Report of the
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Introduction and Charge

In October 1998, the Information Services Review Task Force, chaired by Tony Wilcox, reported to the Faculty Senate concerning the $5.6 million deficit incurred by Information Services (IS) during the 1995-97 biennium. Their report contained 17 separate recommendations. The Faculty Senate Executive Committee subsequently created, in November 1998, an Ad Hoc Information Services Committee (AdhocIScom) to oversee the implementation of the Task Force's recommendations and to coordinate formal input to the policies and procedures of Information Services. Specifically, the charge of the AdhocIScom was to:

(1) Review and provide formal input to IS policies and procedures.

(2) Review and provide formal input to IS as to how it has responded to the recommendations identified in the Task Force Report. Collaborate with IS, assuring that decisions (on reducing the deficit while still providing necessary services to the campus) reflect input from the breadth of the OSU community who use the services. Review the issue of the effect of the $300,000 transfer on the debt requirement of the library and identify the actual budget support for collections this year as well as for next year.

(3) Collaborate with IS, the Library Committee, the IDTC, and the Deans Strategic Team on Computing to identify and articulate a vision for computing at OSU, and to propose a comprehensive organizational and operational plan to assure a breadth of input from the OSU campus to IS long-range planning.

The AdhocIScom was further charged to complete its work and report back to the Faculty Senate at its May meeting.

IS Policies and Procedures

By the time the AdhocIScom was appointed, Associate Provost for Information Services Curt Pederson had already taken major steps to assure that proper policies and procedures were in place to avoid future budget deficits. In fact, even at the time of the IS Review Task Force report, IS had implemented a number of fiscal controls consistent with the policies recommended by the Task Force (see Task Force Report, Appendix A). In addition, IS has recently hired a new Chief Accountant, and throughout 1998 and up to the present its fiscal management personnel have demonstrated their ability to manage within budget. IS management has implemented discussions of its financial health and prospects at most weekly management meetings. Major expenditures and personnel decisions having financial implications have been decided as a management group. Perhaps most important, IS has created much stronger partnerships and communication channels between itself and Business Affairs and the Budgets and Planning Office, assuring that IS works with actual dollars and within its actual budget. The AdhocIScom is confident that IS budget policies and procedures now assure sound fiscal management, and it congratulates Associate Provost Pederson and his management team for their efforts.

The Task Force Report Recommendations

(1-10) These recommendations are being addressed at a university-wide level and will be considered by the Vice President for Finance and Administration, the President's Cabinet, and the Deans. Vice President Specter is in the midst of a reorganization of the entire

budget procedure at OSU, a task complicated by the University's switch to a new budget model for the coming biennium. In the Vice President's words, "It's rather like fixing the airplane while it's flying." The AdhocIScom recommends that Vice President Specter report to the Senate early in Fall Term 1999 on the status of the University's response to Task Force recommendations 1-10.

(11-14) These recommendations all address the library. They have been addressed as follows:

Recommendation # 11: The Task Force concluded that the University Librarian should report to the Associate Provost for IS in areas that relate to integrating Information Services, and to the Provost and Executive Vice President for Academic Affairs in areas relating to the role of the Valley Library in the academic mission of the University.

> This recommendation has been reviewed and discussed by the Associate Provost for Information Services and the Provost/Executive Vice President. They have concluded that there was no need to change the formal reporting relationship of the University Librarian. Instead the following actions have been taken:

>> (1) The title of the University Librarian was changed to reflect the fact that the person holding the position is now second in the reporting structure within Information Services. The new title is:

>>> *University Librarian/Deputy Associate Provost for Information Services.*

>> In other words, the Deputy Associate Provost for IS is in charge of the Information Services Division during the absence of the Associate Provost for Information Services.

>> (2) Quarterly meetings have been established with the Provost/Executive Vice President, Associate Provost for IS, and University Librarian to discuss library issues and concerns associated with the needs of academic programs, curriculum, instruction, and research.

> While the Ad Hoc IS Committee believes that these are steps that will substantially improve previously delinquent communication linkages, the Committee further believes that direct contact between the University Librarian and the Academic Deans is also essential. This direct contact and communication between the University Librarian and the Academic Deans

was a recommendation approved separately by the Library Committee earlier this year. Their recommendation would have the University Librarian become a member of the Dean's Council. Noting that the University Librarian was once a member of the Dean's Council, the AdhocIScom endorsed the idea of having the University Librarian becoming a member of the Dean's Council again, but as a non-voting, ex-officio member. The purpose of this addition to the Dean's Council membership is to have the Valley Library respond appropriately to the changing instruction and research needs of the academic colleges, departments, and programs.

Recommendation #12: The Task Force sought to secure from Central Administration a commitment that the IS deficit reduction must not involve the serials and monograph acquisition budgets.

During the 1997-98 fiscal year the Central Administration transferred a total of $200,000 to cover the monograph portion of the Valley Library's budget. Monograph purchases for FY 1997-98 would otherwise have been cancelled had not this action taken place. This action by the Central Administration followed a resolution submitted by the Graduate Student Association to save the monograph portion of the Library's budget.

