* does not support these recommendations, we turn now to the issue of utilization data.

II.6   *CFR* Use Metrics

The *CFR* provides the following guidelines for how items would be selected for the proposed 15% of Memorial Library's physical collections to remain on campus in openly accessible stacks:

> "The following guidelines determine which materials remain on active and publicly accessible on-campus shelves:
>   • Items which demonstrate **high use based on circulation, browsing and other usage statistics** are likely to remain on active shelves.

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[37] *CFR*, 31.
[38] *CFR*, 29.
[39] *CFR*, 31. For a recent assessment of the shortcomings of current online browsing systems in relation to observed stack browsing behaviors, see McKay, Chang, and Smith, 2017.

• Protecting efficient intellectual access to information remains a high priority for campus libraries. As such, transferring **currently vital** resources to facilities inaccessible to library users would have adverse consequences to [sic] research and teaching.
  • Browsable collections are the cornerstone to our success as a research institution. Materials identified as needing browsable and immediate access are likely to remain on active shelving. […]
  • **Large volumes/sets** which would be costly to move from one collection to another or lack sufficient bibliographic access will remain on active shelving."[40]

"The following guidelines determine which materials may be shelved in one of our campus shelving facilities: […]
  • There is demonstrated **low use of the title based on circulation, browsing and other usage statistics**."
  • "Materials which make a significant change in space available within our active collections may be considered for a shelving facility (i.e. **larger collections, sets**, etc.)"[41]

We begin by noting the inconsistency concerning treatment of "large volumes/sets" and "larger collections, sets, etc." These seem to be prime candidates in the *CFR* **both** for on-campus open shelves **and** for off-campus closed storage.

That said, the criterion at work involves "high use" and "low use" "based on circulation, browsing and other usage statistics." This is a use metric familiar from other contexts. In the business world, it has been said, 20% of products account for 80% of sales, an apparent illustration of the 'Pareto principle' of the 'vital few'. Here at UW-Madison, 25% of library collections has driven 100% of circulation checkouts over the past 11 years.[42] We note that this is an impressive number: within little more than a decade, a full quarter of the very extensive research holdings of our libraries have been physically checked out. Yet the *CFR* draws the conclusion that "highest use items" should be presented in an attractive open-shelf environment on campus, and that "infrequently used items" should be stored in off-campus closed storage.[43]

In other words, the *CFR* assumes that the 'vital few' driving the majority of circulation transactions should determine how much should be kept easily accessible. The *CFR* characterizes the proposed open-stack campus collection in Memorial Library as "A sample of the extensive UW Madison physical collection on arts, humanities, and social science," but the analogy to core sampling is off the mark.[44] A more accurate characterization would be say that this *CFR* proposal would drive on-campus physical collections towards what is already known. Works dealing with mainstream or canonical topics that are by definition frequently used will tend to stay on open stacks on campus; those dealing with marginal ones that are by definition infrequently or not recently used

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[40] *CFR*, 145; emphasis added.
[41] *CFR*, 146; emphasis added.
[42] *CFR*, 152; circulation data available here: http://web.library.wisc.edu/sp/cca/loans-per-year.html.
[43] *CFR*, 153.
[44] *CFR*, 158 ("The recommended overall percentage of the projected physical collection to be presented in a browsable, on campus environment is 23.1%."); 155 ('best practice' for Memorial's future on-campus collections is 15%); 108 (quote).

will increasingly move to closed storage off campus. Privileging library materials based on frequent and/or recent use thus runs a real risk of making already less visible materials even more so, with troubling consequences for cutting-edge research on little-known or historically marginalized issues, ideas, communities, and individuals.[45]

The *CFR* recommendation, then, would remove precisely those materials from an open-stacks discovery space that are critical to arts, humanities, and social sciences research. This is a patently absurd move, a conclusion we base on current findings on the centrality of browsing as a research methodology, recommendations for library-based research in these fields of study, and observational studies of natural browsing behavior.[46] It also draws on specific accounts by numerous UW-Madison faculty describing major projects that would never have been conceived without having had Memorial Library (and/or State Historical Society) open-access stacks at their disposal (see Appendix: Nyhart and Bordwell).

Comments received express strong concern about the impact that removal of research-relevant materials would have on faculty research as well as on the teaching mission of the university, and emphasize the problems with making low usage the main determining metric for decisions on which materials to remove from open access. For instance, Professor Adam Nelson, chair of Educational Policy Studies, expresses concern about "the ways in which the proposed changes to our campus libraries will impact the research and teaching missions of the School of Education. If faculty and students need to wait for materials to be delivered from off-campus shelving every time they need a book, our research productivity will be materially compromised—not just in the short term but for generations to come."[47]

Professor Shelly Chan, director of the Center for East Asian Studies, is "concerned how the recommendation of drastically reducing open stacks would affect our research and teaching missions and hence our competitiveness for external funding related to area and international studies." She emphasizes a point not addressed in the *CFR*: the fact that Area Studies, a major strength of the UW-Madison, includes a large **variety** of users, including graduate and undergraduate students and community members, users who "are unlikely to generate high rates of 'usage' based on circulation and renewals alone as compared to the vast number of English-language materials and English-speaking users. Instead, the importance of our target groups demands a careful reconsideration of the recommendations about 'usage' and 'users' in the report. Indeed, to make a viable library plan in a globalized world, one needs to understand that this world is not dominated by English-language speakers and materials."[48]

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[45] An outcome that would reenact what is often taken to be the political economist Vilfredo Pareto's eponymous "Pareto principle' of unequal income distribution: the wealthy few and the many poor. See Vincent J. Tarascio, "The Pareto law of income distribution," *Social science quarterly* 54, no. 3 (1973): 530.
[46] Andrew Abbott, *Digital paper: a manual for research and writing with library and internet materials*, Chicago: University of Chicago Press, 2014; McKay, Chang, and Smith, 2017; and Kim Martin and Anabel Quan-Haase, "The role of agency in historians' experiences of serendipity in physical and digital information environments," *Journal of documentation* 72, no. 6 (2016): 1008-26.
[47] Letter dated March 31, 2018. Available in ULC/Libraries archived materials relating to the *CFR*.
[48] Letter dated April 10, 2018. See Appendix.

