

# USF Libraries' Budget Realignment Strategy

Revisoning Library Services & Collections



UNIVERSITY of  
**SOUTH FLORIDA**

# USF Libraries Budget Overview (Tampa Campus)



# Budget Overview

Library services and collections sustain the entirety of the “Architecture of Academic Excellence.”

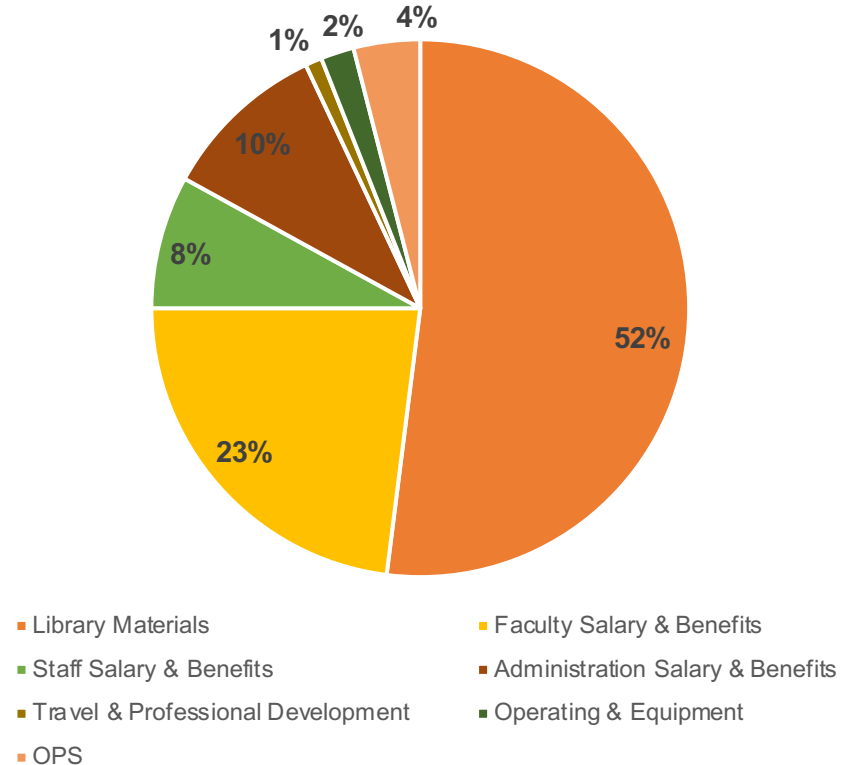
Discretionary funds to support program changes (content or level) and faculty/student demand are no longer available.

Significant personnel downsizing, multiple consultancies and **15 years of continuous process improvement** precede this reduction.

Library staffing is well below state peers and ARL target metrics.

