

To: Academic Department Heads
From: Theresa Liedtka, Dean of Lupton Library
Re: Proposed process for 2009 – 2010 Budget Cuts
Date: March 19, 2009

The purpose of this memo is to bring you up to date on our progress regarding the upcoming library budget cuts. I will apologize in advance for the dense nature of the memo, but the topic is complex and we want to get it right.

As you know, based on recommendations from the Academic Affairs Review Committee, the Library has been asked to identify \$100,000.00 in cuts to our collections and operations budget, effective July 1, 2009. In addition two tenure-track faculty instruction positions were also lost and we need to adjust services and operations.

The process included below will be shared with the Faculty Senate Library Committee, Academic Deans, as well as presented at the next meeting of the full Faculty Senate, for review and input.

I would be happy to meet as a group or with any individual to talk in more detail. I welcome any input, questions or concerns that you might have.

Current Budget

Here is a breakdown of our **current library budget**:

	Dollar Amt.	%
Salaries: students	\$61,000.00	2.4%
Salaries: faculty and staff	\$1,275,406.00	49.7%
Materials: incl. binding	\$1,125,607.00	43.9%
Operating Expenses	\$102,713.00	4.0%
		100.0%

The actual amount we will spend on materials in 2008-0299 is approximately \$ 1,220.037.00.

The difference between the current base budget amount and the spending amount is inflation. We requested a \$92,277 base budget increase to cover inflation. Instead we received \$70,000.00 in one-time funds and used our restricted account to make up the difference.

Budget Cuts, 2009-2010

As part of the campus **budget cut**, the Library lost two faculty instructions positions and was asked to cut \$100,000.00 from our budget beginning in July 2009.

Due to the timing of the cuts, we have decided to approach the cuts in two phases:

Phase One:

The Library, in collaboration with faculty and students, will identify \$ 100,000.00 to cut from our collections and operation budget, **prior to the end of the Spring semester.**

In order to get input the Library will:

- Include budget-related questions on the Library Survey
- Work with the Senate Library Committee
- Work with the Faculty Senate. I am presenting our plan at their April 2, 2009 meeting
- Work with Department Heads and Deans
- Schedule open faculty and student meeting
- Meet with any department, college, or individual as they desire
- Publish all cuts to UTCINFO and SCRAPPY

Our goal is to be transparent and to base our decisions on data.

Use and collection data will be balanced around curriculum/accreditation needs and the parity of library support to departments.

In establishing cuts we are cognizant that students primarily value us for our services and the facility, while faculty primarily value us for our collections and services, in particular instruction, ILL, and special collections. As such we will attempt to balance our approach between these groups and their diverse needs.

Phase Two:

The Library will identify ways to re-engineer library operations to deal with loss of two instruction positions this summer. Instruction is our primary service. As a result we will be looking at ways to redo other processes and services so this program can continue unimpeded.

Due to our low staffing and time of year we cannot approach these situations at the same time, though we would like to as they are clearly related.

Budget Background

In order to provide some context to the current Library budget, I wish to share a bit of history.

The Library eliminated \$390,388.00 in journal costs between 2000 to 2003. The base budget had not kept pace with inflation and ongoing subscriptions were paid for with one-time money. The big cut came in 2002-2003 when the campus would no longer support these expenditures. In that year the Library cut \$292,590.00 in ongoing journal subscriptions. This accounted for about 40% of active journal subscriptions at the time.

I began work at UTC in June of 2004, and in that time we have received the following funding for collections:

- Approximately \$ 213,194.00 has been added to base collections budget to cover inflation.
- Approximately \$ 365,551.00 has been provided in one-time funds to cover inflation.
- \$175,000.00 was moved to our base budget to cover the cost of Library databases previously paid for by the Student Technology Fee; this is not new money as it was already allocated to existing titles.

Through careful resource analysis, spending management, and license renegotiations we have been able to add some needed online journals and a few other online resources.

At present subscriptions account for 84% of material spending, or in 2007-2008, \$981,832.00. Of that:

- Electronic subscriptions account for 78% of subscriptions spending or \$767,595.00.
- Print subscriptions account for 22% of our subscriptions spending or \$214,237.00.

Use of Subscription Resources

In 2005-2006 in response to a Library Survey question 80.5 % of faculty and students reported they preferred accessing journals in online form.