Collaboration among faculty and area studies librarians familiar with faculty research and teaching needs is critical for understanding the full relevance of "low-use" materials for research and teaching purposes. Library collections based on frequent and/or recent use serve a vital purpose on our campus, notably for reference and specific forms of teaching. We are privileged to already have library locations on campus that are very successful in building and maintaining such collections. Yet we also need library collections that strengthen **research** capabilities for our campus. The allocation of library space to open-stack shelving represents a necessary investment in research in the Arts, Humanities, and Social Sciences. Compared with the total square footage dedicated to STEM laboratories on campus, this is a modest investment with tremendous payoff for research, recruitment, and retention in these fields.[49]

III   UTILIZATION DATA

III.1   Utilization Data for Open-Stack Collections

The *CFR* makes clear that Memorial Library and Kohler Art Library are among the top three most intensively used library spaces for their respective open-stack collections. The data used to demonstrate this comes from gate counts (patrons coming into a library space) and physical collections activities (pulling a book off a shelf for consultation and borrowing a book for further study). As the *CFR* states: "A lower ratio of collections utilization to gate count indicates the space is being used more as a service for work or study and not specific to collection utilization."[50] Conversely, the higher this ratio for a particular library space, the more that space is being used for its open-stack collections.

The ratios for Memorial and Kohler in comparison to other campus libraries are as follows (Table C).[51]

Table C

Library	(A) Gate Count	(B) Browses	(C) Loans	(B + C) / A
Memorial	71,838	13,864	10,433	34%
Kohler	4,261	1,234	924	51%
Business	82,288	186	105	less than 1%
Social Science Reference	6,826	17	28	less than 1%
College	126,684	936	4,221	4%

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[49] Total library collections space on campus is less than 5% of campus buildings designated as laboratory space. For categorization of laboratory and library buildings, see the 2015 Campus Master Plan, available here: https://fpmcpla.wiscweb.wisc.edu/wp-content/uploads/sites/20/2017/10/Appen-4-Utilities-Master-Plan-2016-1019-low-res.pdf.

[50] *CFR*, 35.

[51] Final column represents open-stack collection utilization, that is, (gate count) : (browsing + non-reserve circulation); reserve loans have been excluded. Data from *CFR*, 35, Table 4.2-C.

[51] *CFR*, 1.

The high ratios for **Memorial** and **Kohler** given in the final column demonstrate, as stated in the *CFR*, "a higher use of their physical collection," and that "patrons are visiting these libraries more often to access physical materials compared to other libraries in the study." The *CFR* concludes:

> "These libraries [**Memorial**, 34%; **Kohler**, 51%] will require that more of their collection be retained within the libraries than the collections of other libraries that fall in the scope of this project. Conversely, the *Business* [<1%], *Social Science [Reference Library]* [<1%] and *College* [4%] libraries demonstrated low usage of their physical collection, and do not require as much on-site collection space in their libraries."[52]

Yet the *CFR*'s "best practice based on subject area" is to reduce the on-campus open-stack percentage of collections in **Kohler**, Business, and Social Science libraries to 50%; to maintain 100% of College Library's collection on campus; and to drastically reduce **Memorial**'s collection on campus to 15%.[53] These recommendations are directly at odds with the *CFR*'s presentation and analysis of utilization data concerning gate counts, browses, and loans of open-stack materials. This 'one-size-fits-all' approach to re-allocating library space belies the *CFR*'s stated commitment to addressing discipline-specific research methods and needs amongst library users.

III.2   Utilization Data for Open-Stack Collections: Research Use

As discussed above in section II.6, the *CFR* draws on data concerning **overall use** of physical library collections at UW-Madison to apply a frequent and/or recent use metric for determining what percentage of such materials should remain easily accessible on campus. Utilization data concerning frequent and/or recent use can be an important factor in some decisions about library design and physical collections: it is helpful for understanding many forms of library-based work, including reference and supporting undergraduate as well as graduate teaching and learning. We turn in this section, however, to a focus on utilization data that can illuminate **research use** of library materials.

We here apply an analysis of utilization data as deployed at the University of Chicago to assess **research use** of library physical collections and make data-driven decisions concerning the value of such materials for research purposes. At the time, Chicago's physical library collections in arts, humanities, and social sciences were very nearly the same in volume as UW-Madison's collections in these areas now, and Chicago was then contemplating its first major library space renovation in many decades. Its approach exemplifies a deliberative and inclusive process for evaluating how library open-stack shelving, closed storage, and anticipated growth in holdings intersect with research productivity in the context of an R1 university.

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[52] *CFR*, 36. The ratios provided here exclude reserve loans. Emphasis added.
[53] *CFR*, 155.

The University of Chicago examined its circulation statistics for library items that had only been checked out once over a period of several years. Chicago understood these "low-use"—that is, infrequently checked out—items as representing the use of volumes by scholars for **cutting-edge library research** in materials **not** widely cited in recent scholarship, and whose research potential had **yet** to be realized.

Thanks to the excellent and sustained efforts of GLS administration and staff, we have access to a parallel run of circulation statistics for UW-Madison libraries and are able to perform the same analysis as that undertaken at Chicago.[54] We use the data for one-time loans from Memorial Library and Kohler Library between 2006 and 2017 and average them over the period in question (Table D).

Over this period, we estimate that UW-Madison library researchers using Memorial's open-stacks collections were able to lay hands on what they needed—when they needed it—an average of 137 times a day, 365 days a year. By adding browsing data, we estimate an average of 1069 times a day, 365 days a year.[55]

By aggregating Memorial and Kohler data for one-time loans and browses, we estimate open-stacks **research** success at an average of 1136 times a day, 365 days a year.

Table D: Circulations per Volume, 2006–2017

Memorial	volumes loaned	plus browses
one-time loan	599,613	3,693,080
average/day	136.90	1069.16
Memorial & Kohler		
one-time loan	632,660	3,929,368
average/day	144.44	1136.25

It is well known that usage statistics for print volumes and electronic books are not directly comparable due to various systemic factors.[56] In addition, COUNTER—a widely used set of standards for publishers and vendors of electronic resources to report usage of their products—states that where e-book content is provided at a 'section' level, 'section' requests by users should be counted rather than title-level requests.[57]

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[54] Data from https://web.library.wisc.edu/sp/cca/loan-to-volume-ratios.html#Memorial, the same source used for Figure 2: Graph of Circulations per Volume, 2006–2017 (*CFR*, 153).

[55] Data from http://web.library.wisc.edu/sp/cca/.

[56] For example, a user accessing an e-book title multiple times would have multiple 'uses' recorded; a user having checked out the same title in physical form would have one 'use' recorded. See Steven A. Knowlton, "A two-step model for assessing relative interest in e-books compared to print," *College & research libraries* 77, no. 1 (2016): 20–33;

[57] See the stated description of COUNTER Book Report 2 at https://www.projectcounter.org/code-of-practice-sections/usage-reports/, Table 1, and section 4.1.3, "Books and Reference Works." UW-Madison Libraries provides e-book usage data as "Chapter views…based on COUNTER (**C**ounting **O**nline **U**sage of **N**etworked **E**lectronic **R**esources) statistics for the UW-Madison Libraries e-book package subscriptions"; see https://web.library.wisc.edu/sp/cca/ebook-usage.html.