In March, 1999 the AdhocIScom submitted a resolution to the Faculty Senate for their consideration. The Library Resolution stated that:

> *The faculty of Oregon State University supports increasing the funding of the Valley Library, and recommends that the University commit to increasing the percent of expenditures dedicated to the library to attain a level of at least 4% of total expenditures by the year 2004-05.*

This is a non-binding resolution. Nevertheless, the Faculty Senate by approving the resolution, has recognized that the Valley Library is now, and historically been, underfunded. By its action, the Faculty Senate has further shown its approval and endorsement for an adequately funded library.

Recommendation # 13: The Task Force recommended that the Valley Library deficit-reduction payback be limited to the level of its overspending in creating the deficit, which was $751,417.

The deficit repayment amount originally required of the Valley Library was $1,382,834. This amount was not based on an assessment of the actual role the Library played in creating the IS deficit, but reflected the perceived capacity of the Library to cuts its budget, since it constituted a major share of

the total IS budget. The Information Services Review Task Force found that the Valley Library deficit was actually $751,417.

The Associate Provost for Information Services accepted the recommended deficit-reduction payback of $751,417, thus removing $631,907 from the Valley Library's payback obligation.

No further action is required of this recommendation. Internally, Information Services has made a commitment to accelerate the reduction of the Library's deficit repayment. Rather than having the Library pay back the incurred deficit over a six-year period, the Library will be concluding its repayment after two years. The Library's deficit will have been repaid as of June 30, 1999.

Recommendation # 14: The Task Force recommended that the funds used to restore the monograph budget (University reserve funds and Library endowment funds) also be used to reduce the deficit payback.

The Central Administration transferred $200,000 from University reserves in FY 1997-98. In addition, the Valley Library used $100,000 from an endowment account to help restore the monograph collection that was in jeopardy of being cancelled.

Neither the Central Administration nor Information Services agreed to reduce the Valley Library's total deficit by the $300,000 that had been used to restore the monograph budget. There have been no additional University reserve funds available to help reduce the Valley Library's deficit.

Information Services has agreed to engage in discussions with the Faculty Senate Library Committee, Provost, Deans and other concerned faculty and students to assess how the endowment proceeds can possibly be redirected once the construction of the Valley Library is completed.

Recomendation # 15: This recommendation involves redefining the role of the Instructional Development and Technology Committee. The IDTC's chair, Deborah Healey, has worked with her committee, in consultation with the AdhocIScom, to rename the committee and to redefine its standing rules.

The IDTC and the AdhocIScom recommend that the committee be renamed the **Computing Resources Committee** (CRC). Their new role will be basically two-fold: as the voice of the faculty in dealing with IS, and as a resource and advocate for faculty working with information technology. The new committee will emphasize that faculty should use technology for more than just instruction, that it is part of their research and service missions as well.

The CRC's proposed new **standing rules** would read as follows:

> *The Computing Resources Committee reviews and recommends policy concerning technology as used by faculty in instruction, research, and service on campus and off-campus. It assists in planning and advocating for the necessary technology to maximize student learning and enhance faculty research and service activities to OSU and the wider community. It acts to advise other committees and Information Services as well as providing leadership in adoption and effective use of computing for instruction, research, and service. The Committee shall consist of six Faculty, two Students, and the Vice Provost for Information Services, ex-officio, non-voting. The Vice Provost may recommend a resource person from Information Services as another ex-officio, non-voting member.*
>
> *The Executive Committee is encouraged to look for broad representation in the appointments to the CRC in order to provide disciplinary diversity.*

The proposed revision in the name and standing rules for the IDTC has been forwarded to the Faculty Senate Committee on Committees and will be considered according to the Faculty Senate Committee approval process.

Recommendation # 16: This recommendation involves the rate structure of Telecommunications. The rapidity with which Telecommunications retired its debt suggests that they may be overcharging for their services.

A professional telephony expert, employed by JTM Associates of Atlanta, Georgia, which specializes in institutional (and especially university) telecommunications, is currently investigating telecommunications at OSU in preparation for a full report. While it is clear that OSU is charging more than its actual costs in this area, evidence suggests that these increased revenues are due in large part to restructuring and an extraordinary increase in productivity within Telecommunications itself.

The AdhocIScom recommends that the Vice Provost for Information Services report to the Faculty Senate on the findings of the report in Fall Term 1999, and that the new Information Technology Advisory Committee (see below) be involved in determinations of adjustments of rate structures and ways to utilize Telecommunication's excess revenues, either by refunding revenues to units (in whole or in part) and/or investing in improvements in the telecommunications infrastructure.

Recommendation # 17: This recommendation, which involves the articulation of a vision for computing at OSU by IS, is addressed in the next section, but first, some observations:

Not surprisingly, OSU is by no means the only university in the country that lacks a comprehensive and integrated information technology plan. According to the 1998 report

of the Campus Computing Project, a national survey of desktop computing and information technology at 1,623 two- and four-year colleges and universities across the country, just under half of the respondents have a strategic plan for information technology. More than 60 percent do not have an information technology financial plan or a curriculum plan for the role of information technology in the classroom. Only two-fifths have an instructional plan for using the Internet in distance learning initiatives, and only a quarter have a campus policy regarding intellectual property for WWW-based instructional resources developed by faculty.

