

# You Can't Just Take a Vote

Collaborating and Communicating to Make Serial Budget Cuts  
During a Pandemic



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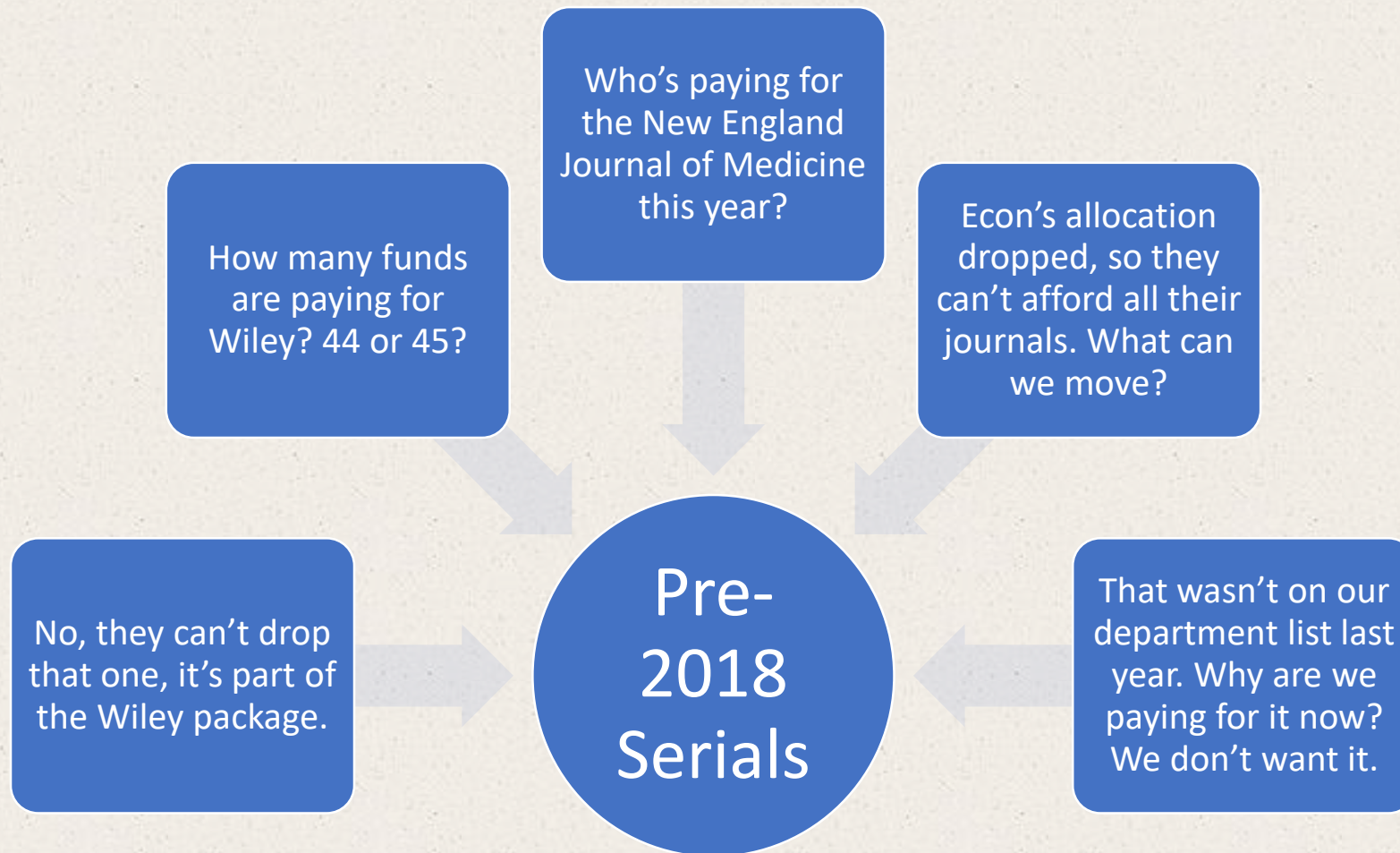
Presented at ER&L, March 9, 2021