While an e-book 'section' ("The first level of subdivision of a "Book" or Reference Work") might be assumed to mean a chapter, vendor practices—even among those adhering to COUNTER standards—vary greatly.[58] A random sampling of e-book titles available at UW-Madison gives an average of 20.37 'sections' per title, including not only body chapters, but also title pages, tables of contents, lists of tables, lists of figures, abbreviations, forewords, acknowledgments, dedications, prefaces, introductions, epilogues, postscripts, endnotes, definitions, glossaries, lists of names and places, bibliographies, indexes, and maps.[59] We note, too, that the vendor with the highest 'chapter view' statistics at UW-Madison, ProQuest EBook Central, provides COUNTER section reports that <u>sum</u> together the number of pages viewed, copies made, pages printed, and pdfs downloaded.[60] Of course, neither e-book 'chapter view' statistics nor print circulation/browse statistics provide an accurate picture of how a reader actually uses library materials. But we are concerned with a systemic disparity between the way that 'use' is recorded for e-books versus physical books.

Given that ebook usage statistics count by such a wide range of internal 'sections', while print circulation/browse statistics count by title alone, we propose an extremely conservative multiplier of 3 for print circulation/browse statistics. Assuming that an average 'use' of a print volume involves nothing more than looking at the title page, table of contents, and one additional page, we estimate the following physical-collection 'chapter views' of one-time loans and browses for Memorial and Kohler libraries:

Table E: 'Chapter Views', 2006–2017

Memorial & Kohler	'chapter views' in loans	+ chapter views in browses
one-time loan	1,897,980	11,788,104
average/day	433.33	3124.67

By aggregating Memorial and Kohler data for the period 2006–2017, we estimate open-stacks **research** success at an average of **3125 'chapter views' a day, every day of the year.**

This analysis shows how UW-Madison library researchers have made intensive use of Memorial's and Kohler's open-stacks collections. They could get what they needed when they needed it: to check a quotation, see whether the index included terms they were researching, or decide whether they needed to check out an item for close study.[61]

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[58] Some count 'sections' at the page level or dictionary entry level. See Karin Byström, "Everything that's wrong with e-book statistics: a comparison of e-book packages," in *Accentuate the positive: Charleston Conference proceedings, 2012*, edited by Beth R. Bernhardt, Leah H. Hinds and Katina P. Strauch, West Lafayette, IN: Purdue University Press, 2013, 216–20.

[59] Across 63 titles in JSTOR, Project Muse, ACLS Humanities, Elsevier ScienceDirect, Springer, and ProQuest EBook Central, all of which provide e-book content by 'section' rather than by title. Encyclopedias, dictionaries, handbooks, and the like were not included in this sample, nor were the instances in ProQuest EBook Central in which indexes were divided into alphabetical 'sections'.

[60] See http://support.ebrary.com/kb/counter-reports-new/. Byström, 2013, 218, notes this usage inflation.

[61] Browsing that does not result in a loan still involves evaluation, and so constitutes part of the document triage process. See Fernando Loizides and George Buchanan, "Towards a framework for human (manual)

Memorial's and Kohler's open stacks thus constitute a very efficient environment for users to quickly determine potential research value. Were low-use materials to be sequestered in closed storage, they would have to be paged, thus interrupting and inhibiting the research process. Even more likely and even worse, such items would be set aside by the researcher working under time constraints, and would become effectively invisible, thus taking away a key advantage for library researchers working on our campus.

As seen in Table F below, the data analysis for UW-Madison utilization patterns compares very favorably with that undertaken for an R1 peer arts, humanities, & social sciences library: Regenstein Library at the University of Chicago.

Table F: Open-Stack Collections Research Use: Comparison

Memorial & Kohler	volumes loaned	plus browses
one-time loan	632,660	3,929,368
average/day	144.44	1136.25
R1 peer institution		
average/day	147.74	

It was precisely this kind of data analysis that convinced Chicago to "continue to provide ready on-campus access to the full range of its collections":

> "Innovative research depends on ready consultation of all available sources, including especially those that are undiscovered, less well known, and less frequently cited by other scholars. Off-site storage does not support the programmatic need of University faculty and students for immediate on-campus access to integrated collections."

Viewing its libraries as "a crucial factor in the retention of distinguished faculty and the recruitment of new faculty and students," Chicago chose to:
> • maintain its capacity for browsable open-stack physical collections on campus;
> • build an on-campus closed-storage facility underneath Regenstein Library with an average book retrieval time of 5 minutes and ample study space for researchers to make use of paged items, even in large numbers of volumes;
> • explicitly reject "low use" as a metric for determining materials to be held in closed storage; and
> • develop a policy on how to select materials for closed storage so as to minimize interruption to library-based research, relying on bibliographers' expertise in consultation with faculty.[62]

information retrieval," in *Multidisciplinary information retrieval: 6th Information Retrieval Facility Conference, IRFC 2013, Limassol, Cyprus, October 7-9, 2013. Proceedings*, edited by Mihai Lupu, Evangelos Kanoulas and Fernando Loizides, Berlin: Springer, 2013, 87-98.

[62] "Report to the University Board of Trustees" (2005), p. 2 (quote), 6–7 (on browsing as a critical research methodology and the inapplicability of a "low-use" metric). For an extended discussion of both points, see the "Library Report on Shelving Facility," "Faculty Committee Report on Library Expansion," and

Finally, we point to one additional measure of the importance of the long tail for physical collections-based research in the arts, humanities, and social sciences, as well as some scientific fields. Items checked out only once over a decade represent 20.39% of all loans in the period from Kohler Art Library, and 26.44% of all loans in the period from Memorial Library. (Astronomy, Geology, and Steenbock have comparably high percentages.)[63] Such seldom-used titles make up an outsized proportion of circulation transactions for these library collections, indicating their importance for researchers working at the cutting edge.

This assessment of UW-Madison research in open-stacks physical collections converges with data provided in the most recent *Ithaka S&R US Faculty Survey*. This national large-scale survey finds among faculty "an ongoing preference for the monograph in print form for many research activities, especially for long-form reading purposes, with direct implications for libraries and publishers considering the potential for a print to electronic transition for books."[64] Moreover, a clear majority of faculty across the disciplines expect upper division undergraduate students to learn how to "locate and use" primary and secondary sources as part of "their coursework and student research projects" beyond assigned course readings, with faculty in the humanities and social sciences expressing especially high expectations (>75%) for these particular forms of research. [65]

Open-access physical collections are thus critical to developing and supporting forms of research and teaching that are at the core of disciplines in the Arts, Humanities, and Social Sciences. Thanks to the breadth and depth of our campus' open-stack collections, UW-Madison researchers in these disciplines can and do work at the leading edge of a critical and increasingly unique research resource.

