

SJSU Library Budget Study

Report and Recommendations

Prepared by
University Library Board

April 2005



Note to the reader

The original **April 2003 Library Budget Study Report and Recommendations** is available at:

<http://www2.sjsu.edu/senate/SS-S03-3a.pdf>

The National Center for Educational Statistics (NCES) data that were used in this report are updated every two years. The Library Budget Study report will be updated biennially following the release of new NCES data. Subsequent Library Budget studies will be available at:

<http://www.sjlibrary.org/gateways/academic/ulb.htm>

The updated report is an analysis of how the SJSU Library compares with traditional university libraries. We do not, however, any longer have a traditional university library. We have a highly visible, innovative and successful cooperative academic and public library that serves the entire San José community.

The King Library has become the intellectual commons for students on the campus. Students are checking out, through fall 2004, 100 percent more materials than they did in the last year in Clark Library. Cultural events and university and community programming have brought the University and the City closer together to address economic development needs of the area. The King Library has become the portal to the university for prospective students from the community.

The King Library has great potential for enhanced community collaboration. Investment is essential now to realize the potential. The first step in recognizing the potential is to get the SJSU Library's funding in alignment with peer academic institutions.

Table of Contents

| | |
|--|----|
| SJSU Library Budget Study Executive Summary..... | 4 |
| I. Funding Comparisons..... | 7 |
| A. Total Library Operating Expenditure Comparison..... | 7 |
| B. Library Materials Expenditure Comparison..... | 8 |
| C. Library Faculty and Staff Comparisons..... | 9 |
| II. Factors requiring Increases in Library Support..... | 9 |
| A. Expansion of Research and Graduate Education..... | 10 |
| B. Limited State Support..... | 11 |
| C. Outcomes of Early 1990s Budget Cuts..... | 14 |
| D. Decline in Purchasing Power..... | 15 |
| III. Summary, Conclusion and Recommendations..... | 15 |
| IV. Appendices..... | 18 |
| A. Comparison Groups for SJSU Library. | |
| B. Sense of Senate Resolution (SS-S03-3) SJSU Library Budget | |

List of Figures

| | |
|---|----|
| <i>Figure 1:</i> Library Total Operation Expenditures per FTES (2001/2002)..... | 7 |
| <i>Figure 2:</i> Library Materials Expenditures per FTES (2001/2002)..... | 8 |
| <i>Figure 3:</i> Library Staffing per 10,000 FTES (2001/2002)..... | 9 |
| <i>Figure 4:</i> SJSU Foundation Grant and Research Dollars..... | 10 |
| <i>Figure 5:</i> Trend of SJSU Foundation Grants and Library Indirect Grant Receipts..... | 11 |
| <i>Figure 6:</i> Sources of Funding for Library Materials..... | 12 |
| <i>Figure 7:</i> Library Collection Expenditures and State General Fund Allocation..... | 13 |
| <i>Figure 8:</i> Decline of Purchasing Power of SJSU Library Materials..... | 15 |
| <i>Figure 9:</i> Percentage of State Appropriation Library Expenditures..... | 16 |

SJSU Library Budget Study Executive Summary

Background

This document updates the 2003 library budget study conducted by The University Library Board, in consultation with the Library Administration. The original report led to *Sense of Senate Resolution (SS-S03-3) SJSU Library Budget*, which accepted the report and endorsed resolutions encouraging the President and others from the University Administration to make funding for library resources a high priority. It was prepared in April 2003 and used 1999/2000 comparison data, the latest available at that time. This revised report builds on the findings and recommendations from that previous study using comparison data from 2001/2002, the latest years for which complete national library statistics and analysis are now available. When possible, statistics for 2003/2004 are also incorporated.

SJSU Transformation and Vision

As SJSU plans for its future, one of its key assets is its beautiful new library building and the human and information resources it contains. In SJSU's efforts to reach its 2010 vision to become "a crucial resource for Silicon Valley,"—the information heartbeat of the campus and community—attention must be given to implementing a multi-year resource plan to build a solid financial base for the library, one that is able to support SJSU's curriculum, research, and service goals.

After more than a decade of no increases in acquisitions and operational dollars, recent years of budget cuts, high annual inflationary rates on acquisitions, and reduced funding from Foundation grants, plus the increased service and technology needs inherent in the success of the King Library has placed the mission of the library to support campus goals in great jeopardy. For example, no recourse was left but to undertake a major journal cut in 2004/2005. While the securing of IRA funds and the recent work to lay the foundation for ongoing fund raising will help targeted needs, these efforts can only supplement a funding base but cannot create it. Indeed, without an adequate funding base, there will be little or no incentive for community members to raise funds for the library.

If SJSU is to be the university of choice for faculty and students and have strong community alliances through its outreach programs, it must capitalize on its involvement in creating the King Library. The library can and should be one of its "crown jewels."

Findings:

- Comparisons with California Post Secondary Commission (CPEC) Group of Public Institutions and Research Intensive Universities reveal that CSU campus libraries are underfunded relative to comparable institutions.
- Even without consideration of increased service demands in King Library, SJSU Library is underfunded compared to other large CSU campus libraries.

