

# Status of the UNT Libraries 2015

Library Town Hall Meeting  
on library budget and  
other issues

Willis Library  
University of North Texas  
May 20, 2015



# Overview - Library Budget Shortfall

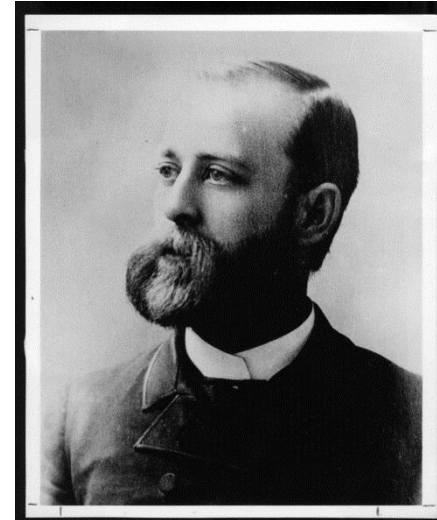
- UNT Aspirations & Recap of Past Decade
- Recent Budget Developments
- Accomplishments
- Extended Q&A on this and other topics

# UNT Aspirations & Recap of Where We've Been



# What is UNT? How have we understood our position and research aspirations?

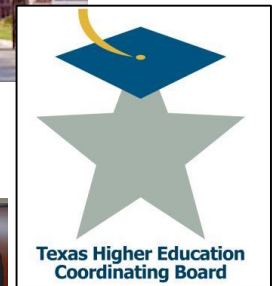
- UNT was founded as a “public normal school” (teachers’ college) in 1890 in Denton by Professor Joshua Chilton
- Now 125 years old, UNT only transitioned to thinking of itself as a research university in the last generation, with presidents in living memory having advocated **against** basic higher education mechanisms such as fundraising and seeking federal grants
- Reconfigured within the last two decades as one of Texas’ six “university systems” and growing in enrollment very rapidly for a number of years, UNT now has its system center in Dallas and flagship campus in Denton
- As it entered the 21<sup>st</sup> Century UNT was still seeking to go beyond its historical legacy of being a small teachers’ college



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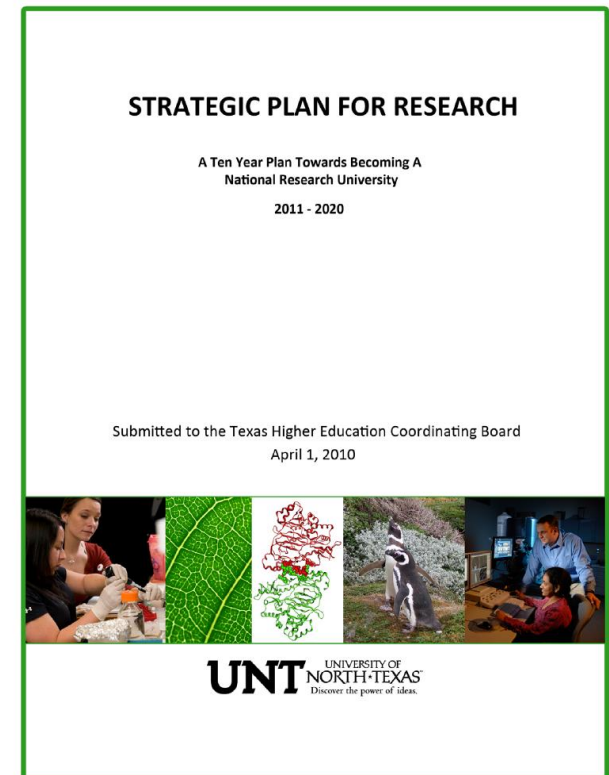
# UNT in 2015

- UNT and its historical arc of development must be understood in the larger contexts of higher education in Texas and the nation in the 21<sup>st</sup> Century
- Most institutions of higher education have seen radical challenges and consequent changes to their fundamental circumstances in the first fifteen years of the 21<sup>st</sup> century
- Typical financial transition meant going from roughly 80% funding from their parent states to 20%, forcing them to rely on escalating tuition increases
- This effectively privatized public universities without giving them the autonomy from seemingly arbitrary and burdensome state regulation, with local oversight by gubernatorial appointee regents and system-wide chancellor
- Unsurprisingly (and of necessity), current university goals articulated by the Denton campus president now center on improving the efficiency of operations and infrastructure



