SYSTEMWIDE LIBRARY AND SCHOLARLY INFORMATION ADVISORY COMMITTEE
LIBRARY PLANNING TASK FORCE

December 13, 2010
11:00 a.m. – noon (PST)

MEETING NOTES

Attending: Lucas (chair); Doyle; Greenstein; Miller; Schneider; Schottlaender; Wolpert
Absent: Cogswell; Farley (consultant); Meyer; Waters
Support: Lawrence (staff)

General background:
Meeting notes, Task Force meeting of December 2, 2010
Schedule of Discussion Topics (12/2/10)
Library Planning Task Force, Operating Principles (final)
Library Planning Task Force, Principles (DRAFT version 2, 12/9/10)
Action Memorandum 1, Management of Existing Print Collections (DRAFT v.3, 12/9/10)

1. Review of work to date (30 min)

   Background: Action Memorandum 2, Acquisition of Published Materials (version 3, markup of version reviewed at December 2 meeting)
   Action Memorandum 2, Acquisition of Published Materials (version 4, clean)

Lawrence began by acknowledging Wolpert’s observation in an earlier meeting that the “required savings” owing to inflation in the cost of library materials takes the form of erosion of buying power, not actual reduction of library budgets, while the costs associated with the retirement system represent real budget cuts. Lawrence believes that this observation should cause us to reframe the context of our strategies for managing prospective acquisitions. Addressing inflationary factors involves three generic strategies:

- Do nothing ... let buying power, and the quality of the systemwide collection, erode.
- Reduce duplication in current acquisitions, and redirect savings to acquisitions that help maintain the breadth and depth of the systemwide collection. It should be noted that this option imposes additional service costs (e.g., increase interlibrary lending, reduced convenience for users).
- Reduce duplication as above, but redirect savings to meeting budgetary savings targets

The second and third options could, if it were desirable, be combined; for example, direct some savings to budget reduction and the reinvest the remainder in collections.

Seen in this context, the actual dollar savings to be achieved is about $29 million.

Wolpert observed that the label “inflation” obscures a primary cause of the problem – publisher price increases. Reformulating the problem suggests additional important strategies, including more effective publisher negotiations and better communication with faculty, as well as clarification of the effects of some Open Access strategies (which improve access but do not necessarily save money). In Lawrence’s view, this discussion suggests that Task Force action recommendations should be presented in two
categories: (a) “supply side” actions addressed to the publishing system (including OA), and (b) internal initiatives addressed to better management of our ongoing acquisitions.

Schottlaender and Miller suggested a significant revision of the language describing the “OA venture fund” to clarify that a redirection of current acquisitions funds is recommended (not assumed) by the TF and that a 50% return on investment is expected (i.e., is a criterion for funding).

**ACTION:** Lawrence will revise Action Memo 2 pursuant to this discussion.

2. Discussion of Issues and Strategies for Library Services (30 min)

**Background:** “Services Scenarios” DRAFT version 2, 12/7/2010

Lawrence provided a brief summary of the issues raised in the discussion paper.

Concern was expressed about both the validity and the effect on readers of the declaration that “systemwide services save nearly $97 million per year in operating costs”; Lawrence will address this.

Miller and Schottlaender reported that a record of the University Librarian’s decisions and priorities for actions recommended by the Next Generation Technical Services (NGTS) process will be available before the end of this week. This information will both correct and improve the information set out tentatively in section III.C. of the discussion paper. Schottlaender indicated that the ULs’ recommendations would, to varying degrees, identify potential savings, but were not explicit on how these savings would be achieved.

In Greenstein’s view, the central problems are (a) how to prioritize investments in systemwide services, and (b) what funding strategies are best for each particular service, where there are basically three options: (i) reallocate existing central funds, (ii) secure new central funding, or (iii) recharge campuses for service (a fourth, involving structured co-investment or “taxation” of the campuses, could be seen as a combination of ii. and iii.).

In discussion, the following points were raised:

- It would be useful to set out the strengths and weaknesses of each funding approach, including potential to foster and support “game-changing” transitions
- Governance and organization, and the formalization of trust relationships, are key issues; it may be more important to determine “how” than “what”
- It is important to determine how savings (especially cost avoidances) can be captured and (a) shared equitably across the system and (b) used when necessary to repay internal loans
- One way to assess current and candidate investments would be to commission formal financial/business modeling of each
- To the extent that systemwide services are financed by campus funds, it must be understood whether library budgets are the sole source of support, or if not, whether and to what extent there is campus support for use of other fund sources.
- Principles or criteria for evaluating investments in systemwide services might include, e.g.:
  - Potential for cost savings
  - Ability to capture cost savings
  - Feasibility of implementation
  - Transformative potential

In summary, the TF understands that, for the purposes of its work:

1. Expansion of shared services is the key strategic direction that the TF will explore
2. It is essential to re-evaluate the mechanisms available for funding and governance of shared services
3. The top priority for the TF is to identify the principles informing that re-evaluation

For the January face-to-face meeting, the primary inputs will be:

- The Task Force list of general planning principles
- The recommendations and supporting analysis respecting de-duplication of existing collections
- The recommendations and supporting analysis respecting prospective collections
- A revised discussion paper on services, taking into account today’s discussion
- A discussion paper on organization, governance and funding

The next meeting of the Task Force will be the face-to-face meeting at the Hotel Solamar, San Diego, beginning at 4 p.m. on January 5, 2011, and ending at approximately 3 p.m. on January 6.