Factors Requiring Increases in Library Support:

- Outcomes of early 1990s budget cuts (SJSU vs. Library)
- Decline in Purchasing Power
- Expansion of Research and Graduate Education
- Success of King Library with increasing service demands

Conclusions:

- Inadequate staffing to meet basic academic needs, much less address the potential of King Library as an effective interface with the community.
- Cannot fulfill Urban Research Library mission with continuing decrease in annual acquisitions of library materials

Recommendations:

- Develop strategy to bring library funding and staffing from state appropriations to a level commensurate with library funding at comparable institutions
- Secure alternative funding sources

Fast Facts Funding Comparisons:

2001/2002 Library Operation Expenditures per FTES

| | |
|---------------------------------|--------------|
| SJSU | \$325 |
| CPEC Public Institutions | \$599 |
| Research Intensive Universities | \$460 |
| Six Other Large CSU campuses | \$325 |

2001/2002 Library Materials Expenditures per FTES

| | |
|---------------------------------|-------------|
| SJSU | \$84 |
| CPEC Public Institutions | \$271 |
| Research Intensive Universities | \$234 |
| Six Other Large CSU campuses | \$98 |

2001/2002 Library Staffing per 10,000 FTES

| | |
|---------------------------------|-----------|
| SJSU | 46 |
| CPEC Public Institutions | 91 |
| Research Intensive Universities | 69 |
| Six Other Large CSU campuses | 55 |

| Community Visibility | |
|---|------------------|
| 2003/2004 King Library Visitors Compared to Bay Area Sports Attendance | |
| | |
| Library | 2,538,784 |
| SF Giants | 3,264,898 |
| Oakland A's | 2,216,596 |
| SJ Sharks | 649,261 |
| SF 49'ers | 540,644 |
| Oakland Raiders | 440,063 |

I. Funding - Comparisons

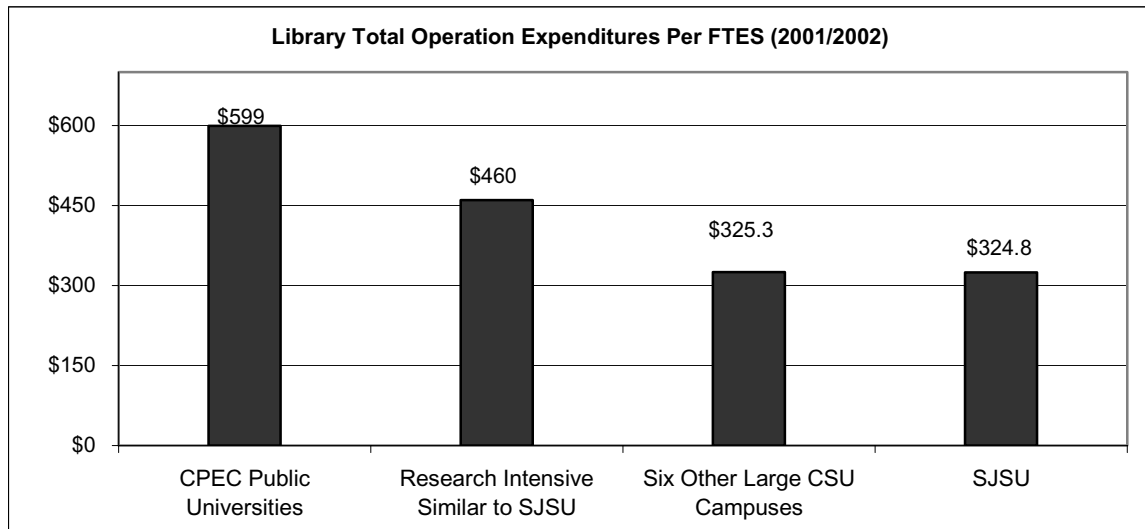
2001-2002

A. TOTAL LIBRARY OPERATING EXPENDITURE COMPARISONS

SJSU Library's total expenditure from State general funds was \$7.70 million or \$324.8 per student FTE (see Figure 1):

- California Post Secondary Education Commission (CPEC) public comparison universities overall average expenditure was \$11.16 million or \$599 per student FTE. The overall SJSU expenditure per student FTE was 45 percent less at \$324.8.
- Research Intensive benchmark universities overall average expenditure was \$8.25 million or \$460 per student FTE. The SJSU overall expenditure per student FTE was 29 percent less.
- CSU large enrollment campuses overall average expenditure was \$8.42 million or \$325.3 per student FTE. At SJSU, the overall average expenditure per student FTE was similar.

Figure 1



Note: SJSU 2002/2003 \$342; 2003/2004 \$365
Six other large CSU: 2002/2003 \$331; 2003/2004 \$318
2001/02 most up to date data available for CPEC and Research Intensive
Fringe benefits were excluded from the total operation expenditures.

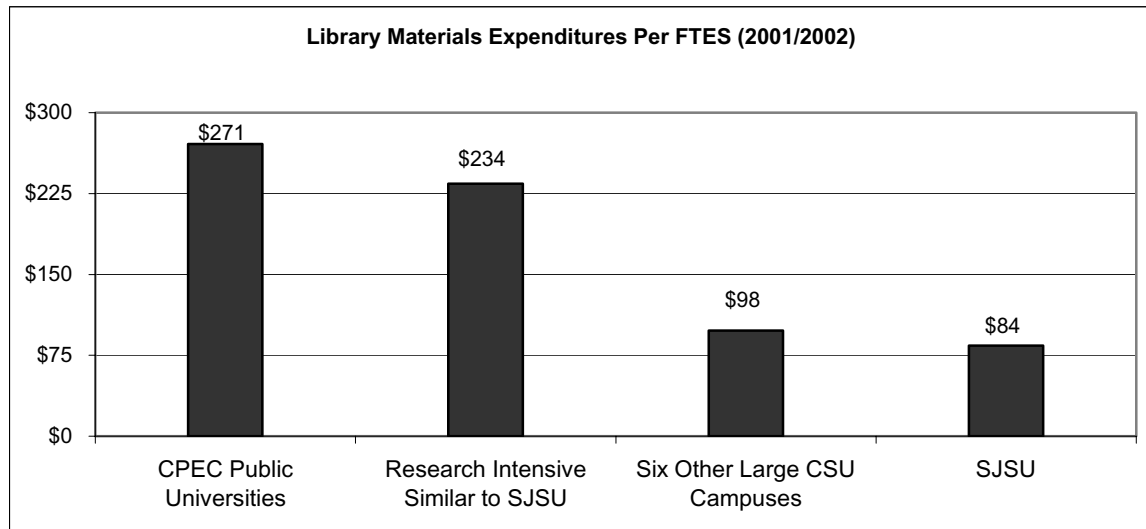
B. LIBRARY MATERIALS EXPENDITURE COMPARISONS