Budget and staff permitting, since 2004 the Library has migrated approximately 80-100 journals a year from print to electronic form. At present we have 725 physical titles and provide access to a total over 40,000 online titles via subscriptions, state-provided resources, consortium purchases, and open access titles.

In 2006-2007 there were **483,608** full-text articles downloaded from our online subscription resources (note: only 78 of our 130 online resources provide this figure). This equates to an average of **1,325** article downloads a day over the course of the year.

In 2007-2008 we conducted a use study of the 2nd floor print journal titles. During the Fall and Spring semester, a total of **2,534** bound and unbound volumes were used. If we double that number to account for self-shelved items and summer usage (which is generous) the use would be just over 5,000. This equates to an average of **14** uses a day over the course of a year. We are in the midst of conducting a use study for 2008-2009. I can report that use of the print collection is going down; it is now about **10** bound volumes and unbound issues a day.

Based on this data, the ratio of electronic subscription use to print subscription is close to 99 to 1.

Budget Cut Strategy

Based on the above data and on information we have compiled on departmental support and use, the Library recommendation is that approximately \$90,000.00 be cut from our ongoing subscriptions.

The Library recommends that the entire subscription collection be reviewed, print and electronic resources, but that print, microfilm, newspaper, standing order and other physical subscriptions be given a closer look. We do recognize the necessity of print titles due to the fact that some critical titles are not available online, and or the Library cannot afford online access. But we also recognize the disconnect between our current use and current spending patterns.

The Library recommends that the one-time purchase budget, used to buy books and audio-visual materials remain the same at \$186,600. The one-time purchase budget has not been increased since 1989 as all new money has gone to inflation for subscriptions. One-time purchases account for 16% of our spending and many departments rely on them.

The Library recommends the remaining \$10,000.00 come from our operating budget in the form of cuts to Library hours, and other efficiencies we can identify.

Budget Cut Process

The Library recommends the following review process for the upcoming budget cuts:

Step 1

- The Library will create department profiles that document collection support, use, and service interactions with academic departments and disciplines. These profiles will also provide information at the aggregate college-level. This will paint a holistic picture of the Library and its relationship with the campus. Our belief is that this profile will help us minimize budget cut impact on departments that are documented heavy users or that receive minimal support.

Step 2

- The Library will compile a list of all ongoing subscriptions by discipline or department and include format details (print, online, microfilm, etc) as well as pricing information.

Step 3

- Faculty librarians assigned to academic departments (known as library liaisons) and Professor Mike Bell, Head of Collection Development, will review subscription titles and identify potential cuts.

Step 4

- Each academic department will then be sent a spreadsheet with three worksheets:
 - All campus subscriptions
 - Department / Discipline subscriptions
 - Recommendations from the Library on possible titles to cut
- Each department will be asked to review and respond to the lists. Departments can accept the recommendations or not, as they choose. Titles can be swapped, added, or subtracted titles from the recommendation list. If a department does not respond the Library will move ahead with the proposed identified cuts.

Step 5

- The Library's Electronic Resource Committee will review database and journal package subscriptions with an eye towards identifying low use or redundant resources. This information will be used if the Library cannot reach its recommended cut from physical subscriptions.

Step 6

- Simultaneously, the Library's Management Council (our department heads group) will review the operations budget and suggest library hours to be cut, and other operational efficiencies.

Step 7

- The Library will hold an open campus meeting and publish the list to campus listservs so that the entire community has the opportunity to review titles, services, and hours identified.

Step 8

- The Library will finalize the list of cancellations, notify our vendors, and adjust hours and operations.

Step 9

- The Library will then begin Phase Two of the budget cut exercise, which is to analyze service priorities, position responsibilities, and other factors to address the loss of our two faculty instruction positions.

Tentative Time Line

March 16 – 20	Library to finalize all subscriptions list and departmental profiles and post documents to wiki.
March 23 - 27	Library presents proposed budget cutting process to Senate, departments, deans, etc.
Friday, March 27 th	Library faculty review list and submit identified titles to Theresa Mike Bell reviews recommendations
Wednesday, April 1	Theresa distribute recommended cuts to departments, post to wiki, campus
Friday, April 17	Establish date for Academic Department response
Tuesday, April 21	Reading day
??	Have open meeting; meet with departments, colleges, library senate committee