"Appendix from Committee on Collection Development." All are available at: https://www.lib.uchicago.edu/mansueto/history/background/backgrounddocuments/.

[63] Data from http://web.library.wisc.edu/sp/cca/loan-to-volume-ratios.html#All. On long-tail scientific data often found only in analog formats, see the special issue on "Rescuing legacy data for future science," edited by Kerstin Lehnert, Leslie Hsu, Mark A. Parsons, Lesley Wyborn, *GeoResJ* 6 (2015): 1-220.

[64] Christina Wolff, Alisa B. Rod, and Roger C. Schonfeld, *Ithaka S+R US Faculty Survey 2015* (2016; DOI: https://doi.org/10.18665/sr.277685). Among the "Key findings": "*There is no observable trend towards a format transition for monographs*. Faculty members' preference for using scholarly monographs in various ways in print format rather than digital format has, if anything, increased since the previous cycle of the survey." (6) See also figures 11 and 12. Available at: https://digitalcommons.unl.edu/scholcom/17/.

[65] Wolff, Rod, and Schonfeld, 2016, 61; see also figure 40.

IV   Conclusion: A Forward-Looking Plan for a Unique Institution

No serious research library can maintain and continue to acquire physical materials as it should without careful consideration of how to preserve and make accessible precisely those physical materials that, as more and more academic libraries face similar challenges, are becoming increasingly unique and valuable. Use of print materials at UW-Madison has declined over the past decade as users have embraced digital access and/or added it to the ways they conduct research and instruct undergraduates. Yet physical library collections shelved in classified order constitute a technological system with importance affordances that are distinct from and complementary to those of digital resources. Direct access to print materials continues to be an essential method of research in specific disciplines, with browsing in particular significantly undercounted. Browsing data available typically capture only items pulled from the shelves and left elsewhere so that they need to be reshelved.[66] A wide range of other browsing behaviors have been documented and analyzed, none of which are recorded by current methods of assessing browsing use.[67]

Librarian expertise is critical for assessments of how library resources, spaces, and services are used by all categories of patrons. Faculty and staff, too, bring vital expertise concerning the research and teaching value of library resources, spaces, and services. Given that the depth and range of Madison's print collections is a distinguishing feature of our campus, we welcome this opportunity to work as partners on developing policies for managing physical materials and collections spaces within our campus libraries in ways that further rather than dampen our research capabilities, leverage and highlight the unique profile and strengths of this specific institution, and enhance the UW-Madison's attractiveness and competitive edge nationally and internationally. We recommend that future planning include the following aspects not sufficiently addressed in the *CFR*.

IV.1   Leveraging Library Mall & Memorial Library as Hallmark Campus Spaces

Physical spaces and location matter to users in terms of providing access to resources, but also in less tangible ways. The *CFR* includes awareness of this. Within the proposed hub model, constructing a new South Hub library and a new Memorial Library building are desirable. The particular configuration of Library Mall is a unique landmark of UW-Madison, cherished by generations of students, faculty, and loyal alumni. With the material holdings of the State Historical Society, Kohler and Memorial Libraries, situated adjacent to Memorial Union, the historical Red Gym and University Club housing several humanities institutes, the Chazen Museum, Alumni Place and views of Lake Mendota, the UW-Madison campus is home to an architectural and intellectual jewel that is the envy of many peer institutions, helps with recruitment and retention of outstanding faculty, and is an attraction for visiting scholars nationally and internationally. Planning

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[66] At http://web.library.wisc.edu/sp/cca/.
[67] See McKay, Chang, and Smith, 2017, 51–52, for observational data and analysis confirming numerous first-hand reports by our faculty responding to the *CFR*.

should take advantage of the UW-Madison's unique profile in print holdings and physical constellation of core libraries around Library Mall. Stewarding this resource is not only a necessity but an opportunity. In terms of a new Memorial Library building, this unique configuration presents a prime opportunity for engaging donors and alumni.

IV.2   Attending to Discipline-Specific Library User Needs & Practices

Consolidation of libraries and library spaces is a necessity, but needs to reflect discipline-specific library user needs and practices at a more granular level. It seems clear from the comments and statements received that there is strong support from its constituents for Kohler Art Library in its current configuration. As a multi-use space in a synergistic relationship with the Chazen Museum of Art (Chazen) that includes functions recommended by the *CFR* for expansion in future planning, such as public access and exhibition space, it is an integral part of the "footprint" of the arts/humanities at the core of our campus. Closing Kohler Arts Library would be detrimental for a number of reasons. We note that at the UT-Austin, the Fine Arts Library was similarly slated for elimination of the space and downsizing of its browsable collection. Responses included a petition, a resolution of protest by the Faculty Council, and a report by the Fine Arts Library Task Force; press coverage cited parallel UW-Madison plans to close Kohler. The combined responses prompted the UT-Austin Provost to reverse the decision and announce plans on April 6 to keep the Fine Arts Library Collection in place, renovate the space, form a standing advisory council for the Fine Arts Library, and furthermore form a university-wide task force "to ensure that we include faculty, students, and staff in these conversations about the future of libraries" at the UT-Austin and to "rebuild trust in the decision-making processes".[68]

IV.3   Fostering Appreciation for Open & Easy Collection Access

Future planning needs to distinguish carefully between materials available to users in classified order in open stacks, on the one hand, and storage ("warehousing") of items not directly accessible to users on the other. The *CFR* seems to see open access to physical collections as more of a liability to be managed than an asset to be showcased. Only "highest use items" are supposed to remain immediately accessible, presented "in an attractive, easy to access/browse arrangement of low ranges, wide aisles, easy to reach shelves with proper lighting, signage and display systems." (153). The priorities stated in the *CFR* subordinate the importance of open-stacks access for innovative research to a conception of "attractiveness" better suited to a supermarket than to a research library.

Open stacks are active-use research and discovery spaces for numerous disciplines in the Humanities, Social Sciences, and Arts, an essential scholarly resource equivalent to laboratories in the sciences. We concur that there are limited options for renovating Memorial's North Stacks, but miss a discussion of how to provide that range of open-

[68] UT-Austin materials (Report of Fine Arts Library Task Force, April 4, 2018 memorandum to Provost, April 6, 2018 Provost's memorandum) will be added to ULC/Libraries archive of responses and materials

stack shelving space in a more efficient manner, in particular, an investigation of compact shelving options (with improved climate control) as solutions for maintaining open access to physical collections, in combination with other space uses as suggested in the *CFR*. We are confident that architects will be able to come up with a compelling design for a splendid new, improved, functional Memorial Library. A constellation of open spaces and compact shelving, for instance, could optimally accommodate all users, combining aesthetically appealing work spaces with necessary resources for library research.