2001/2002

SJSU library materials expenditures was \$1.98 million or \$84 per FTE student (*see Figure 2*):

- CPEC Public comparison universities averaged \$5.06 million or \$271 per FTE student. With \$84 per FTE student, SJSU materials expenditures per FTE student were 69% lower.
- Research Intensive benchmark universities averaged \$4.19 million or \$234 per FTE student. SJSU materials expenditures per FTE student were 64% lower.
- CSU large enrollment campuses averaged \$2.53 million or \$98 per FTE student. SJSU materials expenditures per FTE student were 14% lower.

Figure 2



2003/2004

- SJSU materials expenditures per FTE students were \$87.
- Meanwhile, CSU campuses materials expenditures per FTE student have decreased from \$98 to \$93, which is still higher than SJSU.

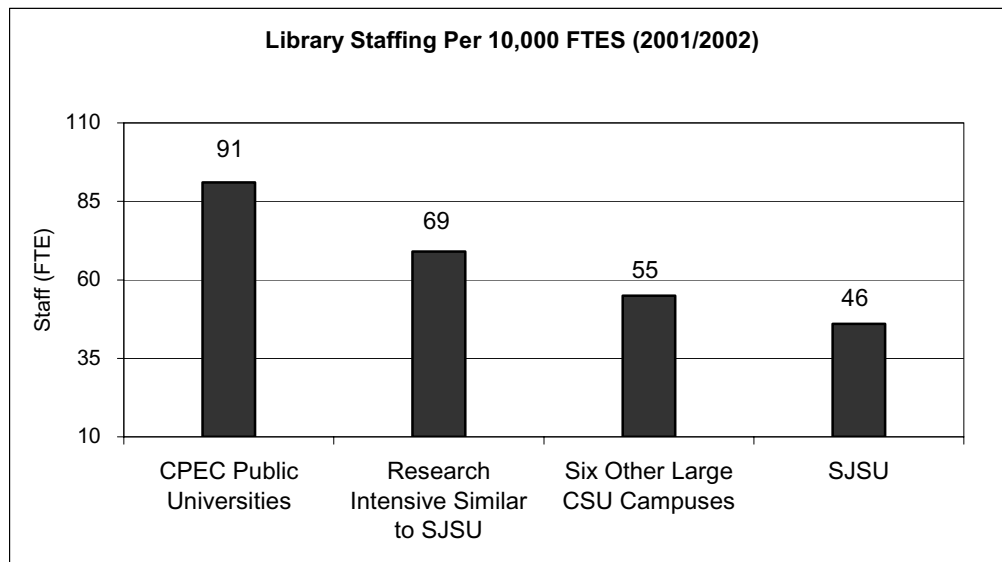
C. LIBRARY FACULTY AND STAFF COMPARISONS

2001-2002

SJSU library staffing levels are much lower than comparable universities (see Figure 3).

- CPEC Public comparison universities averaged 91 FTE staff per 10,000 FTE students. With 46 staff per FTE student, SJSU was 50 percent lower.
- Research Intensive benchmark universities averaged 69 FTE staff per 10,000 FTE students. With 46 staff per FTE student, SJSU was 33% lower.
- CSU campuses averaged 55 FTE staff per 10,000 FTE students. SJSU staffing was 15 percent lower.

Figure 3



Note: SJSU staffing for 2001/2002 does include one position that was hired temporarily for King Library planning and will in 2006 no longer be funded. For 2003/2004 SJSU staffing does include one position for King Library planning. In 2004/2005 SJSU Library received \$170,000 added to base for salaries. SJSU: 2002/2003=50 per 10,000 FTE students; 2003/2004=55 per 10,000 FTE students. Six Other Large CSU: 2002/2003=53 per 10,000 FTE students; 2003/2004=48 per 10,000 FTE students. 2001/02 most up to date data available for CPEC and Research Intensive.

2003/2004

- SJSU staffing ratio of 55 FTE staff per 10,000 FTE students equals the 2001/2002 CSU average.
- All large CSU campuses in the last several years are staffed far below comparable institutions (See p. 11 for CSU Senate analysis of overall unacceptable library staff and funding levels).

II. Factors Requiring Increases in Library Support

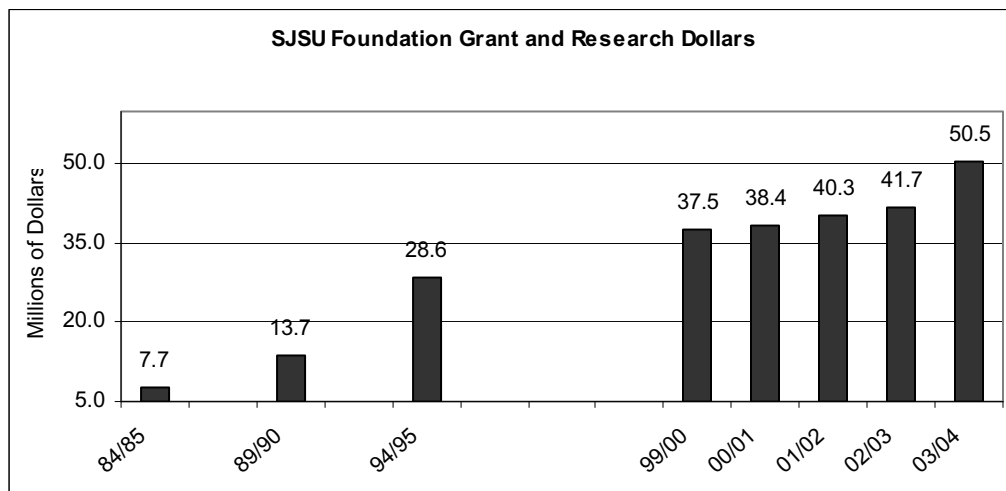
A. EXPANSION OF RESEARCH AND GRADUATE EDUCATION

