

2019-2021 Biennium Internal Budget Proposal Narrative

Division: Western Libraries

Evaluation Criteria: Proposals will be evaluated on every aspect of this template. It is highly recommended that the narrative portion touch on each area. Proposals forwarded to UPRC by unit leaders will be discussed at UPRC and authors are encouraged to attend so that they may answer questions and provide clarification.

Funding and Strategically Aligning Library Collections

- This is a revised version of a previously submitted budget proposal.
If box is checked please briefly outline any significant changes and/or indicate why it is being resubmitted.

[Click here to enter text](#)

Statement of Purpose: *(What is the challenge or opportunity being addressed? How does the proposal address this challenge or opportunity? Limit response to 1 page – please link to any existing reports, data, supplemental materials, etc.)*

The Western Libraries lacks the budget necessary to maintain current subscriptions and to strategically align library collections to the growing and changing teaching and learning needs of the university community. Inflation on library subscriptions—which averages almost 5 percent annually and vastly outpaces the Consumer Price Index—means that a flat budget is effectively a declining budget, and rising subscription costs crowd out all other collections spending. Even with annual funding to offset inflation, roughly 90 percent of the Libraries’ resource access budget is committed to subscriptions or access fees, leaving just under 10 percent for new one-time purchases and no margin for adding subscriptions. The result is that, at best, library collections are static; at worst, they are vulnerable to the slightest change in the budget landscape.

Moving forward, the Libraries requires increased funding to address inflation on collections, particularly subscriptions. Further, the Libraries must work with key stakeholder groups to implement a sustainable, systematic, and comprehensive plan for evaluating, managing, and acquiring new subscriptions and other collections that align strategically with the university’s teaching and learning needs. The Libraries cannot effectively address issues of strategic alignment if its sole focus continues to be subscription reductions due to insufficient budgets.

An analysis of the collections budget reveals that the university’s library collections are underfunded compared to Board of Trustee-designated peer institutions.

Board of Trustee Peer Comparisons

Data Derived from Association of Colleges and Research Libraries, 2017
(n=22)

Staffing and Operations per Student FTE:

	Peer Average	WWU
Ratio of Librarians to Student FTE	1:722	1:905
Ratio of All Library Professional Staff to Student FTE	1:537	1:630
Total Operations and Maintenance Expenses (excludes salaries and benefits) per Student FTE	\$35.90	\$30.67

Lessons: Western Libraries is understaffed compared to peers. Western Libraries operates more efficiently than its peers.

Library Collections per Student FTE:

	Peer Average	WWU
Total Library Collection Expenditures per Student FTE	\$175.31	\$145.16
Subscription Expenditures per Student FTE	\$146.83	\$125.10
One-Time Physical Material Purchases per Student FTE	\$25.09	\$15.20

Lesson: Western is spending less on library collections per student than its peers.

	Peer Average	WWU
Electronic Serial Titles Per Student FTE	11.90	7.00
Physical Book Titles per Student	48.00	43.63
Number of Physical + Electronic Book Titles per FTE Enrolled Student (IPEDS 2017)	70	69

Lesson: The size of Western's library collection is below peers.