Excessive focus on efficiencies have **reduced resiliency and increased risk.**

Breakdown of USF Libraries – Tampa campus Recurring Base Budget



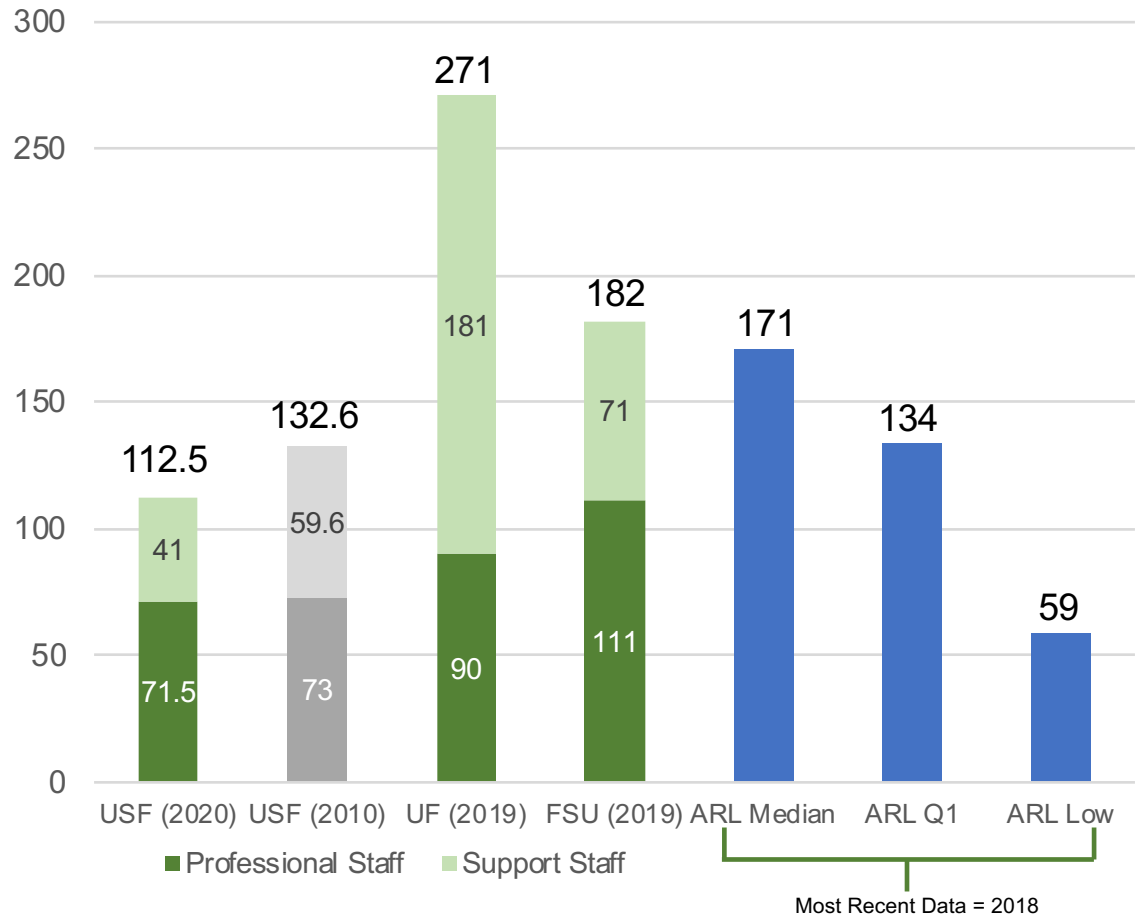
# A Word About Staffing & Efficiencies

Library staffing is well below state peers and ARL target metrics.

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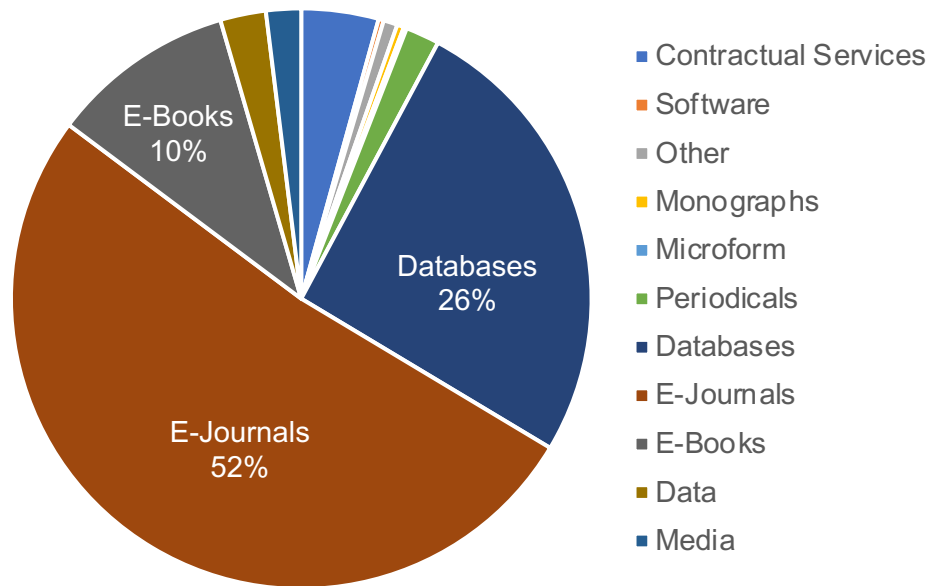
Excessive focus on efficiencies have reduced resiliency and increased risk.

Consolidation-derived efficiencies are included in this staffing profile; non-salary efficiencies offer less than \$60k in savings.



Note: USF Professional Staff include the Admin classification; groupings vary across institutions, but totals are accurate.