From an undergraduate state college with minimal research emphasis, SJSU, in the last twenty years, has transformed itself into a university that strongly emphasizes faculty scholarship and graduate programs as important adjuncts to quality undergraduate teaching. Through University policy (approved by the Academic Senate and University President), library research-based learning has now become a central feature of the educational experience of all students.

The administrative emphasis on scholarship and research to enhance our teaching mission has spurred a rapid growth in graduate programs at SJSU as well. In 1980/1981, SJSU granted 3,882 bachelor's degrees and 875 master's degrees. In 2002/2003, SJSU granted 3,867 bachelor's degrees and 1,625 master's degrees. Therefore, compared to 22 years ago, SJSU graduates receiving master's degrees have increased 86%. The remarkable growth in research and graduate training is leading to a change in how we view ourselves as a university, as well as how we are viewed by others. Expansion continues with the University offering joint doctorates in Urban Educational Leadership with UC Berkeley, CSU East Bay, and San Francisco State University, and in Collaborative Leadership with UC Santa Cruz, starting in Fall 2005. Others are under consideration for future implementation. The shift to additional graduate programs and increased faculty research interests has created significant increases in demands for library information resources and services.

Over the past two decades the dollar amount received by the SJSU Foundation has increased sevenfold for graduate and research programs from federal and state agencies, foundations, corporations and private individuals (*see Figure 4*). This growth has been coupled with the addition of several hundred new faculty members with wide-ranging scholarly and research interests.

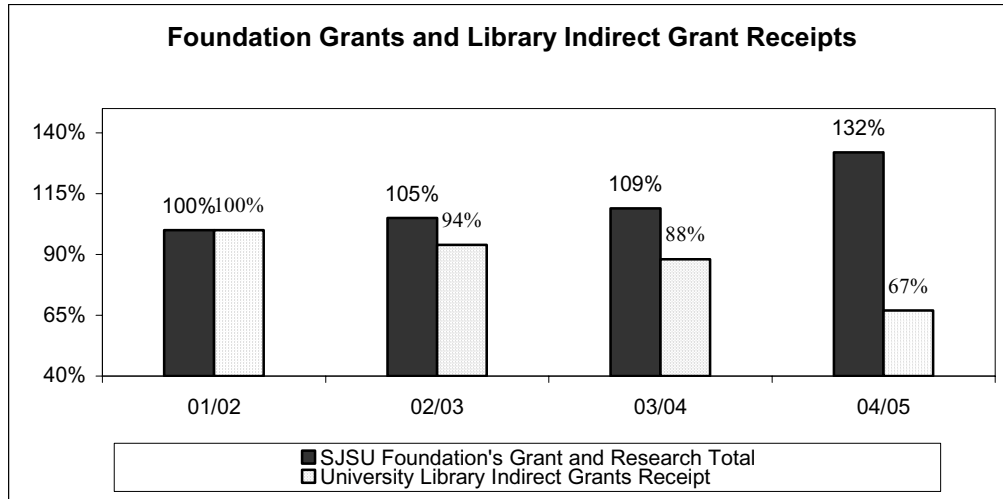
Figure 4



While grants have increased dramatically in the last decade, library reimbursement for indirect costs has not kept pace with the growth in University grant income.

(See Figure 5 which uses 2001/02 as a baseline to show how grants have increased while the library's reimbursement for indirect costs has decreased.)

