USF Libraries’ Budget Realignment Strategy
Revisioning Library Services & Collections
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.
A Word About Staffing & Efficiencies

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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

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<th></th>
<th>$</th>
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<tbody>
<tr>
<td>Year 1</td>
<td>$1,383,500</td>
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<tr>
<td>Year 2</td>
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<td>Two-Year Total</td>
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**Collections 79%**

- **Vacant Rate**: 14%
- **Tools & Memberships**: 7%

**Vacant Rate**

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

- Humanities: 14%
- Social Sciences: 27%
- Natural Sciences: 21%
- Engineering: 13%
- Education: 10%
- Business: 10%
- Art: 4%
- Social Sciences: 27%
- Humanities: 14%
Research Process Impacts

Current Process

Research Begins → Search for Relevant Information Sources → Download Information w/o Restrictions
- Majority seamlessly accessible from desktop
- Use ILL for "outliers"

Evaluate Sources and Incorporate into Research

Future Process

Research Begins → Search for Relevant Information Sources → Determine Ownership
- May require ILL/POD
- Restrictions may apply (e.g. copyright, funding limits)

Make Request via Streamlined Online System

Potential Delay
(Typically 3-5 Days)

Assess Needs Against Limits
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

https://lib.usf.edu/ill/
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/