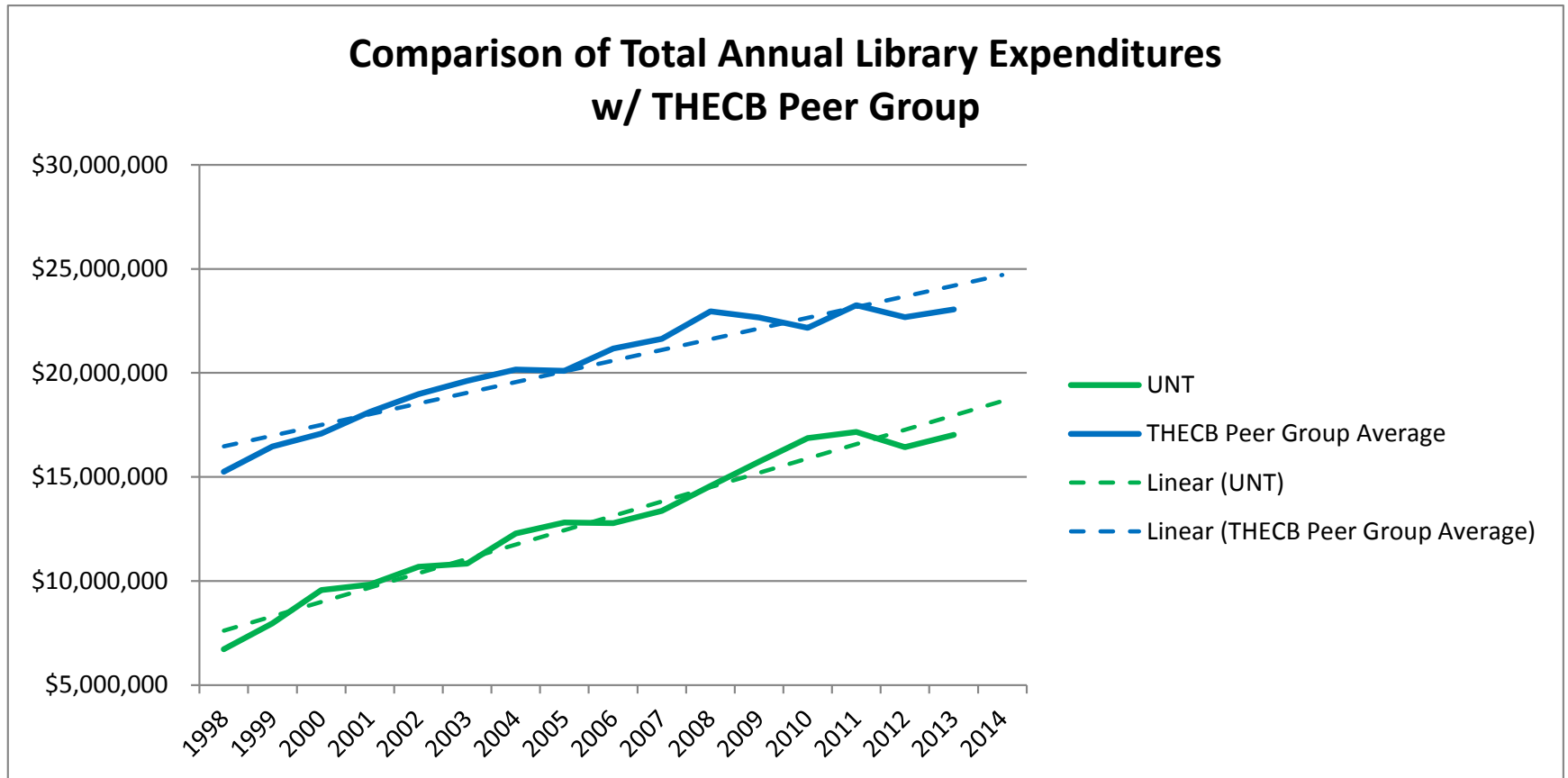
# Aspirational Thinking: HB51 and UNT as an “Emerging Research University”