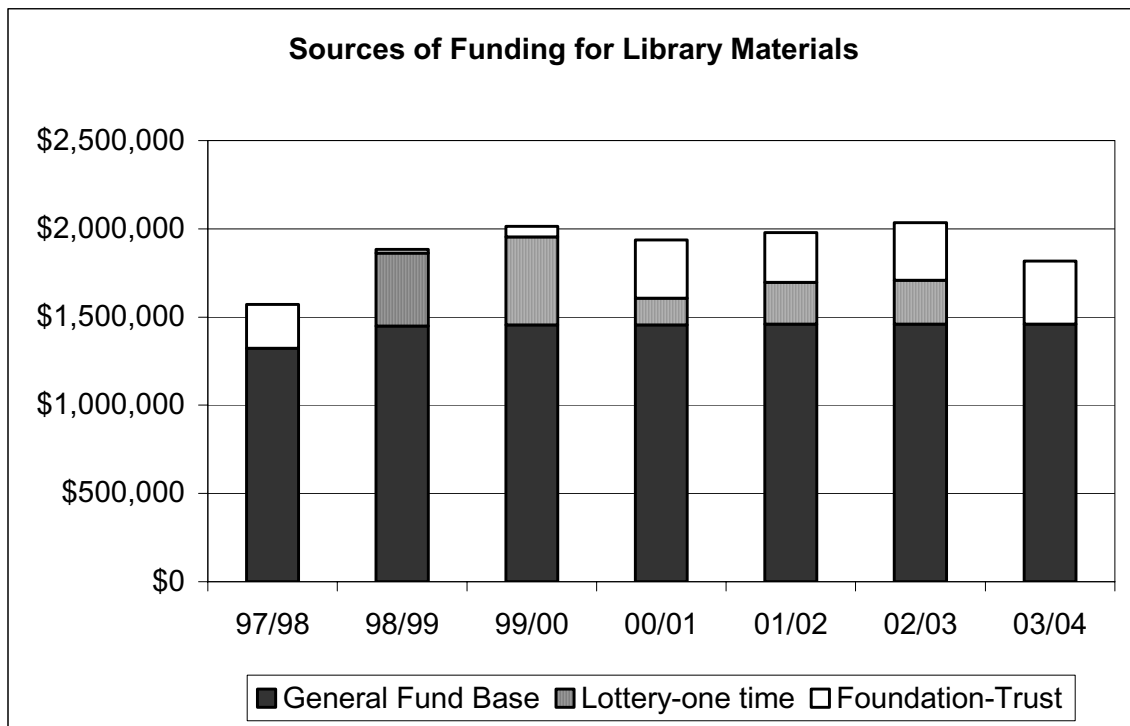
Figure 5



B. LIMITED STATE SUPPORT

As discussed in Section I, the CSU System provides significantly less support per student than comparable public universities outside of California. Additionally, the State has not provided any permanent increases in over a decade for funding library materials. For a number of years, library acquisitions dollars were supplemented by one-time lottery fund grants as illustrated in Figure 6.

Figure 6



- Starting in 2003/2004, one-time lottery funds were no longer awarded for library acquisitions.
- In 2003/2004 and in 2004/2005 the Library has been dependent on the previous years' savings in the Foundation account and has substituted these funds for the lost lottery dollars.
- By the end of June 2005, the Foundation account will hit a zero balance. If no further funding is provided or there is no allocation increase from the Foundation grants, the Library collection budget in the year of 2005/2006 will be reduced once again.
- In 2004/2005, library materials budget decreased by 19% or \$310,000 from previous year. In 2004, to stay within budget, printed journal subscriptions were cut from 2000 titles to about 800 titles.
- Without new base funding in 2005/2006 no new books will be purchased and some electronic resources will be cut.

This situation is somewhat offset by an increase in the Instructional Related Activities (IRA) student fee which will allow the Library to purchase \$190,000 annually in additional electronic resources and videos, starting in January 2005. The IRA fee must be

used to fund new electronic resources and videos focused on student needs. It cannot be used to sustain existing subscriptions and purchases of monographs. New base funding, in addition to the IRA fees, is still essential.

Figure 7

Library Collection Expenditures and State General Fund Allocation

| Year | State General Fund Allocated for Collection (1) | Library Collection Expenditures (2) | Expenditures and Allocations Difference (2) - (1) (Paid by Lottery & Foundation funds) |
|-------------|--|--|---|
| 1990/1991 | \$1,764,755 | \$1,685,945 | -\$78,810 |
| 1991/1992 | \$1,730,924 | \$1,764,342 | \$33,418 |
| 1992/1993 | \$1,443,536 | \$1,730,924 | \$287,388 |
| 1993/1994 | \$1,323,318 | \$1,407,971 | \$84,653 |
| 1994/1995 | \$1,323,318 | \$1,448,403 | \$125,085 |
| 1995/1996 | \$1,323,218 | \$1,453,936 | \$130,718 |
| 1996/1997 | \$1,323,218 | \$1,367,036 | \$43,818 |
| 1997/1998 | \$1,323,218 | \$1,572,166 | \$248,948 |
| 1998/1999 | \$1,449,698 | \$1,883,632 | \$433,934 |
| 1999/2000 | \$1,456,446 | \$2,015,045 | \$558,599 |
| 2000/2001 | \$1,456,446 | \$1,937,384 | \$480,938 |
| 2001/2002 | \$1,458,926 | \$1,979,537 | \$520,611 |
| 2002/2003 | \$1,458,926 | \$2,130,996 | \$672,070 |
| 2003/2004 | \$1,458,926 | \$1,904,589 | \$445,663 |

C. OUTCOMES OF EARLY 1990s BUDGET CUTS (SJSU vs Library)

Another contributing factor is the long-lasting impact of budget cuts made in response to California's fiscal crisis in the early 1990s. At that time the CSU abandoned its former practice of using elaborate formulae—contained in the Orange Book or Gold Book—to allocate resources, allocation within the University was no longer necessarily tied to student enrollments. From 1990/1991 to 1992/1993, the SJSU budget suffered a 5% decline. In 1993/1994, it began to recover and move steadily upward.

By 2002/2003 the total University budget was 47% higher than in 1990/1991.

In 2002/2003 the Library budget was only 26% higher than in 1990/1991.