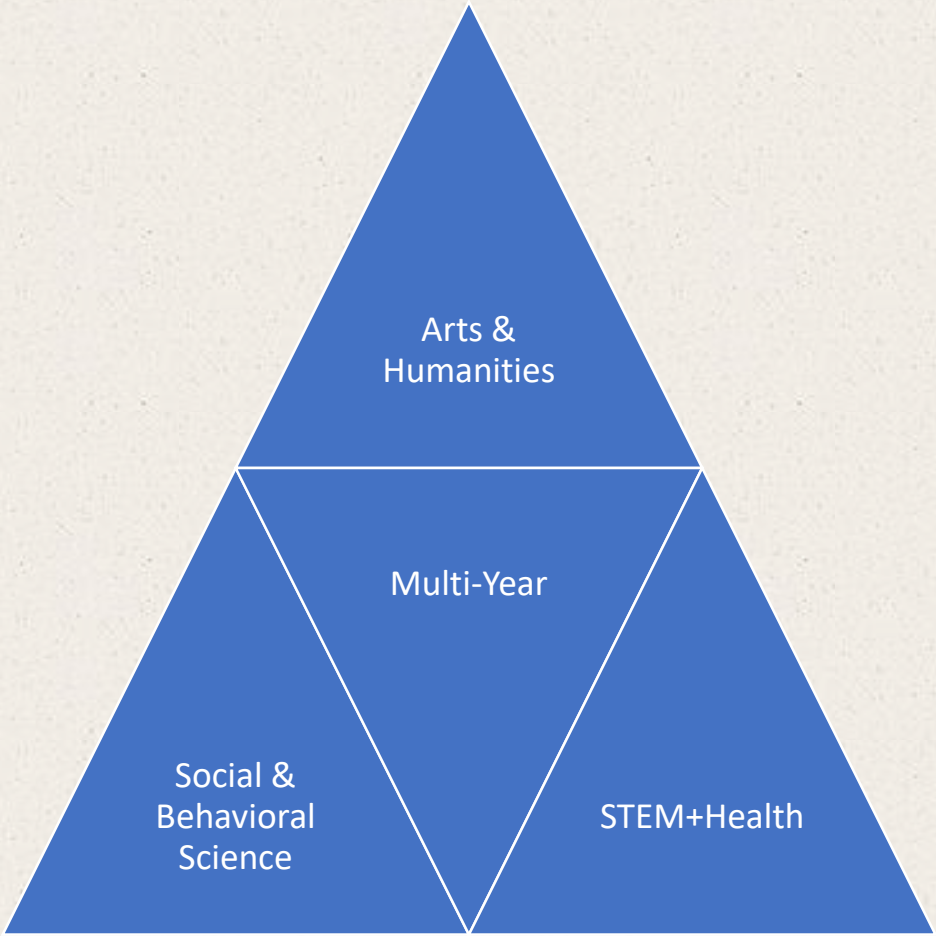


# Background

How did we get our subject librarian teams?

What was the collections budget like before the pandemic?







# GRP-Subject Librarians

Private group

- Home
- Conversations
- News
- Documents
- Notebook
- Pages
- Site contents
- Recycle bin
- Edit

+ New Page details

Published

## News

+ Add

### Serials Review Groups - Deadline 5pm Friday, April 16, 2021

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Item ID	Title	Created	Modified	Author	Category	Content
1	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
2	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
3	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
4	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
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7	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
8	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
9	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021
10	Serials Review Groups - Deadline 5pm Friday, April 16, 2021	4/15/2021	4/15/2021	Scott Pope	News	Serials Review Groups - Deadline 5pm Friday, April 16, 2021