# Recurring Base Library Materials Budget, 2019/20



**Subscription-based costs (97.2%) dominate the materials budget.**

## Annual Subscription Cost Increases\*:

- Reduce services to faculty and students (use vacant rate to cover increases)
- Limit capacity to grow the collection in concert with College programs
- Constrain innovations needed to meet qualitative ARL expectations

\*3.5 - 6 percent annually

# Guiding Principles & Summary of Collection Impacts

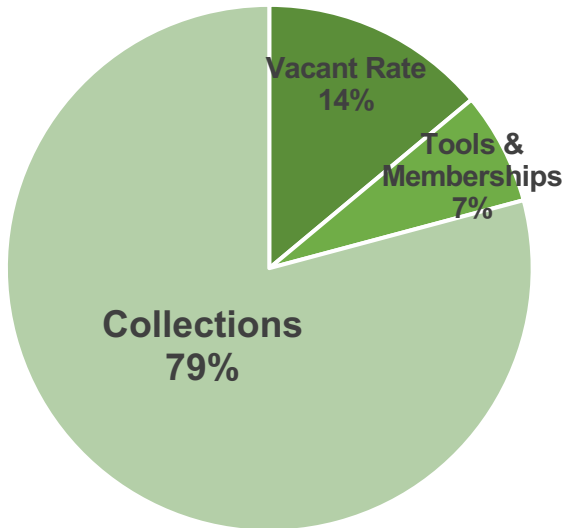


# Guiding Principles

- Support faculty resource needs by any means available.
- Maximize control of the USF Libraries collection budget.
- Engage faculty in decision-making process whenever possible.
- End reliance on non-recurring fund sources.
- Refocus expenditures on ownership over leased access.
- Focus on USF needs over statewide impacts.

# Strategic Realignment Targets & Timeline

	\$	%
Year 1	\$1,383,500	10.4
Year 2	\$650,000	4.9
<b>Two-Year Total</b>	<b>\$2,033,500</b>	<b>15.3</b>



1

**Now through  
December**

Notify vendors/  
publishers that USF  
will be reviewing its  
current collection  
selections and will  
reacquire a subset.

2

**November through  
January**

Conduct a title-by-  
title analysis of our  
recurring collection.

3

**January through  
March**

Reacquire content  
based on the  
analysis in Step 2.  
ILL/Document  
Delivery and other  
mechanisms will  
be in place in  
January to bridge  
gaps.

4

**March through  
May**

Review and  
consider next steps  
on canceled  
content.



# Strategy Requires Modification of “Big Deals”

## Since the 1990s

- Packages “bundle” a publisher’s title list into a single subscription
- Often multi-year agreements
- Controlled costs:
  - Capped annual increases range from 3.2 to 6 percent
- Increased research efficiency:
  - Reduced burdens on library and central services
  - Minimized options to manage journal collections/selections

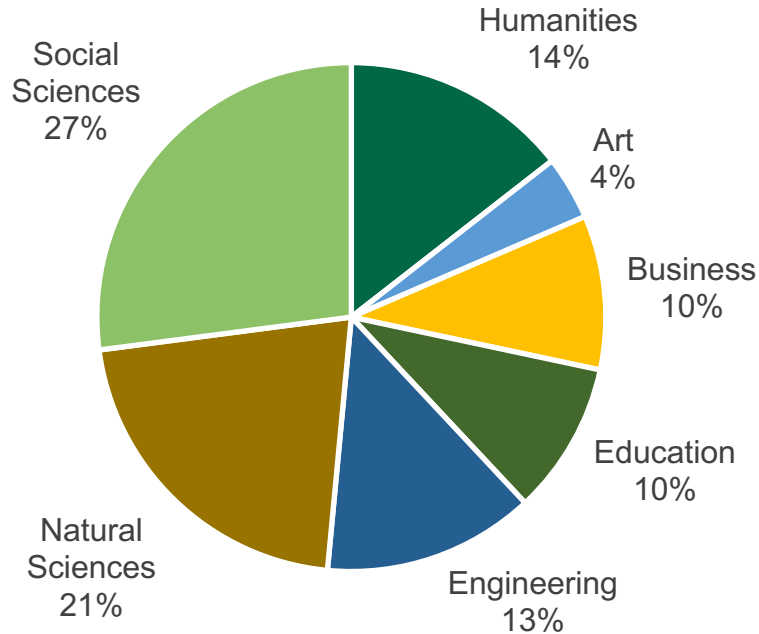
## Now: Sustainability Challenges

### Increasingly unsustainable

- Library budget flat for 12 years; increases funded by vacant rate and non-recurring cash
- Packages continue to grow without input from community
- Servicing the “Big Deals” fuel loss of non-journal content (e.g. books, data, media)
- Servicing the “Big Deals” reduce capacity to innovate with services

# Taylor & Francis Journals

*Contract expires December 31, 2020*



Cost (2020): \$524,038

Cost (2021): \$524,038 (+0%)

Titles Owned: 397

Titles Leased: 1,610

Total Usage: 147,465 (2019)