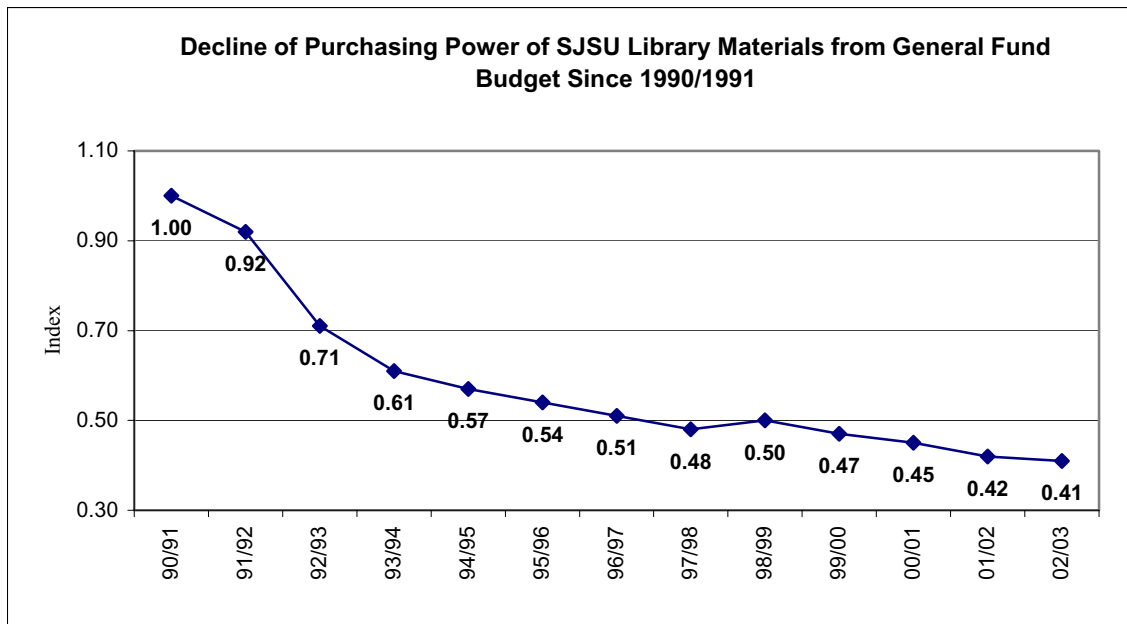
The decreased funding of all libraries in the CSU and its impact upon the quality of teaching and learning in the CSU has been acknowledged by CSU faculty, particularly over the past few years as the situation has become more severe. The Academic Senate of the California State University noted in *The California State University at the Beginning of the 21st Century* that “. . . Cuts in expenditures for library collections were greater than cuts in general fund expenditures. Expenditures for library collections began to recover later and more slowly than general fund expenditures as a whole. . . .” (http://www.calstate.edu/AcadSen/Records/Reports/CSU_21stCentury.pdf)

In May 2002, the Academic Senate of the CSU recommended Priorities for Strategic Budget Planning, including: "Seek funding to begin the process augmenting CSU library collections and restore library staffing. We suggest a specific budget supplement for this purpose, one designed, over time, to fully restore library staffing and to restore library budgets to at least their purchasing power of the early 1980s." (<http://www.calstate.edu/acadsen/records/resolutions/2001-2002/2573.pdf>)

D. DECLINE IN PURCHASING POWER

- Limited state funding and budget cuts from the 1990s is exacerbated by the high inflation rate of scholarly information resources.
- Decreasing purchasing power has caused sharp declines in annual acquisition of journals and other library materials (*see Figure 8*).
- Declines in purchasing power have been so severe that 2002/2003 dollars could only purchase 41 percent of library materials purchased in 1990/1991.
- On the positive side, the Chancellor's Office initiated a central system-wide electronic acquisitions program (a consortia) for CSU Libraries, resulting in substantial assistance/savings to budget expenditures. The value of consortia purchases to SJSU is estimated to be \$165,000 annually.

Figure 8



III. SUMMARY AND CONCLUSION

The need for funding is exacerbated by the phenomenal success of the new King Library as evidenced by student and faculty circulation statistics, number of visitors per day, library cardholders and other notable numbers. All this places an unprecedented demand on staff and services.

The key question is: How much funding is required to support campus research, teaching and learning? As the statistical comparisons demonstrate, SJSU staffing levels and library

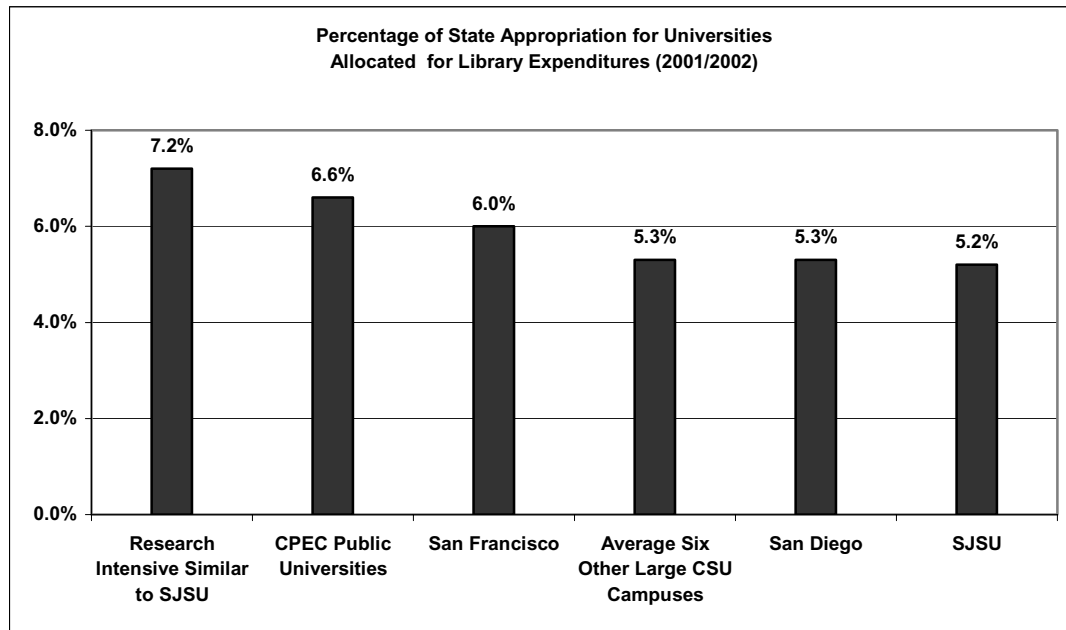
acquisitions are insufficient to meet the requirements of a research oriented metropolitan university. In response, the University Library Board made the following recommendations in April 2003 for consideration by the Academic Senate, the SJSU Administration and all faculty concerned with student learning, research, and the future of the campus. Progress on these recommendations is provided below (in italics).