IV.4   Embracing & Promoting Print Collections in a Digital Age

We will never be able to compete with most of our research peers in terms of library acquisitions budget. But the UW-Madison has an edge in the size and range of our holdings, painstakingly assembled and safeguarded by generations of librarians. Our depth and breadth of print holdings in numerous areas is a particular strength, especially in "long-tail" disciplines where the most current research does not automatically supersede older material. A forward-looking plan will aim to steward this resource and keep it accessible, rather than withdrawing it from user access as other institutions have done.

In the digital age, paradoxically, print culture and material book history have developed into prominent and exciting research areas, offering a new focus on print materials. Memorial Library was built with generous future accommodation of acquisitions. Most of our peers have had to resort to off-site storage years before that necessity caught up with the UW-Madison. Some of them have already realized that this impedes research, does not serve their institution well, and are trying to reverse the process.[69] Uncritically following what has been done at other institutions in this case runs the danger of being short-sighted instead of forward-looking.

Finding the right balance of preserving our priceless print collections and keeping them accessible to the extent possible will enhance our profile and reputation. Over the course of the next 25 years for which the Master Plan will be designed, doing so will place us in a small group of leading institutions that can boast significant and accessible on-site library holdings. Here in our campus libraries we are privileged to have the 11th largest research **collection** in North America. Because we have largely open access to that collection, we also are privileged to have one of the greatest research **libraries** in North America. This is an asset that is increasingly unique and distinctive in the world of public R1 research universities, and a cutting-edge research advantage UW-Madison needs to retain in an increasingly competitive academic environment.

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[69] See Kara M. McClurken, and Esther E. Onega, "Managing competing interests with off-site storage," paper presented at the *IFLA World Library and Information Congress 2016: Connections, Collaboration, Community*, in Session S11 – Satellite Meeting: Preservation and Conservation with the Strategic Programme on Preservation and Conservation (PAC): *Up up and away: High density storage for library materials* (10–11 August 2016), Library of Congress, Washington DC, available at: http://library.ifla.org/id/eprint/1976.

IV.5   Developing Innovative Remote Spaces

The ULC concurs that remote storage is a necessary part of library planning. While a critical component of the *CFR* is the role of remote storage, no attention is paid to how the use of remote space could be re-envisioned to allow UW-Madison to lead the way in the use of such space in ways that best serve the needs of researchers. How to select what goes into it and what percentage of physical collections should be in principle kept there are matters for serious and careful discussion, as is maintaining the thematic integrity of existing collections for browsability. We count on the expertise of our highly regarded librarians, library liaisons and collections specialists, working closely with faculty, to develop thoughtful and deliberate decision-making processes for addressing these issues. Planning also needs to include discussion of how best to assure user access and relative ease of use so as not to dampen research activity, including such services as shuttle bus service from campus, delivery of large runs of volumes, an on-site reading room, and others.

IV.6   Ensuring Comprehensive & Meaningful Engagement in the Planning Process

While the *CFR* provides a broad vision for the future of the GLS, achieving this vision will require ongoing planning and feedback as space and funding for specific projects become available. As noted above, the stakeholder engagement process for the current master plan was less than comprehensive: moving forward, this should be an emphasis. The ULC recommends that future planning take into account the information the consultants have gathered regarding stakeholder needs and practices, as well as include more robust efforts to engage various constituencies on campus in providing meaningful feedback. Collaboration among faculty and librarians familiar with faculty research and teaching needs is a vital component in this process. In particular, we suggest using the experts we have on campus—the Wisconsin Survey Center—to develop a comprehensive plan for ensuring all audiences on campus are fully engaged. We hope such a process will ensure that the eventual libraries facilities master plan will respond to the uniqueness of our campus and its rich range of research cultures in finding a balance between the needs for research and discovery as well as teaching and learning spaces.

APPENDICES
- University Committee memorandum (February 28, 2018)
- Two individual statements by distinguished faculty members (Nyhart, Bordwell)
- Three sample departmental/program statements (History, Center for East Asian Studies, School of Journalism & Mass Communication)
- Text of petition circulated by the Institute for Research in the Humanities in spring 2018 and signed by over 1000 supporters as of April 10, 2018

February 28, 2018

To: Ed Van Gemert, Vice Provost for Libraries
          Sabine Gross, Chair, University Library Committee
Cc: Sarah Mangelsdorf, Provost and Vice Chancellor for Academic Affairs
From: The University Committee
Re: Library Master Plan

In light of the recent consultant's report on the future of UW-Madison's libraries, the University Committee (UC) and the University Library Committee (ULC) have received several expressions of concern about the lack of structured governance involvement in the decisions leading up to what is currently presented as the draft of the Library Master Plan. In essence the document presented as the Library Master Plan is a report written by a consulting agency. After careful reading of *Faculty Policies and Procedures (FPP)* and after consulting with concerned faculty members, the ULC, and the Vice Provost for Libraries, the following consensus has emerged:

- As specified in *FPP* 6.46, the ULC is the faculty advisory body for policy and planning for libraries throughout the university including the General Library System. This includes consultation on any library planning, including a new Library Master Plan, at the drafting and conceptual level, not just at the implementation stage. As detailed in *FPP*, the ULC is tasked with, inter alia, reviewing and making recommendations on long-range planning for library resources, reviewing the performance of the libraries in supporting and assisting scholarly activities, monitoring technical developments for the libraries, and consulting with and advising appropriate administrative officers on library budget matters. One of its specific charges is that it receives recommendations "regarding the establishment, abolition or merger of libraries supported by university funds, and makes recommendations to the chancellor."
- While the consultants working with the Libraries on a Library Master Plan considered some faculty feedback for their Consultants' Report, the Library Master Plan, as it has been presented to the UC (in draft form), does not include structured feedback from the ULC. The final Consultant's Report was just posted on February 20. We expect that the ULC will discuss it at its next meeting (March 15, 2018) and will contribute an advisory report to be included with the Consultant's Report, which will become available shortly after the April 10 ULC meeting. The final version of the Library Master Plan should include this report as an integral component.
- The Campus Planning Committee, which reviews all major campus projects, is scheduled to discuss the Library Master Plan this spring. It is our understanding that the document it will review will not just be a version of the Consultants' Report, but will include the University Library Committee's advisory report.

University Committee
133 Bascom Hall | 500 Lincoln Drive | Madison, WI 53706
secfac.wisc.edu/governance/university-committee

Email sent to Sabine Gross and Florence Hsia, December 7, 2017

Dear Sabine and Florence,
I write you in your capacities as chairs, respectively, of the University Library Committee and the Memorial Library Committee. Unfortunately, I cannot attend either of today's meetings concerning the Library Facilities Master Plan, but I hope that raising my voice by email will be a little bit helpful.