Pope, Scott February 25

## Activity

## Wishlist

Wishlist of subscriptions & databases

Williams, Ginger October 7, 2020

See all

## Quick links


- Learn about a team site
- Learn how to add a page

## Documents

See all

+ New Upload ... All Documents

Name	Modified
_Serials Review	Febru
2017-18	Octob
2018-19	Octob
2020-21	Octob



# Before the pandemic ...

Flat collections budget, no serials inflation funding



## January 2020

- Prep data for teams
- Flat budget expected
- Let serials go from 74% to 78% of budget



## February 2020

- Teams start review. Decisions due April.
- Modest reductions needed

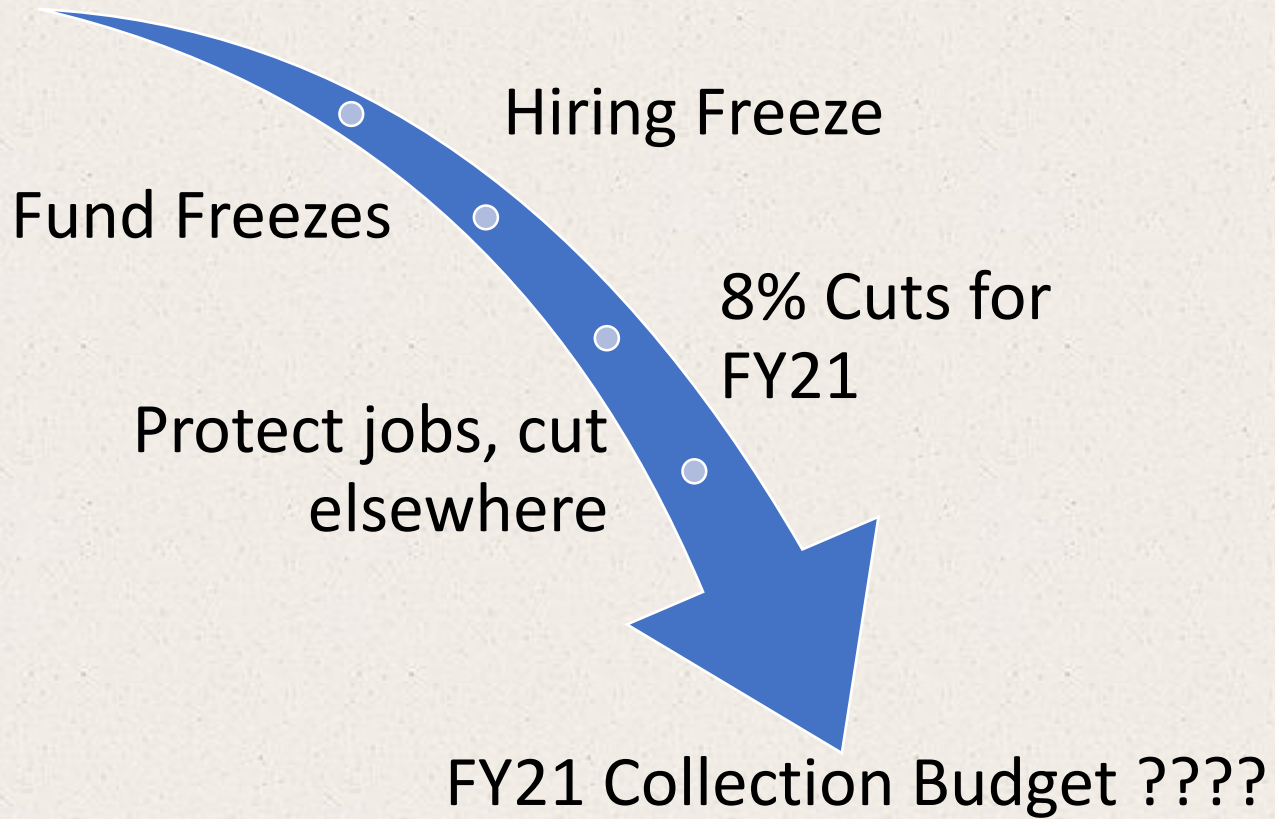


## May 2020

- Ebsco All Access Review
- 1 of 4 multi-year deals renewing in two years



Pandemic!