At the same time, the use of information technology on campuses nationwide is rapidly increasing:

- In 1998, the percentage of classes nationwide using e-mail jumped to 44.4 percent, up from 32.8 percent in 1997, 25.0 percent in 1996, and just 8.0 percent in 1994.
- In 1998, nearly one-third (33.1 percent) of all college courses tapped into the Internet as a component of the syllabus, compared to 24.8 percent in 1997 and just 15.3 percent in 1996.
- In 1998, almost one-fourth of all college courses used Web pages for class materials and resources, compared to 8.4 percent in 1996 and 4.0 percent in 1994.

Something resembling these numbers is also occurring at OSU, and in order to meet increasing demands, a coherent and comprehensive information technology plan needs to be developed.

The Information Technology Advisory Committee (ITAC)

The AdhocIScom recommends the creation of a university-wide committee, the Information Technology Advisory Committee (ITAC), to articulate priorities and develop a vision for computing and related technologies at OSU.

This Committee is designed to bring together the major players in computing and information technology on campus. By drawing on their own expertise and the expertise of the various constituencies they represent, they can ensure coherent long-term planning for information technology at OSU that meets the growing needs of the entire campus community.

The ITAC should be charged as follows:

> *The Information Technology Advisory Committee reviews and recommends policy concerning computing and related technologies at OSU. It helps to prioritize the development of the technological infrastructure of the University. By identifying campus community needs, seeking to remedy current shortcomings, and advocating strategic planning, it will articulate a vision for the development of computing and related technologies at OSU, including but*

not limited to instructional, research, and media access, network operating systems and support, and personal computing operating systems and support. The Committee should serve as a conduit to and from its various constituencies. It should exercise fiscal responsibility and recognize budgetary constraints and limitations. It should set priorities for the Technology Resource Fee (TRF) Committee, and it should consider the possibility and wisdom of assuming the duties of the TRF Committee at some future point in time.

The Committee should be appointed by the Provost/Executive Vice President. It should be composed of ten (10) voting members, as follows:

Chair   Associate Provost for Information Services

Faculty   Computing Resources Committee (Chair or designate)

Faculty   Computing Resources Committee (designate)

Dean   Deans' Strategic Computing Group (Dean designate)

Faculty   Library Committee (Chair or designate)

Dean   OSU Statewide (Dean or designate)

Faculty   Research Council (Chair or designate)

Student   Associated Students of OSU (President or designate)

Student   Associated Students of OSU (designate)

Student   Graduate Student Association (President or designate)

Advisory expertise, as needs arise, should be sought from:

        Budgets and Fiscal Planning Committee
        Communication Media Center
        Computer Networking
        Finance and Administration
        Valley Library
        Telecommunications
        Undergraduate Academic Programs

Summary of Recommendations and Actions

Recommendation #s 1-10

The AdhocIScom recommends that Vice President for Finance and Administration Specter report to the Senate on the status of these issues in Fall Term 1999.

Recommendation #11

The AdhocIScom approves the following:

- Changing the position title to University Librarian/Deputy Associate Provost for Information Services and making the position second in command of the Information Services Division.
- Establishing quarterly meetings involving the Provost/Executive Vice President, Associate Provost for IS, and University Librarian/Deputy Associate Provost for IS.
- The Provost and Executive Vice President should consider adding the University Librarian/Deputy Associate Provost of IS to the Dean's Council (status: non-voting, ex-officio).

Recommendation #12

The AdhocIScom recommends that the Central Administration show its commitment to the Valley Library by supporting, to the degree possible with available funds, an annual increase in the Valley Library budget such that by 2004-05, the total expenditures equal 4% of the total University budget. Further, the Committee recommends that the level of funding for the Valley Library should not be reduced below 3% of the total University budget.

Recommendation #14

The AdhocIScom endorses the commitment made by Information Services to conduct meaningful and productive discussions during the 1999-00 fiscal year to assess how the Valley Library's endowment proceeds can effectively be redirected to support the needs of the library; its staff, collections, serials, and the expanding use and needs of computers and technology.

Recommendation #15

The AdhocIScom recommends that the existing Instructional Development and Technology Committee be renamed the Computing Resources Committee (CRC) and that its charge be rewritten as stated above to reflect its new role.

Recommendation #16

The AdhocIScom recommends that the Vice Provost for Information Services report to the Faculty Senate on the findings of the telephony expert report in Fall Term 1999, and that the new Information Technology Advisory Committee (ITAC) consider the best way(s) to utilize Telecommunication's excess revenues, either by refunding revenues to units (in whole or in part) and/or investing in improvements in the telecommunications infrastructure of the campus.

Recommendation #17

The AdhocIScom recommends the creation of a university-wide committee, the Information Technology Advisory Committee (ITAC), as outlined above, to articulate priorities and develop a vision for computing and related technologies at OSU.