

January 27, 2014

During the past decade, UC Berkeley suffered deep and repeated reductions in State funding. To cope with these reductions, budget cuts were imposed on both academic and administrative units. Campus leaders partially shielded the Main Library from the full extent of these budget reductions by marginally favoring the Library in the distribution of reductions. Nonetheless, and by any standard, repeated reductions in the Library's budget, at a time of sharply rising costs, had a very significant impact on both collections development and staffing. Many faculty came to feel underserved by the Library and appealed to the Provost in 2012 to reverse this trend. The Provost and the Chair of the Academic Senate appointed a Commission on the Future of the Library to examine the problem and make recommendations.

In its October 2013 report, the Commission concluded that libraries will be ever more critical to University teaching and research in the coming years. The Commission called for increased investment in the UC Berkeley Library, together with cost-saving and revenue-generating measures and organizational and institutional changes. The Commission recommended a permanent increase in the Library's collection budget of \$5 million annually, other critical investments requiring an additional \$1.5 million annually, and the hiring of 21 additional Professional Librarians as well as additional support staff, estimated to cost about \$6-7 million in additional investment. Other key recommendations included keeping Moffitt Library open longer hours, devising a new course on library literacy, establishment of a scholarly communications office within the Library, and the development of mechanisms for closer collaboration between the faculty and the Main Library. The Commission advised the Administration and the Academic Senate to develop a plan for the effective restoration and stewardship of the Library along the lines of its recommendations.

We have reviewed the Commission report and have consulted with the Chancellor and with selected members of the Administration and Academic Senate to determine feasible and sustainable strategies for implementation of the Commission's recommendations. The biggest challenge in this time of scarce resources was to identify sources of funding for the Library. We are pleased to announce today our plan for a way forward.

As noted in the Commission's report, in 2012 the Library's annual budget was \$60.8 million, of which the central campus provided \$43.5 million. Annually, starting in 2014-15, the Library will receive the following additional funding:

- \$3M from the Chancellor's discretionary fund
- \$1.6M from return of Indirect Cost Recovery (ICR), achieved through revision of the plan for ICR-return to individual faculty to make ineligible those who hold endowed chairs with annual payouts in excess of \$10,000. This revision has been endorsed by the faculty task force that designed the ICR-return policy.
- \$1M from deans, a group of whom have been charged to develop a plan by mid-February 2014 specifying how and from what sources these decanal contributions will be secured.
- Up to \$500,000 voluntarily contributed by individual faculty. The Academic Senate will design and lead a campaign to encourage faculty to contribute to the Library some portion of their personal \$4,000 ICR-return funds or other funds that can be used for collection development in their fields.

These amounts will be over and above amounts that campus units are currently contributing to the Library and will allow the collections of the Library to be enhanced. Units currently supporting the Library will be required to maintain previous levels of contributions (“maintenance of effort”).

The Library in turn will support the recommendations of the Commission as follows:

- \$1M/year drawn down from the Library's substantial unrestricted reserves
- Up to \$1M/year in savings from reorganization, redeployment of resources, and other cost savings.

The University Librarians informs us that both goals can be achieved.

These funds will allow the Library to hire Professional Librarians, expand collections, develop an online course on library literacy, and increase the hours of operation of Moffitt Library. To further assure financial stability, the Library, with administrative support, is also committed to the intensification of its fundraising efforts from both private and foundation sources.

The combination of new funds (up to \$6.1M/yr.) plus drawing down of Library reserves and cost savings (up to \$2M/yr.) will yield up to \$8.1M per year for the Library in the short term. This will go a long way toward meeting the investment goals recommended by the Commission. Securing the full \$8.1M/yr. can only be accomplished through the concerted effort of central Administration, the deans and departments, and the faculty, working together for the common good.

We recognize that some of the funds we have identified are non-replenishing and therefore will not serve as a permanent source of funding; they will need to be replaced in the future with other funds. Both the Administration and the Academic Senate are committed to annually reviewing the Library's budget and will work with Library staff to identify additional funds and cost-savings as needed. We also recognize that a sudden infusion of such large sums in 2014-15 may not be capable of being spent immediately in the most rational fashion. Hence, we encourage the Library to submit a plan for ramping up its collections and staffing at a pace commensurate with quality-assurance.

To this we add a commitment to seek major new funding for the long term - a **Campaign for the Berkeley Library**. The Chancellor commits to lending high priority to fund-raising for the Library over the next decade, with the goal of producing within a decade several million dollars per year in increased current-use and endowment-yield funds. Indeed, this week the Chancellor secured a multi-million-dollar gift of discretionary funds to the Library, a welcome way to kick off this Campaign.

As the Commission on the Future of the Library stated, "There is simply no great University without a great Library." We believe that the plan we have announced today will assure that our Library remains the jewel that it has always been, for our students and faculty and for the broader public. We again thank the members of the Commission on the Future of the UCB Library for their thoughtful and penetrating work on this important topic.

George W. Breslauer
Executive Vice Chancellor and Provost

Elizabeth Deakin
Chair, Academic Senate