Title: Developing a Sustainability Plan for Access to Library Resources

Initiative Description, including statement of purpose and anticipated outcomes:

Western Libraries, working closely with faculty and administrators, will develop and implement a sustainable plan for access to library resources to support teaching and research.

Problem

The Libraries lacks a base budget sufficient to meet the university’s recurring library resources obligations. Based upon projected inflationary pressures on existing resources, the Libraries projects annual library resource access deficits as high as $192,013 in FY 2015, growing to as much as $982,621 in FY 2020. Neither reserves (historically transferred from salaries/benefits and other Libraries operational savings) nor the cancellation of low-use resources will resolve these deficits. Compounding the inability to pay existing resource access obligations, there are insufficient funds to make new recurring obligations or expand the budget for one-time purchases.

Consequences

Rapidly growing library resources deficits are predictably dire. Without additional funds it will be necessary to reduce costs in one or more of the following ways: (1) cancel subscriptions to heavily used journals and databases; (2) acquire fewer monographs, microform, films, etc.; (3) rely on individual full-text articles purchases instead of journal subscriptions; (4) rely on Summit and other interlibrary loan systems instead of acquisitions; (5) increasingly fail to meet faculty and students needs for new resources. The compounding effects listed above could threaten the quality of a Western undergraduate and graduate education and adversely effect faculty recruitment, retention, and research.

Solutions

A. Strategic and Sustainable Library Resources Access Budget

Under the direction of the director of Scholarly Resources and Collection Services, the Libraries will work closely with faculty and administrators across the university to develop a comprehensive, sustainable library resources access plan that aligns scholarly resources with
the university’s curriculum and research activities. Resource access strategies will balance acquisitions, annual licenses, purchase-on-demand, and interlibrary loan in a sensible, effective manner and will account for future scholarly resources to meet the growth of new academic programs, curricula, and research.

B. Open Access Publishing

As researchers worldwide embrace open access as an alternative to reader-pays publishing models, Western’s institutional repository, CEDAR, will become the primary site for original, open access research data and publications. CEDAR has seen consistent growth since its launch in July 2014. Working together with faculty, the Libraries will continue to grow its ability to identify and disseminate faculty research, student theses, conferences proceedings, reports, datasets, journals, and other forms of open access content free to readers worldwide. Western will supplement its existing purchased and licensed scholarly resources with quality open access content produced globally. As open access publishing matures as an alternative to reader-pays scholarly communication models, Western will enjoy overall cost savings in its resource access budget.

C. Rare and Unique Digital Collections

The Libraries and its many university, local, and regional partners hold unique collections that can provide cost-effective alternatives to expensive, rare and unique materials desired by faculty and students. In many subject areas, from arts and humanities to social sciences to natural and life sciences, strategic digital collection development will expand teaching and research opportunities and will supplement the university’s purchased and licensed content with a wider array of primary sources. The Libraries will work closely with faculty and students to identify these materials for use via the Internet.

What University units (depts., colleges, etc.) will be involved?

- Senate Library Committee
- Office of the Provost, Academic Affairs
- Information Technology
- University Advancement
- Associated Students

How does the initiative support the University Mission and Strategic Plan?

Access to scholarly resources forms the basis of intellectual inquiry, thus this initiative directly supports Western’s mission and five strategic goals. Specifically, developing and implementing a sustainable plan for library resources expands student access to education, fosters and promotes life-long learning and success, applies Western’s expertise and scholarship to strengthen communities, and serves as a model for institutional effectiveness and sustainability.
Are there potential partnerships with external organizations/institutions?

The Orbis Cascade Alliance (a nonprofit library consortium of 37 colleges and universities in Washington, Oregon and Idaho) – in particular its Summit borrowing system and consortial licensing agreements – provides opportunities to develop strategic acquisition plans that balance Western’s primary undergraduate teaching mission with the increasing depth and breadth of faculty and student research. The Western Regional Storage Trust or other distributed retrospective print journal repositories may offer solutions for shared print journal back files. Relationships with local and regional organizations that hold rare or unique materials permit cost-effective digital collection development to expand access to new and useful teaching and research materials.

Anticipated new positions needed to implement the initiative:

Faculty: None

Professional Staff:

• 2.0 FTE

Based upon the expected growth of CEDAR, the Libraries will need additional staff to manage the system’s expansion and the increasingly complex content stored there, specifically datasets and related materials. The Libraries anticipates the need for an additional staff by 2018 and a second person by 2021. The staff in these positions will require familiarity working with research datasets, interactive programs, complex visualizations, and open access publishing. In addition, the new staff will serve as a bridge between the Libraries and agencies on campus, helping to develop and maintain a data management infrastructure, organizing data for further analysis and discovery, and “future-proofing,” i.e. identifying and ingesting into CEDAR scholarly materials at risk for deterioration.