# Changes in a crisis

How did we change our collaborative process in response to pandemic related budget challenges?

## April: Team decisions due

No change in process  
Contingency budget plan  
Prep for Big Ticket

## Early May

Ebsco All-Access  
All subject librarians  
Must drop \$X

## Late May: Big Ticket Review

All subscriptions over \$10k  
All subject librarians  
Create tiered lists for contingency drops

## July onwards

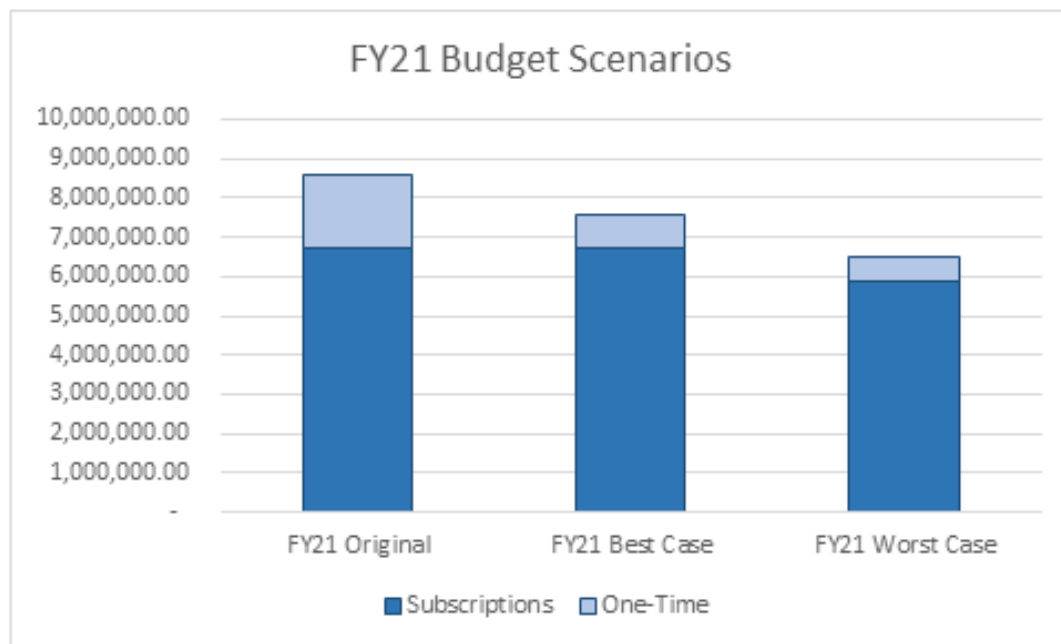
As budget becomes clearer, Acquisitions uses contingency lists to drop.

- Subject Librarian Budget Contingency Meetings Summer 2020 Notes

Meetings: May 18, 21, 26, & June 4

In FY20, we have just over a million dollars in temporary funds. We will definitely not have temporary funds in FY21. That's the best case scenario.

We've been asked to plan for a possible 20% reduction in LF Permanent funds. That's the worst case scenario.



While we could handle a 10% reduction by cutting one-time funds, a 25% reduction would mean deep cuts in serials, too. Instead of reviewing just Ebsco All-Acceptance package this month, we need to review of our serials. We are identifying definite cancellations and a contingency cancellation list.

#### Summer Serials Review Plan

TARGET: \$865,000 of serials identified as cancellations or contingency cancellations by June 15

For the worst case scenario, we'd need *at least* \$800,000 of serials savings. We've negotiated volume purchase and multi-year agreement discounts on many serials, but we're likely to lose some of those discounts as we cancel. We need to identify enough contingency cancellations to allow for worst case and loss of discounts.