	Peer Average	WWU
Total Interlibrary Loan Requests per Student FTE	0.93	1.52

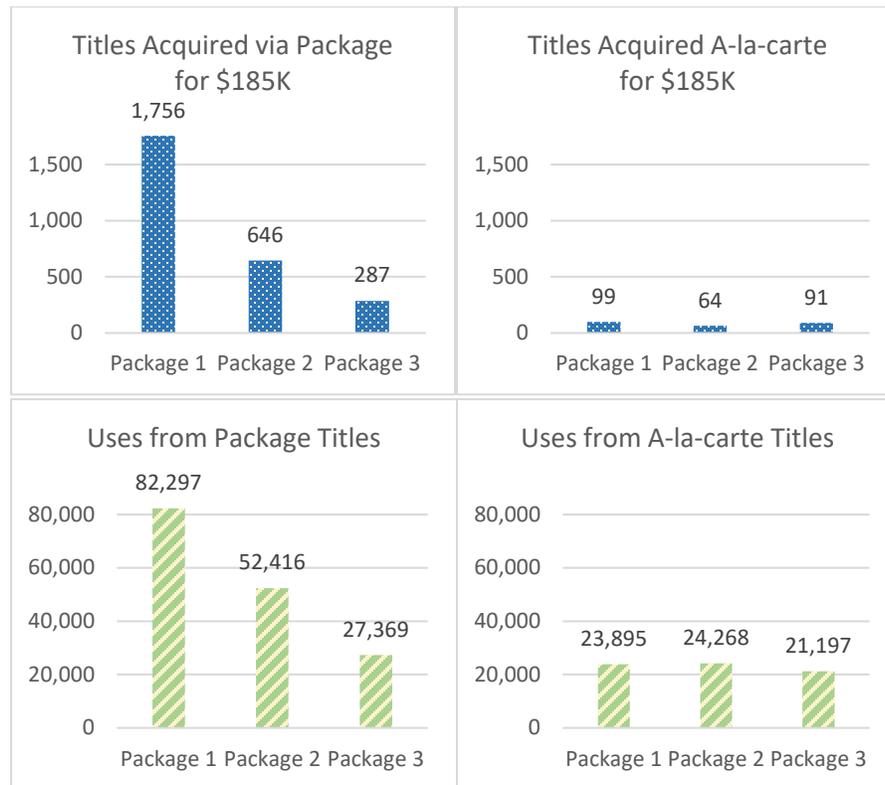
Lesson: Western students disproportionately need materials that Western does not own or license.

The Academic Journal Marketplace and the Importance of Maintaining Packages

Without additional funding for collections, Western will have no choice but to reduce \$367,000 in spending beginning in AY 2020-2021. As the university cancelled most single-title subscriptions before or during the steep reductions of 2015-2016, journal packages or one-time purchases will become a necessary target for new spending reductions. Breaking journal packages means a loss of buying power and a disproportionate loss of journal content. A reduction in one-time purchases (primarily monographs) will further erode the size and quality of library collections, particularly in the arts, humanities, and social sciences.

Analyzing data from the 2015-2016 journal review and reduction process, Western confirmed that the same dollar amount goes much further when subscribing to vendors' journal packages (as opposed to a-la carte subscriptions). The following graphics illustrate the impacts on total

journal titles and total article downloads when Western spends \$185,000 on three journal packages rather than picking and choosing from among individual journal titles.



Simply put: breaking packages means a significant loss of content. In some cases, the university could lose over half of anticipated downloads and up to 95 percent of journal titles within a journal package. Even if faculty, staff, and students were willing to wait several days for Interlibrary Loan, Western Libraries is not staffed sufficiently to meet a corresponding demand in ILL requests for articles from discontinued journals.

To fund library collections on par with its peers, Western needed to add \$436,753 to the collections base budget in 2017. Funding must at least keep up with inflation in order to avoid periodic, widespread reductions in collection spending (\$481,520 in FY19 dollars).

Anticipated Outcome(s):

The minimum level of funding necessary to bring the university’s collections budget to par with peer institutions and a commitment to fund inflation will allow the university to turn its efforts away from a time-consuming, recurring focus on collection reductions and instead allow for focused attention on in-depth analysis of collection needs and the allocation of funds to new resources. The transition in focus away from “crisis management” and toward a more user-centered, equitable, and inclusive approach to collection building will better align library collections with the curricular and research needs of the university.

Metrics: *(How will outcomes be measured? Please include current data points and goals. If this proposal will have any impact on the [Overall Metrics](#) included in the university's strategic plan, please indicate which specific ones here.)*

Each year, Libraries across the country supply myriad demographic, operations, and collections information, which is recorded in ACRL and IPEDS data sets. This data forms the basis for extensive longitudinal comparisons with peer and aspirant institutions (see <http://www.ala.org/acrl/publications/trends>).

Bring collection funding into alignment with institutional peers:

- Increase total collection spending per student FTE to match or exceed peers
- Increase book titles per student FTE to match or exceed peers
- Increase electronic subscription titles per student FTE to match or exceed peers

Increase impact of collection spending on Western's teaching and learning enterprise:

- Increase percentage of new subscription expenditures as a percentage of total subscription expenditures
- Increase physical collection circulation/per student
- Decrease demand-driven acquisitions as a ratio of total acquisitions
- Better align collection spending with student/faculty FTE, SCH, degree production by college
- Improve overall cost-per-use for electronic library resources
- Decrease ratio of total journal ILL requests to total journal usage

How does this proposal align with your departmental/divisional strategic priorities? *(Please reference specific items from the recently completed departmental/divisional strategic plan and attach a copy.)*

Western Libraries has one goal and three objectives directly related to collections:

Goal

Ensure the development, sustainability, and accessibility of Libraries collections to support Western's academic mission and institutional goals.