RECOMMENDATIONS:

1. Bring library funding from the state appropriations to SJSU to a level commensurate with library funding levels at comparable institutions.

Because of the documented inadequacy of CSU funding for its libraries and the size and quality of SJSU research and graduate programs (*see Figure 9*), ULB feels that simply reaching the average funding level of the six other large CSU campuses is not sufficient. The University should establish a plan of annually increasing the Library's proportional share of the total University budget from State general funds until the agreed upon level is achieved.

Figure 9



Note: State appropriations represent the appropriations to higher education institutions using state taxes as the revenue source.

Progress to March 2005:

➤ *No progress has been made.*

2. Seek alternative funding sources. Strategies for developing alternative sources for additional long-term library support should include:

- Lobbying the Chancellor's Office for direct library support as a legislative priority
- Supporting increased funding (2.6 million in 2003/2004 expenditures) for the central CSU electronic acquisitions program

Progress to March 2005:

An Instructional Related Activities Fee (IRA fee) earmarked for the Library went into effect with Spring Semester 2005. The \$14 fee per student per semester is allowing the Library to offer services targeted at specific student needs, such as the following:

- *Extended hours of operation*
- *Electronic and video materials purchases*
- *Technology support*
- *Staff help on the research floors*

3. Initiate a development campaign to create endowments for the Library.

There really is no way to make up for lack of funding in past years, but SJSU can build endowments for the library.

Progress to March 2005:

- *An impressive group of individuals agreed to serve on the SJSU Library Leadership Advisory Council. Goals set collaboratively with Council members, the Advancement Office, and the Library include the following:*
 1. *Help the King Library become a model of the new urban research library that complements the SJSU vision of a metropolitan research oriented university*
 2. *Reach a goal of \$7.5 million dollars to meet technology and collection needs by 2015*
 3. *Launch an annual fund initiative in September 2005*

IV. Appendices:

COMPARISON GROUPS FOR SJSU LIBRARY

| Research Intensive group of national benchmark universities | Public Universities Used for salaries and student fees per California Post Secondary Education Commission (CPEC) | Other California State University Large Enrollments |
|--|---|--|
| 1. University of Central Florida | 1. Arizona State University, Tempe | 1. CSU, Fullerton |
| 2. Indiana University-Purdue at Indianapolis | 2. Cleveland State University, Cleveland | 2. CSU, Long Beach |
| 3. University of New Orleans | 3. George Mason University (Virginia) | 3. CSU, Northridge |
| 4. University of North Carolina at Greensboro | 4. Georgia State University | 4. CSU, Sacramento |
| 5. University of Nevada, Las Vegas | 5. Illinois State University, Normal | 5. CSU, San Diego |
| 6. Cleveland State University | 6. North Carolina State University | 6. CSU, San Francisco |
| 7. Portland State University | 7. Rutgers, the State University of New Jersey, Newark | |
| 8. Middle Tennessee State University | 8. State University of New York, Albany | |
| 9. George Mason University | 9. University of Colorado, Denver | |
| | 10. University of Connecticut, Storrs | |
| | 11. University of Nevada, Reno | |
| | 12. University of Texas, Arlington | |
| | 13. University of Wisconsin, Milwaukee | |
| | 14. Wayne State University, Detroit | |

NOTES:

RESEARCH INTENSIVE GROUP OF NINE NATIONAL BENCHMARK UNIVERSITIES

Based on the similarities of the level of research, the above nine universities were grouped with SJSU. The University Administration has acknowledged that this category is basically where SJSU belongs. Data for this comparison group came from a single national database (Integrated Postsecondary Education Data System: IPEDS). They are for the 2001/2002 academic years, which is the last full year for which data is available. For inclusion in the comparison group the following criteria had to be fulfilled:

- a) Public institution assigned a Research Intensive classification by The Carnegie Foundation: <http://www.carnegiefoundation.org/Classification/>
- b) FTES enrollment greater than 10,000
- c) Master's and doctoral programs: Each of these schools has a small number of doctoral programs—SJSU is just beginning joint doctoral programs.
- d) Urban university located in a metropolitan statistical area with a population of one million or more in 1999.
- e) Overall similarity with regard to rank and aspirations.

Criteria for exclusion from the comparison list included being a UC school or a university with a medical school.

CALIFORNIA POST SECONDARY EDUCATION COMMISSION (CPEC) COMPARISON PUBLIC UNIVERSITIES

The 15 public universities with which the California State University compares itself have been used to study both faculty and executive salaries and student fees. The members of the CPEC's Faculty Salary Advisory Committee formulated the comparison list through extensive discussion and compromises. In the more than 35 years the faculty salary survey has been conducted, each list (i.e. CSU and UC) has changed several times, most recently in 1993-1994, when three institutions in the CSU comparison group were replaced. These lists are developed and revised through an extensive consultative process that involves representatives from the California State University, the University of California, the Department of Finance and the Legislative Analyst's Office. In our study, the University of Maryland, although a public university, was not included because of its medical school.