On **May 18**, we start work on Ebsco review and Big Ticket Contingency review. Acquisitions will provide some background, recommended drops, and data. We have two meetings, on **May 21** and **26**, to review and make decisions on Ebsco and Big Ticket items. We can have additional meetings if needed, but decisions need to be made by **May 26**. After those decisions are made, Ginger will set targets for the serials group to identify contingency drops, with the contingency drop lists being due **June 15**.

After drop and contingency drop lists are done, Scott will focus on negotiating with vendors and providing notice of cancellations. In some cases, he may need to notify publisher that we plan to cancel a title that's on contingency list in order to meet deadlines for written notice. We can send a reinstatement request, reversing a cancellation, if the budget situation allows. Ginger will focus on drafting communications for faculty. Ginger's goal is to provide Joan with draft emails and webpages that can be updated, so we can coordinate communications to faculty.



Titles in <b>Applied Sci &amp; Tech Ultimate</b> which are NOT in AST Source, or any other source	568	Titles in <b>Art &amp; Architecture Source</b> which are NOT in Art & Architecture or OmniFile Full Text Mega (H.W. Wilson) or any other source	275	Titles in <b>Business Source Ultimate</b> which are NOT in BS Complete or any other source	1545
Of these, number with zero usage	436	Of these, number with zero usage	154	Of these, number with zero usage	960
Of these, number of titles with usage between 1-20	125	Of these, number of titles with usage between 1-20	118	Of these, number of titles with usage between 1-20	517
Number of titles with usage over 20	7	Number of titles with usage over 20	3	Number of titles with usage over 20	68
Of high use titles, numbers which have embargoes of at least 1 year	0	Of high use titles, numbers which have embargoes of at least 1 year	1	Of high use titles, numbers which have embargoes of at least 1 year	2
Of high use titles, number duplicated in our major journal packages	5	Of high use titles, number duplicated in our major journal packages	0	Of high use titles, number duplicated in our major journal packages	55
<b>There is only 1 title with relatively high usage that were completely unique to AS&amp;T Ultimate. Consider picking up or adding to Reprints Desk:</b>		<b>Of the 3 unique titles with high use only 1 is not in another package or Open Access</b>		<b>There are a handful of titles with relatively high usage that were completely unique to AS&amp;T Ultimate. Consider picking up or adding to Reprints Desk:</b>	
Applied Nanoscience, Springer Nature, 2190-5509 (We have access in Sci Tech Premium which ends in 2018)	157	Visual Inquiry: Learning & Teaching Art	28	Academy of Management Annals	97
				Accountingtoday.com	35
				The B.E. Journal of Economic Analysis & Policy	34
<b>Recommend downgrading from Applied Science &amp; Technology Ultimate to Applied Science &amp; Technology Source</b>		<b>Recommend downgrading to Art &amp; Architecture Complete. What is it missing, is available from Omnifile Full Text Mega</b>		FierceHealthcare	33