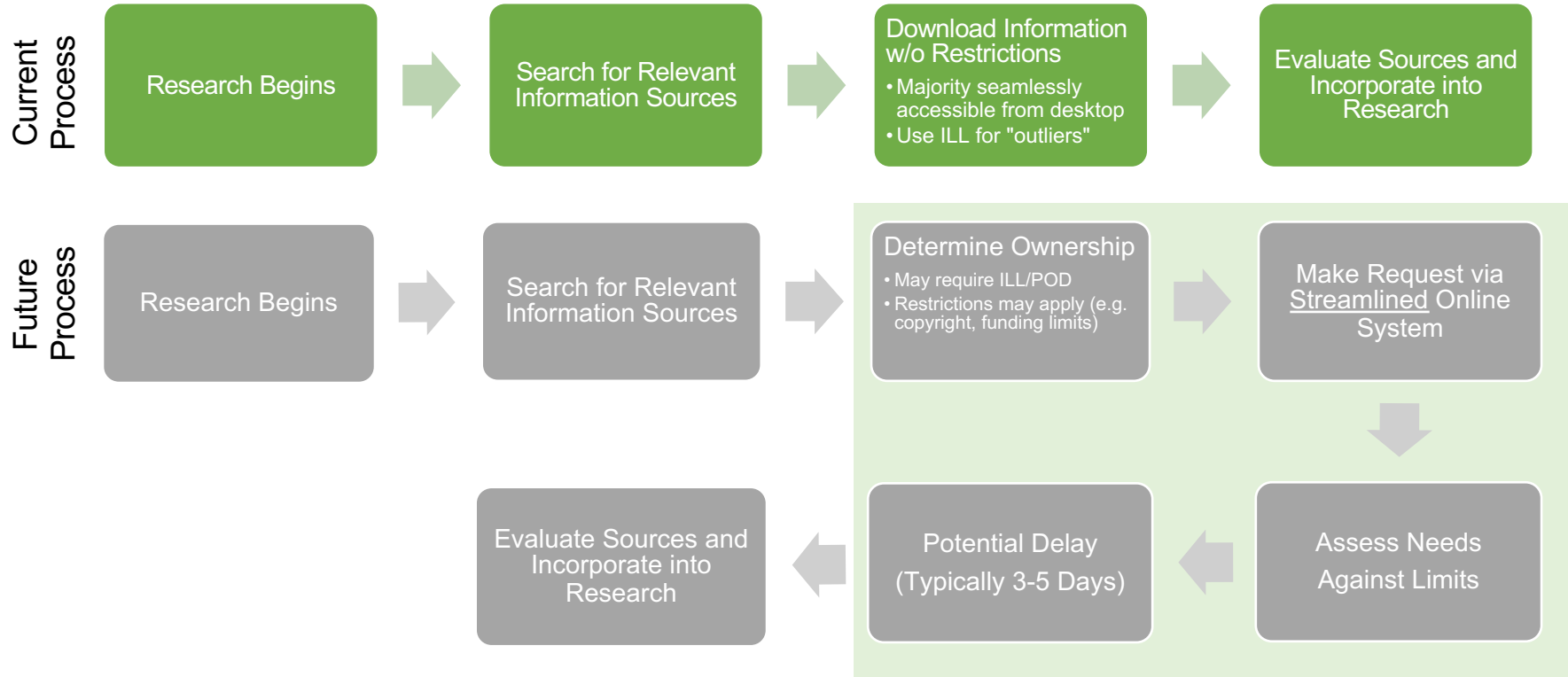
Avg Use per title: 73

Titles with 100+ uses: 411

Avg. List Price per Title: \$1,402

Avg. Cost/Article: \$44

# Research Process Impacts



# Building Faculty Support At This Time

Modified some existing services: OA publishing, TAP, oral history program, digitization, data management, and DMC program.

Staff from these units have been reassigned to:

- Collections & Discovery – to help us reacquire the most relevant content
- ILL / Document delivery – to support increased demand

## Streamlined ILL / Document Delivery

### Requesting Books and Articles

Three ways you can get materials:



#### [Check USF Catalog](#)

Please check the USF catalog before requesting materials from outside resources.



#### [Uborrow](#)

For faster delivery of print books from other FL colleges and universities. Search the [USF Libraries Catalog](#) and click on the Uborrow icon.



#### [InterLibrary Loan / Document Delivery](#)

Borrow materials from USF libraries, other libraries and have articles & chapters in the library scanned and emailed to you.

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For more information concerning the “Revisioning Collection Management” process, including access to data, collection analyses, FAQs, and guides to accessing materials through alternative sources, please visit:

<https://lib.usf.edu/collections-and-discovery/revisioning/>