Graduate Students (supported): None

Space needs (boldface one; attach note from Space Administration):

• Existing space is sufficient
• Existing space will be sufficient after modification
• New space [for collection storage] will be required

New equipment or other one-time costs: Click here to enter text.

Recurring operating costs: Digital storage, est. $10,000

Resource Access Budget: See attached spreadsheet for projected shortfalls based on the current resource access model.
Staffing:

2.0 FTE: $172,000 (est. $65,000 salary/$21,000 benefits per FTE)

Estimated timeline for implementation:

Immediately, continuing through 2020-2021:

2015-2017:

- By the end of spring quarter 2016, the Libraries’ director of Scholarly Resources and Collection Services, working with members of the university, will complete a white paper on the sustainability of library resources at Western. Based on recommendations in the white paper, the Libraries will work with faculty groups to develop clear and sustainable practices that include the appropriate balance of acquisitions, annual licenses, purchase-on-demand, interlibrary loan, open access content, and anticipated scholarly resources to support new academic programs, curricula, and research.
- The Libraries will form a series of faculty focus groups as well as meet with departments and the Senate Library Committee to gather and document resource access needs across the university. The Libraries will also evaluate collection development practices and policies, do a comprehensive assessment of existing collections and subscriptions, and work with faculty and administrators to determine if existing collections and subscriptions are the most appropriate to the university’s curriculum and research activities.
- The Libraries will work with faculty to build CEDAR content and begin plans to support more complex materials in response to faculty needs.
- Working with library and campus partners, the Libraries will develop and implement policies, standards, and procedures for stewardship of sustainable digital initiatives.

2017-2019:

- The Libraries will work with faculty and administrators to pursue appropriate funding sources to meet the recommendations identified in the white paper.
- In response to expected increased demands for support with datasets and digital objects, the Libraries will identify/hire additional staff to support the growth of CEDAR and other digital asset management systems, as appropriate.

2019-2021:

- The Libraries will continue to implement its sustainability plan and to regularly assess library resources use.
- The Libraries will identify/hire staff to support the accelerated growth of CEDAR, as appropriate.
Potential funding sources (boldface all that apply; attach notes from University Advancement and University Relations)

- State operating budget (decision package)
- New enrollments (tuition-based)
- External Education (fee-based)
- Reallocation
- Federal Support (agency: ______
- Grants
- Partnerships (organizations/institutions: ______
- Private Funds
- Other (please specify)
## Western Libraries Resource Access Budget – 5-Year Projection

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| **Resource Access Projected Expenditures**                                |               |             |               |             |               |               |               |               |               | **Notes** |
| Serials and database subscriptions                                       | 1,862,420     | 1,781,160   | 1,888,030     | 1,983,159   | 2,002,028     | 2,226,030     | 2,359,592     | 2,501,167     | 6%          |
| Subscription reductions                                                   | -$29,150      | -$19,012    |              |             |              |               |               |               |              |
| **Collection purchases (books, e-books, media, etc.)**                    | $104,000      | $134,756    | $164,000      | $170,560    | $177,382      | $184,478      | $191,857      | $199,531      | 4%          |
| Limited Access Fees (Summit borrowing, single articles purchases, copyright) | $106,178      | $115,508    | $106,886      | $109,024    | $111,204      | $113,428      | $115,697      | $118,011      | 2%          |
| Decision Package Resources                                                | $150,000      |              | $166,000      | $172,640    | $179,546      | $186,727      | $194,197      |               | 4%          |
| **Resource Discovery (catalog & digital hosting solutions)**              | $139,799      | $146,092    | $145,378      | $149,783    | $152,403      | $179,721      | $212,366      | $222,984      | Variable annual increases |
| **Total projected expenditures**                                          | $2,213,247    | $2,177,516  | $2,455,282    | $2,576,525  | $2,733,658    | $2,883,202    | $3,066,239    | $3,235,890    | $3,235,890    |
| **Libraries carry-forward**                                               | $139,978      | $139,978    | $192,013      |               |               |               |               |               |              |
| **Other funding sources**                                                 | $40,000       | $75,731     | $0            | -$323,256   | -$480,389     | -$629,933     | -$812,970     | -$982,621     |              |

### NOTES
*Includes vendor costs only; all other resource access costs paid from operating budget (ex. staff, supplies, postage, training, etc.)*
** E-book access to 15,000+ titles
***Alliance agreement includes an approx. annual increase of $3,170 plus an additional $28,149 jump in 2019. All other access systems increases approx. 5%.
****Projected FY budget shortfalls expected to grow due to new resource needs.
*****Libraries carryforward = $30,000 FY 2012-13 OP C/F + $40,000 Energy Funds FY 2013-14 RA C/F + $75,731 FY 2013-14 RA C/F + $46,282 FY 2014-15 OP C/F

Updated 4/8/2015