E PRICE	TITLE	FORM	DEPT	Can Cancell	Est. Savin	FileName	Note
\$360,907.25	Taylor & Francis Libraries	j ejournal package	MULTI	PARTIAL	25,000.00	T&Fcore_Tab:Medical	Can drop Medical titles only
\$13,612.98	University of Chicago Journals	j ejournal package	MULTI	PARTIAL	5,000.00	Chicago title list	Drop from Full Run (v.1 issue 1) to Complete (all titles, current year)
\$10,016.77	SOCIETY FOR INDUSTRIAL & APPLIED MATHEMATICS ACADEMIC MEMBERSHIP. OPTION B	j ejournal package	STEM-H	PARTIAL	1,990.00	<a href="https://www.siam.org/publications/journals/related/subscriptions-and-ordering-information/degree-granting-institutions">https://www.siam.org/publications/journals/related/subscriptions-and-ordering-information/degree-granting-institutions</a>	Save by switching from Option B to Option A
\$23,728.50	CRSP US stock & indices databases [electronic resource] / Center for Research in Security Prices, University of Chicago, Graduate School of Business.	g software/CDROM	SBS	YES	-		See also WRDS and CompuStat
\$48,030.72	WEST LIBRARY MAINTENANCE AGREEMENT SUBSCRIPTION PLAN CHARGES (CAMPUS SPECIAL OFFER)	s print serial	A&H	YES	-		3 titles: Southwestern Reporter, Texas Digest and Vernon's Statutes
\$69,546.60	ACS publications.	j ejournal package	STEM-H	PARTIAL?			Checking options
\$17,296.40	American Physical Society APS-ALL All Package	j ejournal package	STEM-H	YES			NOTE: Includes SCOAP credit



Librarian Notes	
PR: ok; LA: Agreed if access to titles is elsewhere	Stephanie did analysis. Can get by with only 32 titles, which only cost \$30k plus some frequently-used front-year titles
PHR: These journals seem to be in EBSCO databases except for the most recent year. So current year might work	Stephanie did analysis and with the exception of 3 ceased titles about alcohol all the U of Chicago press backfiles are in JSTOR



Larrison, Stephanie 5/12/20 4:09 PM

Pope, Scott



1

Finished comparison of AS Complete and Ultimate. ASU is a good candidate for dropping.

My process... Matched by Journal ID to identify titles unique to ASU

To add usage statistics, I used ISSN match. There is only 1 ISSN in the downloaded title list from EBSCO Admin.

First matched by pISSN, then by eISSN which found a few more.

Next I matched by title for those with no ISSN & got 24 matches.

Then I spot checked the remaining titles with no issn or title matches (I had 171) which were related to our curriculum to see if they can be found in JR 1. None were found and most were not even journals.

Anything that did not get a match to JR 1 was recorded as zero usage.

[See less](#)

Before our June 4th meeting, please go to the BigTicket spreadsheet and review the JUNE4 tab. T

The recommended drops are at the top.

If you have major concerns about dropping a title, put your initials & explain in the MajorConcerns column.

Then, rank each title in the column with your initials, using this scale:

0=No opinion

1=Drop it

2=Okay to drop

3=Drop only in worst case scenario

After you rank, check the totals for your initials below. Please adjust your rankings until you have at least \$220,000 in group 1.

	CA	LA	MMB	MJB	LAB	TB	JRB	ASG	FINAL
0:No Opinion	288,258.37	49,318.71	310,553.05	-	12,145.00	2,000.00	-	65,333.00	-
1: Drop It	90,293.58	278,159.02	223,607.91	260,874.79	227,785.00	231,224.61	-	223,307.03	363,273.24
2: Okay to Drop	28,171.00	211,606.79	41,646.52	309,688.47	222,097.48	259,299.05	-	313,244.10	77,831.33
3: Worst Case	243,221.87	116,840.30	80,117.34	81,361.56	193,897.34	143,388.16	-	54,040.69	214,820.25