Memorial Library's open stacks are a significant feature of my research and teaching processes. I still work in the stacks for my own research, and shelf browsing continues to be a significant way that I learn about work I was unfamiliar with. This is especially true of older books that are not incorporated into standard online databases. I browse and grab books in the call number range on either side of the book I know about. This is an important research method for me.

For example, I was recently following up a lead from a scholarly book to one of its citations, which concerned the structure of elections and voting in the small German principality of Weimar around the revolutions of 1848. This is not a popular topic these days, and virtually all the histories are older and in German, and therefore not readily accessible in the usual (English-language-dominated) databases. From pulling out books on the shelves, I was able to determine that the book I looked at didn't have quite the information I was looking for, but that a book nearby did; furthermore, I learned that that section of the stacks was the place to go for information about elections and politics in other German principalities in the 19th century, which I expect to return to later as a follow-up.

This stacks-based research process has subtle but important efficiencies: when choosing among a lot of books on a subject, one can often tell by a quick glance at a book's cover, spine, size, and font whether it is a survey or a detailed research monograph, and thus whether it's a likely pick for the question at hand. Searching online by call number is a poor substitute, far more cumbersome and less helpful than being able to eyeball the books, rapidly go through a range of books on the shelf, and not lug around the ones one doesn't need (as one would have to if one called up all the call numbers in a certain range to have them delivered to the library).

I teach this technique to grad students, and sometimes to undergraduates, when they do research assignments, because it is such a useful way to find new items.

While I understand the need for periodic removal of some books to offsite storage to make way for new ones, I would note that removing materials from the onsite stacks will make them even more obscure. Again, some older forms (such as 19th-century German natural history society journals, which I have used a lot), though available online, often contain unindexed parts, advertisements, and fold-out plates that are typically not well dealt with in Google or other scanning processes. If you don't know they're there, you can't find them using the online versions. It has been a great boon to me as a researcher to have these hard copies available on-site. I almost never check out these old journals, but have used them repeatedly over my career here.

Finally, I would add that when I applied for a job at Wisconsin (already having a good tenure-track job at another CIC university), one of its major appeals was its wealth of library resources suited to my research and teaching. For the reasons detailed above, reducing the onsite, open-shelf stacks would also reduce the library's utility to me. This would sadden me greatly.

Yours sincerely,

Lynn K. Nyhart
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WISCONSIN

UNIVERSITY OF WISCONSIN–MADISON

3 January 2018

Dear colleagues,

I'm writing with keen concern about the proposal to redesign Kohler Art Library and Memorial Library sketched in the Facilities Master Plan. I have been a faculty member at Wisconsin since 1973, and my academic career has been fundamentally shaped by these campus facilities.

I could argue on principle that these facilities should be maintained in their current form. I could point up the peculiarity of an institution that requires people to read and write books and articles making those products more inaccessible. And the Plan, as conveyed in the Power Point, is open to criticism on several grounds. I could suggest that "partner spaces" seems a questionable rationale for wholesale readjustment of an institution. I could mention that my own efforts to access the current collections offsite do not bode well for that as an option.

But my sense that the plan, as I understand it, is headed in the wrong direction stems mainly from the way that I, as a typical Humanities scholar, have come to rely on our library system. In brief, my work over the last forty-five years would be unthinkable without the libraries in their current form. The idea that they would be replaced by digital and off-site collections would be a blow to my and my colleagues' effectiveness and capacity for discovery.

I research a modern medium—film—that has undergone its own transition to digital platforms. I've written about that process, and not from a Luddite perspective. Such a change, like any change, has both advantages and limitations. And of course I use the vast digital resources of the internet, along with the journal and book items on the cloud facilitated by the University Library.

Nonetheless, I and other scholars remain critically dependent on the physical presence of print. Let me give you two examples, one from the start of my career and one of recent vintage.

When I started teaching here in 1973 I was finishing my dissertation on French cinema of the 1920s. Leaving the University of Iowa, which had a good library and solid French-language resources, I was overwhelmed by the much more massive collections we had, in both print and on microfilm. I spent my first year scuttling from floor to floor finding many works that I simply hadn't known of.

Key to this activity was shelf access. Very often, the book I really needed was next to or down the row from the book I had gone to find. The title wouldn't have turned up with digital search or a request from offsite storage. And some books I found hadn't been checked out in a long time. I also just prowled the PNs and PRs and PZs looking for things that seemed intriguing. I found things that no one had talked about—the humanist's equivalent, I suppose, of an anomalous experimental finding for a laboratory scientist.

Shift to 2012, when I began my most recent research program, a study of American cinema of the 1940s. One portion of this became a book on 1940s film critics and their impact on American culture. That required me to pore over periodicals, many little-known today and not available digitally: *The New Masses*, Dwight Macdonald's magazine *Politics*, and other journals. A major journal, *The New Republic*, had not yet established online access, so to follow the career of one of my major figures, Otis Ferguson, I paged through the entire run. As with browsing the shelves, I found adjacent to his pieces many important articles that gave a sense of the tone and tenor of the journal. Today, when I search *The New Republic* online (I bought a subscription; UW library doesn't access it), it brings up only the article itself, not the page with the ads and adjacent pieces. For a historian, the actual page is a precious slice of context.

On a larger scale, my 1940s project has eventuated in a book on films of this period, just published by the University of Chicago press. For this research, I had of course to watch a great many films (many in the collection of the State Historical Society). And web searches were naturally very valuable. Still, my research questions drove me to study the film industry, and that meant reading the trade press—not just *Variety*, available online (my subscription again) in a page-by-page format, but also, and crucially *The Hollywood Reporter*. This daily publication is not available on microfilm or a digital format. A three-month stay in New York enabled me to go through the relevant years page by page at the Lincoln Center Library for the Performing Arts. I mention this simply to show how dependent a scholar like me remains on print materials, even in the digital age.

More relevant to my use of campus facilities was my search for the artistic context of Hollywood narrative strategies. For this zone of my project, I needed to find and read plays, novels, and magazine stories from the period 1930s-1950s. Memorial Library was a treasure trove of this material. Although the library had deaccessioned a crucial series of books (Burns Mantle's *Best Plays* annuals, which I bought for myself), it retained a great many texts of important plays and novels, famous and obscure, which were sources of films or sources of storytelling ideas.

Likewise, the ability to lug to a table big bound copies of *Collier's* and *American Magazine* and *Liberty* and other popular periodicals again gave serendipity a chance to occur. I could see that the short story I was looking for had its counterpart in another in the same issue, by an author I'd never heard of. Even some specialized journals, like *The Writer, Writers' Digest, The Bookman,* and *Publishers' Weekly*, all unavailable online, required paging through; and once more, our libraries came to the rescue. I trailed *Publishers' Weekly* from the basement of Memorial to the sunlit lounge of the ISL in Helen C. White.