Objectives

1. Pursue strategic curation and data-informed decisions in support of long-term development, preservation, management of, and access to Libraries collections.
2. Actively develop and provide stewardship for Libraries collections in ways that value and promote respectful engagement with diverse abilities and perspectives, advance understandings of social justice issues, honor indigenous peoples, and preserve and document Western's place in our community, region, and the world.

- Expand and increase access to local and unique collections that foster a deeper understanding of and engagement with the region and its communities.

How does this proposal support the University Mission and Strategic Objectives? *(Please refer to the [2018-2025 Strategic Plan](#) and indicate which core theme(s) this proposal will help achieve.)*

Western Libraries Goals & Objectives	Western Washington University's 2018-2024 Goals			
	Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.	Goal #2: Western will advance a deeper understanding of and engagement with place.	Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.	Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.
COLLECTIONS: Ensure the development, sustainability, and accessibility of Libraries collections to support Western's academic mission and institutional goals.				
Objective 1: Strategic curation	X	X	X	
Objective 2: Place-focused stewardship	X	X	X	X
Objective 3: Local & unique collections	X	X		X

What are the consequences of not funding this proposal?

Without additional funds to cover inflation on library collections, it will be necessary to eliminate approximately \$367,000 in collection spending in FY2020-2021 with likely additional reductions in subsequent years. The reductions will necessarily result in a loss of library subscriptions and/or a significant decrease in monograph purchasing. Further, without increased funding for collections, the university will not be able to turn its attention to the long-desired focus on strategic alignment of the collection budget with new and emerging curricular needs.

What alternatives were explored?

Western has faced unsustainable inflation on the collections budget for more than a decade. These deficits were addressed by reducing expenditures on monographs and redirecting those funds to subscriptions. As a result, Western's ratio of physical books per student FTE has fallen below peer institutions. In 2015-2016, Western eliminated approximately \$225,000 in spending (1,075 subscription titles) from the collections budget. As a result of unexpected faculty and staff resignations and retirements, the Libraries transferred funds from the operating budget to

the collections budget to cover inflation in AYs 2016-17 and 2017-18. Anticipated carryforward from the operating budget is no longer sufficient to cover collections deficits. The Provost's Office has committed to covering the deficits in AYs 2018-19 and 2019-20 but has insufficient funds after that. Fundraising among private donors has resulted in modest gifts – wholly insufficient, however, to cover projected deficits. Many universities across the country (including CWU) have successfully implemented library fees to address the rising cost of collections or included funding for electronic library resources within the student technology fee. Western Libraries recognizes the complexities in passing these rising costs on to students through as increased fees.

Which units (departments, colleges, etc.) will be involved?

In close consultation with the Senate Library Committee, the Libraries will lead the effort to align library collections strategically.

Equipment needed:

N/A

For major (>\$25k) purchases, please provide the following information.

Item:

Click here to enter text

Purpose:

Click here to enter text

Cost:

Click here to enter text

Anticipated Useful Life:

Click here to enter text

Replacement Cost if any:

Click here to enter text

Human Resources (Complete the table below adding additional rows if necessary):

<i>Position Title</i>	<i>Total Headcount</i>	<i>Total FTE</i>	<i>Salary and Benefits per FTE</i>	<i>Total Cost</i>

Table above should match data on budget spreadsheets submitted with this proposal. Complete the spreadsheet to get salary, benefit, and total cost amounts. Contact your division budget officer with questions.

Operating & Maintenance Costs (include service contracts, installation costs, etc.):

To fund library collections on par with its peers, Western needed to add \$436,753 to the collections base budget in 2017. Funding must at least keep up with inflation in order to avoid periodic, widespread reductions in collection spending (\$481,520 in FY19 dollars). A majority of these funds will be expended on electronic journal and database subscriptions.

Requesting recurring operating budget of \$481,520 for FY2020 and \$505,596 for FY2021 with 5% inflation.

Space Requirements:

What type of space is needed for this proposal? (e.g., private office, lab space, group work/study space, etc.)

N/A

What features must this space have? (e.g., fume hoods, plumbing, 3-phase power, etc.)

[Click here to enter text](#)

What needs can be accommodated within your existing space?

[Click here to enter text](#)

How much new space will be required?

[Click here to enter text](#)