Librarian Notes	Response	MAJOR CONCERN	CA	LA	MMB	MJB	LAB	TB	JR	ASG	FINA
LB, WT, AG: We need one medical image database AG: Prefers SmartImageBase LB: PT faculty use Netter in class PR: This was a recommended KEEP		.We need one good anatomy image database. I think this is the best one. Anthropology likes this one too and uses it. Don't drop.	3	3	3	3	3	3		3	0
PR: agreed MV: Agreed; AG: Agreed LA:agreed; TB: Agreed (we don't have a MLS program)	MJB: I consult them! But can request indiv titles in future.	.	1	1	0	2	1	1		1	1
PR: Literature Resource Center, Scribner, Twayne's - usage?	Gale is giving us this offer if we renew ALL of our Gale databases	Doesn't drop anything, just saves money	1	1	0	3	3			3	1
PR: OK. WHO? 17,298 record views May2019-April2020; TB: we could purchase outright what is necessary for programs.	SP: Substantial overlap with Alexander St, which is under contract. Would lose access January	.	3	2	1	3	1	1		1	2
JM: Would lose IET journals and IEEE standards and 5 IEEE journals. Concerned that IET is also in Inspec which is proposed drop.	No longer planning to drop Inspec	PHR: This is a database we highlight in certain accreditations. Would like to have access to the standards.	3	3	0	2	3	1		3	2
PR: If dropped, this would be a high priority for me to upgrade back to Premium when things get better; SL: Project Muse downgrade should be dependent upon EBSCO drops.	TS: Okay to downgrade. Dropping all of this is not recommended. This is a highly used database. Good for arts, literature, theatre.	.	3	3	3	3	3	3		3	3

# Mid-June Progress Report

- \$55k of Serials Team drops
- \$363k of Big Ticket drops
- \$221k of Ebsco drops
- \$281k on contingency lists

Goal Met!





# Strategies for implementing changes to subscriptions

Constant Communication and negotiation with vendor partners

Implement decisions / Internal communication

Communicate with faculty & campus



# Constant Dialogue with Vendors

- From the moment we “suspected” we’d have to make changes and/or cuts, we had back-and-forth discussions.
- Explained what we knew at a particular point in time and the dates that firm decisions would be made, but emphasized that we needed a “reset” instead of starting from our existing prices and/or a 1-year agreement.
- Prices we gave the subject librarians don’t exist.
- Flat renewal offers often saved vendors and us



# Implement Decisions

- Frequent revision of serials estimate spreadsheet as
- Once drop and package change decisions are finalized, we use a “task list” based on a Sharepoint form system that shows each staff member only the information relevant to them
- Then, each subscription agent renewal is worked on
- Vendors are given written notification of changes months in advance to have backup documentation
- Timetable for removing databases each month

# Subscription Changes 2020-21

## Database & Package Drops

*Effective 12/30/20 unless otherwise noted.*

- Academic Search Ultimate (replacing with Academic Search Complete)
- AgeLine
- Anthropological Index
- Applied Science & Technology Ultimate (replacing with Applied Science & Technology Complete)
- Art & Architecture Source (replacing with Art & Architecture Complete)
- Belt and Road Initiative Reference Source
- Biography Reference Bank (eff. 6/30/21)

## Individual Journal Titles Being Cancelled

*Note: Some of these titles are available in databases.*

- Advances in Applied Mechanics
- Advances in Food and Nutrition Research
- Advances in Inorganic Chemistry
- Advances in Organometallic Chemistry
- Against the Grain
- Agricultural History
- American Financial Directory
- American Journal of the Medical Sciences
- Analog Science Fiction & Fact

## Journals Under Consideration to Add

- Academy of Management Bundle (6 titles)
- Accounting Review
- Advances in Consumer Research
- Alzheimer Disease & Associated Disorders
- American Journal of Psychotherapy
- Amphibia-Reptilia
- ArtAsiaPacific
- Burlington Magazine
- Diplomat
- Event Management
- Family Systems

# What worked? What's next?

- Some questions, few concerns
- Adding some heavily used journals from aggregators was positive
- Spring 2021: Annual serials review
  - Cancellations to handle serials inflation
  - Few big ticket items available to cancel
  - Subject teams using ranking system
  - Contingency lists
- Using some of same communication strategies with Texas Coalition
- Expect website updates annually

# Thank you! Questions?

When you don't know how big cuts will be, how do you plan quickly?

1. Develop several budget plans (flat, 10% decrease, 25% decrease)
2. Involve librarians in ranking subscriptions into tiers
3. Draft emails w/webpage links. Draft webpages that you can fill in with lists.
4. Implement decisions & communicate with campus.