Again, browsing was key. As in 1973, the ability to cruise the stacks enabled me to make discoveries I couldn't have made through a Search command online or through a slip sent to an off-campus storage site.

In sum, the breadth of material I found enabled me to write a book unlike any other—a study of popular 1940s narrative in several media, with a focus on film. It has been praised for its innovative integration of popular literature and drama with commercial cinema. The ability to burrow into the vast collections available at Memorial made this project possible. And I'm still burrowing; between Christmas and New Year's

Day I was in Cutter and PZ3, digging out obscure novels. I also prowled more or less at random looking for unusual things.

Okay, I'm a nerd. Who else spends a vacation that way? But universities are there to help us nerds thrive. And we help the universities thrive.

I've skipped over many other endeavors—the way my work on Japanese film was sustained by our magnificent collection in that language, or the resources of the film history collection has enhanced my textbook on that subject. But I hope to have given you a flavor of how central to my work are the vast on-site collection, the deep physical holdings in old periodicals, and the ability to browse, and even wander, among volumes that suggest new ideas and evidence.

I didn't mean to make this all about me, though. I think I'm typical of many academics here. I just wanted to clothe the abstractions of the report in something tangibly human. We who research the history of the humanities are trying to connect with people who came before us. They left us solid traces of their thinking, physical records of their accomplishment. There are thousands of people like me on the campus— undergraduates, graduates, faculty, emeritus faculty—who treat the library as a living museum, filled not just with words but with artifacts. To explore those artifacts is one of the most rewarding activities of civilization. UW—Madison's stack libraries form a magnificent monument to our predecessors' accomplishments, and they should not be swept away. No partner spaces or empowerment leverages can compare to the invisible but passionate work that takes place here.

I'd be happy to discuss these and other points in meetings or public forums. Thank you for reading this letter.

With best regards,

David Bordwell
Jacques Ledoux Professor Emeritus

March 28, 2018

Dear Provost Mangelsdorf,

I am writing to provide you with the History Department's response to the February 2018 Consultants' Report on the Library Facilities Master Plan. The History Department welcomes Central Campus' willingness to address the long-term future of libraries on this campus, and its desire to invest in the library system. As the Consultants' Report suggests, our libraries are in need of extensive renovations and some consolidation.

The History Department, however, is deeply concerned about the projected renovations of Memorial Library that would result in the demolition of most of the open stacks. According to the Consultants' Report, a 15% "sample" of Memorial's rich holdings would remain in the building; the bulk of our nationally recognized collections would be moved to a storage area in Verona closed to faculty and students. Books would no longer be readily available for consultation. They would have to be paged in advance and transported (at additional environmental, labor, and space costs, which the Consultants' Report does not address) back and forth from Verona on a regular basis.

Memorial Library ranks as one of the very best research libraries in the nation (and the world), and its history print collections are, in some fields, second to none. The research we conduct as historians depends on having access to extensive, browsable collections. Browsing is essential to what historians do: we spend hours in the stacks selecting books directly off the shelf, going through volumes of materials, and comparing editions in search of evidence. There is far more to browsing than serendipity. Browsing is a methodology that cannot be replicated by searching an online catalog. The hands-on work we conduct in the stacks is absolutely crucial to our research. Having immediate access to books (as opposed to waiting days for them) is equally indispensable. Historians, of course, take full advantage of digital resources available for our research but we remain highly dependent on printed materials. Print collections in all languages provide – and by far -- the most extensive, well catalogued record of the human past.

In the Consultants' Report, the Library Facilities Master Plan appears to be a space management plan designed to free up square footage for purposes other than faculty and student research, rather than a comprehensive reflection on the future of research libraries at the UW Madison. The consulting firm that authored the Report appears woefully uninformed about the kind of work that we do, and why access to large, standing collections is fundamental to innovative research in the Humanities and the Social Sciences. The dismissal of Humanities research methods does not appear to be in keeping with the Library's own "Strategic Planning Goals and Priorities" adopted in 2015 that underlined the necessity to "develop collection and preservation strategies to support disciplines across subject areas and content types."
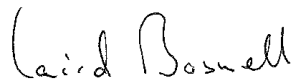(https://www.library.wisc.edu/about/administration/strategic-planning-goals-and-priorities/)

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We have discussed the Consultants' Report on the Library Facilities Master Plan during two separate Department meetings this spring, and I can report that History faculty are unanimous that this is an ill-informed proposal that undermines the research that we do. The Vice Provost for Libraries, Ed Van Gemert, was kind enough to attend one of our meetings with his leadership team, explain the Report's outlines, correct some misunderstandings, and listen to our views. We had a frank, collegial exchange. I am sure he can confirm the depth of our concerns.

I am convinced that the History Department will face difficulty recruiting top talent if we cannot preserve, similarly to many of our peer institutions, large, browsable, open stacks collections on campus. I have heard from colleagues who have indicated that they would consider pursuing opportunities elsewhere if the administration decides to remove our open stacks collections. We will lose graduate students who will choose to attend institutions that have a greater commitment to making library resources available on campus. We are a nationally ranked, top ten department (#13 in the world) and our strength is directly related to the stellar research collections available at the heart of campus (Memorial Library, the Kohler Art Library and the Historical Society). Ultimately, UW Madison's place as an R1 University in the Humanities and Social Sciences is at stake. If the University leadership wants to preserve nationally ranked programs in the Humanities and Social Sciences that attract the best faculty and students, then it must commit to preserving extensive research collections on campus.

Let me close by underlining that History faculty and graduate students support renovating Campus libraries and strategizing about the future of our libraries. We believe, however, that this process should be undertaken in close collaboration with faculty and students for whom libraries exist.

Sincerely,

Laird Boswell
Professor & Chair

Center for East Asian Studies

University of Wisconsin-Madison

April 10, 2018

Dear Provost Mangelsdorf,

On behalf of the Center for East Asian Studies (CEAS), I write to express our great interest in and some key concerns over the February 2018 Consultant's Report on the Library Facilities Master Plan. Established in 1962, CEAS consists of more than sixty core and affiliated faculty and staff in the humanities, social sciences, and professional schools who are dedicated to the teaching, research, and public outreach about the region of China, Korea, Japan, and Taiwan. Previously funded by the Department of Education Title VI National Resource Center program, the Center enjoys a long tradition of building and training expertise in many areas of national need, including government, business, media, and education, by contributing to a greater collaborative understanding of East Asia and its many relationships with the U.S.