Although the institutions on this list are doctoral institutions, they are not among the powerful doctoral institutions that might really skew library data. Historically, the development of comparison institutions has been driven by several factors, including institutions that have missions similar to those of the CSU, institutions of sizes similar to the range of CSU campuses, and institutions that compete with the CSU for faculty. Thus, these institutions were chosen for the general breadth and scope of curricula

offered through a beginning graduate level, similar preparation and career aspirations of students. This is a reasonable comparison group for assessing need to support faculty library research needs as well. SJSU asks for considerable scholarship from its faculty, significantly increasing amounts over the past several decades and thus should have library expenditures comparable to places that do offer some doctorates. SJSU is now embarking on the joint Ed. D. and is planning to offer joint doctorates in other fields as well.

SIX OTHER CALIFORNIA STATE UNIVERSITY LARGE SCHOOLS

The schools were selected because their annual full-time equivalent student (FTES) enrollment was 17,000 or greater from 1997 to 2004.



San José State
UNIVERSITY

A campus of The California State University

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SS-S03-3

At its meeting of April 21, 2003, the Academic Senate passed the following Sense of the Senate Resolution presented by Stephen Branz for the University Library Board.

**SENSE OF THE SENATE RESOLUTION
SJSU LIBRARY BUDGET STUDY REPORT AND RECOMMENDATIONS**

Background: For over two years the University Library Board, in consultation with the Dean and Associate Dean, have been studying the inability of the Library to adequately meet the learning and research needs of faculty and students. A careful analysis of funding patterns at SJSU and relative to appropriate comparison universities¹ reveals a situation so serious as to command attention and action not only of the Senate but also of all SJSU faculty and administrators committed to research and student learning.

At its February 3, 2003, meeting, the ULB approved the attached report for forwarding to the Senate and requested the ULB Chair to work with Senate leadership in developing an appropriate campus-wide consensus.

The ULB recognizes the serious nature of the current budget crisis in the State of California and understands that a short-term solution is not practical or possible. Nonetheless, this resolution is presented to establish a plan for a long-term solution to a long-term systemic problem.

Whereas, the library serves as an equalizer of student opportunity by providing equity in access to information resources and technologies across all disciplines and degree programs; and

Whereas, inadequate funding of acquisitions creates permanent holes in the collection that cannot be filled in by later budget augmentations, thereby limiting the learning and research resources of both current and future generations of students and scholars; and

Whereas, the CSU Senate has documented that CSU libraries were disproportionately cut in acquisition dollars and staffing when CSU budget cuts were made in the early 1990s, and there has not been a restoration of funding for acquisitions or staffing since then²; and

- Whereas, while SJSU has recovered from the budget loss of the early 1990s (by 2001/02 the University budget was 76% higher than in 1990/91), its library has not recovered (the library budget at 2001/02 was only 7% higher than its 1990/91 level); and
- Whereas, the growth in research, graduate programs and number of faculty has been significant since 1990, thus, creating a greater need for library services and resources; and
- Whereas, the inflation rate on scholarly materials continues to rise at an annual average of 8% for journals and 5% for books³ thus, further reducing buying power; now, therefore, be it, and
- Resolved, that the Academic Senate receive the “Library Budget Study Report and Recommendations” as submitted by the University Library Board and endorse the concerns raised therein; be it further
- Resolved, that the President be encouraged to establish as a high priority, in consultation with the Senate, the Library, and the administration, allocation of funding commensurate with library funding levels at comparable universities¹; be it further
- Resolved, that the President and the Budget Advisory Committee be encouraged to make funding for library resources a high priority as they progress through the budget priorities process; be it further
- Resolved, that upon completion of the capital campaign for the new library, the SJSU Administration, VP for Advancement and the University Library Dean be encouraged to pursue building library endowments for collection and technologies; and let it be finally
- Resolved, that the University Library Board bring detailed reports to the Academic Senate annually on progress being made on issues including funding, acquisitions, services and staffing.

Footnotes:

1. Three groups of comparison universities were chosen.
 - a. Nine state-funded urban universities with similar enrollments (>10,000 FTES) and research, and with a small number of doctoral programs:
 - University of Central Florida
 - Indiana University-Purdue at Indianapolis
 - University of New Orleans
 - University of North Carolina at Greensboro
 - University of Nevada, Las Vegas
 - Cleveland State University
 - Portland State University
 - Middle Tennessee State University
 - George Mason University

- b. 14 Public Institutions Used by the California Post Secondary Education (CPEC) as Comparison Group for the CSU
- Arizona State University, Tempe
 - Cleveland State University, Cleveland
 - George Mason University (Virginia)
 - Georgia State University
 - Illinois State University, Normal
 - North Carolina State University
 - Rutgers, the State University of New Jersey, Newark
 - State University of New York, Albany
 - University of Colorado, Denver
 - University of Connecticut, Storrs
 - University of Nevada, Reno
 - University of Texas, Arlington
 - University of Wisconsin, Milwaukee
 - Wayne State University, Detroit
- c. Six large CSU campuses (enrollments >17,000 FTES):
- CSU, Fullerton
 - CSU, Long Beach
 - CSU, Northridge
 - CSU, Sacramento
 - CSU, San Diego
 - CSU, San Francisco

2. Priorities for Strategic Budget Planning (May 2002)

<http://www.calstate.edu/acadsen/actions/2001-2002/2573.doc>

3. California Dept. of Finance Annual Price Letters

[current year] <http://www.dof.ca.gov/html/budlettr/BLO2-24.doc>

[earlier years] <http://www.dof.ca.gov/html/budlettr/budlets.htm>

ULB Vote (4/7/03): 12-0-0

Present: Stephen Branz, Patricia Breivik, Ji-Mei Chang, Michael Gorman, Allison Heisch, Paul Kauppila, Arvinder Loomba, Annette Nellen, Bernice Redfern, Shirley Reekie, Blanche Woolls, Diana Wu

Absent: David Parent, Andrew Wood