CEAS welcomes central commitment to a long-term strategic plan to improve library services with an attention toward "the diverse ways [users] do their work." In the contexts most immediate to CEAS, we take "users" as faculty researchers in both East Asian language and area studies disciplines, as well as the future experts whom we train, from linguistics and literature to historical and religious studies to law, education and engineering and to media and communications. These future experts include both undergraduate and graduate students who need to master the relevant languages *before* being able to conduct library research in these languages. Still, other "users" may include under-served community members and international members of the campus who are from East Asian countries or those with advanced- or native-level fluency in East Asian languages. Their continuous access to the physical library collections remains important to the intellectual and cultural life at UW and Wisconsin at large. Yet, at the same time, these groups are unlikely to generate high rates of "usage" based on circulation and renewals alone—as compared to the vast number of English-language materials and English-speaking users. Instead, the importance of our target groups demands a careful reconsideration of the recommendations about "usage" and "users" in the report. Indeed, to make a viable library plan in a globalized world, one needs to understand that this world is not dominated by English-language speakers and materials.

Given the potential issues associated with "usage" and "users" as the main criteria, we are concerned how the recommendation of drastically reducing open stacks would affect our research and teaching missions and hence our competitiveness for external funding related to area and international studies. Despite years of budgetary cuts and decline of resources

given to cataloguing, the East Asian Collection at the Memorial Library has consistently ranked highly among our peer institutions (FY 2017: UW ranked 18th in total holding of volumes, despite being 25th in fiscal support. Source: Council on East Asian Studies)—indicating the hard work and remarkable quality of our East Asia bibliographers and librarians, Dianna Xu and Yoriko Dixon. The well-regarded reputation of the East Asian Collection, together with the traditional ease of access, has helped attract some of the best researchers, students, and scholars to UW. Even though our circulation data has gone up steadily over the years, a comparatively low level of "usage" reflects little the fact that the East Asian Collection remains absolutely critical to UW's knowledge production on the region strategically important to the U.S., and that it is an irreplaceable resource fulfilling major federal funding requirements. Currently, CEAS is preparing for a new application for the Department of Education Title VI program funding, which requires documentation of the quality of library resources and provides a total sum of financial support for over two million dollars for four years. As the East Asian Collection, like other area studies collections on campus, requires specialized knowledge in bibliographical control and acquisitions, a continuous, dedicated commitment to its maintenance and growth is absolutely important to our efforts to regain federal funding as well as to leverage the support of private foundations in the coming years.

Finally, knowledge is not only produced and disseminated in a digital form, but which often represents itself as the only or most effective solution to economic problems. It is worth stressing that, as the Libraries website briefly acknowledges, browsing remains a fundamental tool for scholarly discovery and research. For many scholars in the humanities, which is still a largely monograph-driven set of disciplines, it is common to have to access and read 200-300 books for a single research project, something impossible to do so in an electronic form or with largely closed stacks. The hidden, uncertain costs of subscribing to electronic databases and paying indefinitely for their upkeep have also been lacking in most discussions. Given the stakes involved in ensuring that UW remain a world-class university in the twentieth-first century, I hope our campus can strike a balance between stewardship of our extant resources and growth of new initiatives. It begins by recognizing and adapting to the multiple pathways to knowledge creation and accumulation at our very own libraries.

Sincerely yours,

Shelly Chan
Director
Associate Professor of History

I write on behalf of many colleagues in the School of Journalism and Mass Communication to express concerns about plans to remove a significant portion of the open-stack collection in Memorial Library. From the perspective of research and teaching, the decision to remove the materials seems ill-conceived.

Several of my colleagues have shared specific concerns about the future of their research and teaching should the open-stack collection be significantly reduced. For example:

- The research process itself would be significantly slower if books had to be ordered from remote locations in the area or even from other universities.

- Research would be more inefficient; often researchers don't know which books are most crucial until the books are in hand and perused for a few minutes. If the books have to be ordered from off-site storage, a minutes-long process becomes a days-long one.

- The discovery of materials by chance through browsing is all but eliminated. Making connections with unknown authors or finding relevant materials in cognate disciplines often happens by chance.

- The ability to simultaneously view and process multiple items spread out across a table for inspection might be hindered. Some research processes such as cross-checking, comparing, and verifying might be made more difficult.

- Digital copies of materials are not always searchable; thus the "advantage" of digitizing is not all that clear from a research perspective. In addition, reading a book in a digital format is cumbersome; toggling to find footnotes can be very tedious.

- Students will not have the experience of browsing, exploration and discovery of scholarly works. Instead they will believe that "library work" is mechanical and almost incidental to their learning.

Thus, along with many faculty, staff and students at UW-Madison, I ask that that the proposal to reduce open-stack shelving in Memorial Library be reconsidered.

Sincerely,

Hemant Shah

Hemant Shah
Director, School of Journalism & Mass Communication
Helen Firstbrook Franklin Professor of Journalism

We, the undersigned graduate students, faculty and staff in support of research in the arts, the humanities, and the social sciences, protest the planned destruction of a portion of the open-stack standing collections in the Memorial Library and the Kohler Art Library.

These collections are part of a unique historical quadrangle devoted to the arts, humanities, and social sciences on our campus; this space should be at the center of any UW-Madison advancement and capital campaign and it is an invaluable national and international recruitment tool. We owe present and future generations of students, faculty and staff stewardship of our print collections.

The open-stack standing collection of books and journals in the Memorial Library and the Kohler Art Library is essential to our teaching and research for the following reasons:

- all research in the humanities and most research in the arts and the social sciences relies to a great extent on print materials - both scholarly works and primary creative works - collected over generations;
- the relevance of print collections to research is not predictable, that is, the latest editions are not necessarily the most valuable ones, and the most recent material does not automatically supersede older material;
- electronic materials, whether scanned from print or born-digital, form a part of our research, but cannot replace research that often requires working with many print materials simultaneously, with cross-checking and comparison of editions, moving from primary to secondary material, etc.;
- electronic resources are more vulnerable to disappearance or alteration than printed resources, and their formats and forms of access change rapidly;
- the quality of electronic resources varies greatly; many items are barely legible, have interfaces that cannot be relied upon for serious research and teaching, or do not convey the richness of the physical artifact;
- creative scholarship often arises out of serendipitous discoveries and connections: indeed, truly innovative work in our fields supposes an ability to "browse," to work freely in a physical space with abundant and direct access to print materials;
- faculty in the arts, humanities and social sciences often require students to check out books and journals for use in classes and in their research projects. It has been demonstrated that learning with traditional note-taking and printed material is more in-depth and longer-lasting than learning with electronic materials only.

The disadvantages involved in removing easy access to print materials are far greater than the advantages. Disadvantages include increased time needed for

research in the humanities, arts and social sciences, and decreased quality of education and research.

A plan that eliminates or renders far more onerous a proven method of teaching and research, and fails to demonstrate beyond any doubt that our teaching and scholarship would be enhanced by this elimination, should not go forward.

We therefore urge the university administration to preserve the open-stack standing collections of the Memorial and the Kohler Art libraries.