- Texas House Bill 51 legislation and development of 2010 UNT Strategic Plan for Research set forth overall goals for the university
- 2011 Texas Higher Education Coordinating Board (THECB) identified list of aspirational peers for emerging research institutions in Texas:
  - Arizona State, California Santa Barbara, Colorado State, Connecticut, Delaware, Georgia Tech, Indiana, Kansas, Maryland, Nebraska, North Carolina State, Rutgers, SUNY Albany, UC Santa Cruz
- Most of our contextual library analysis has used this peer group for reference purposes, in order to understand how we compare to our aspirational peers

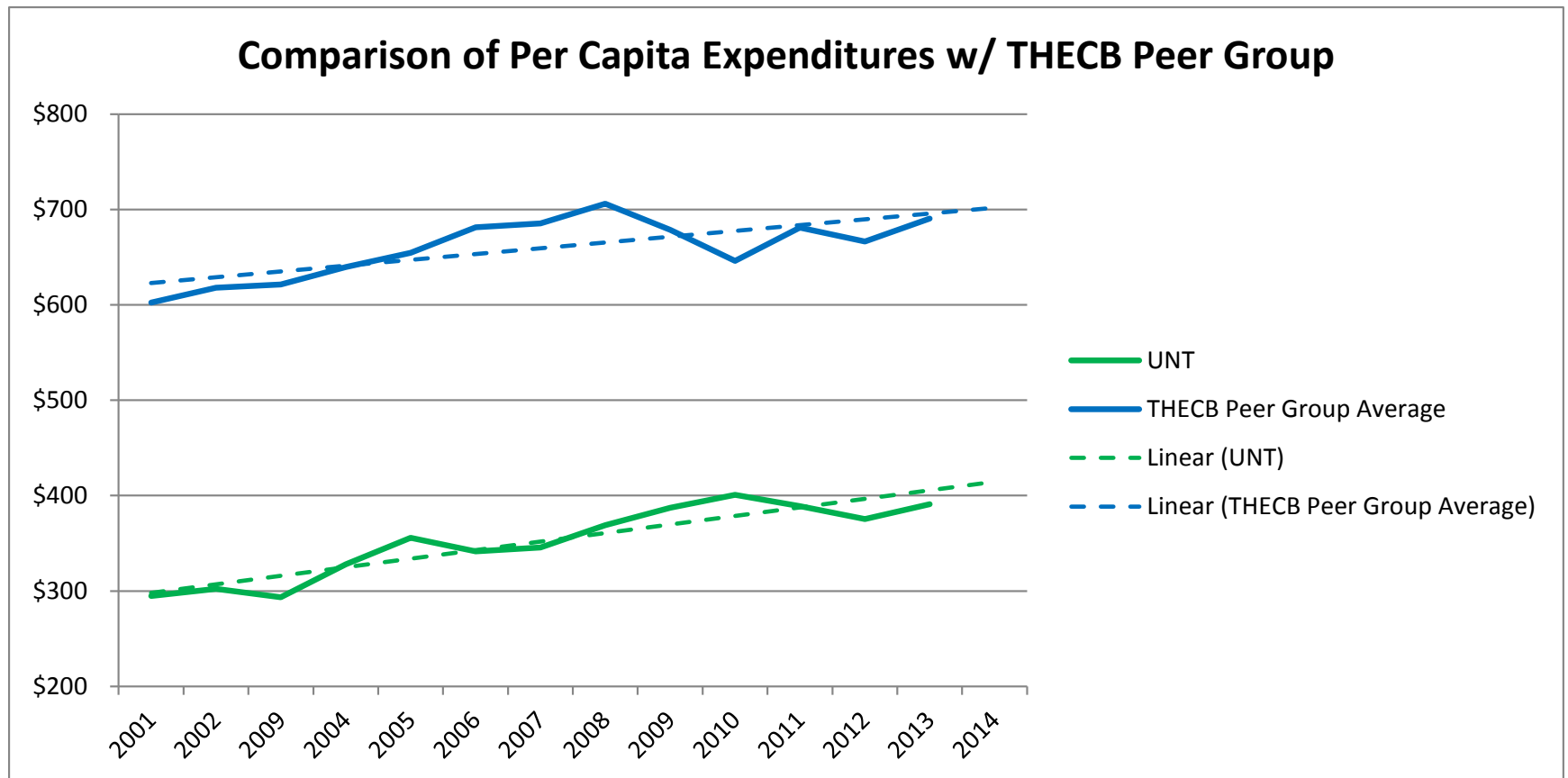


# Total Expenditures

Comparison of Total Annual Library Expenditures  
w/ THECB Peer Group

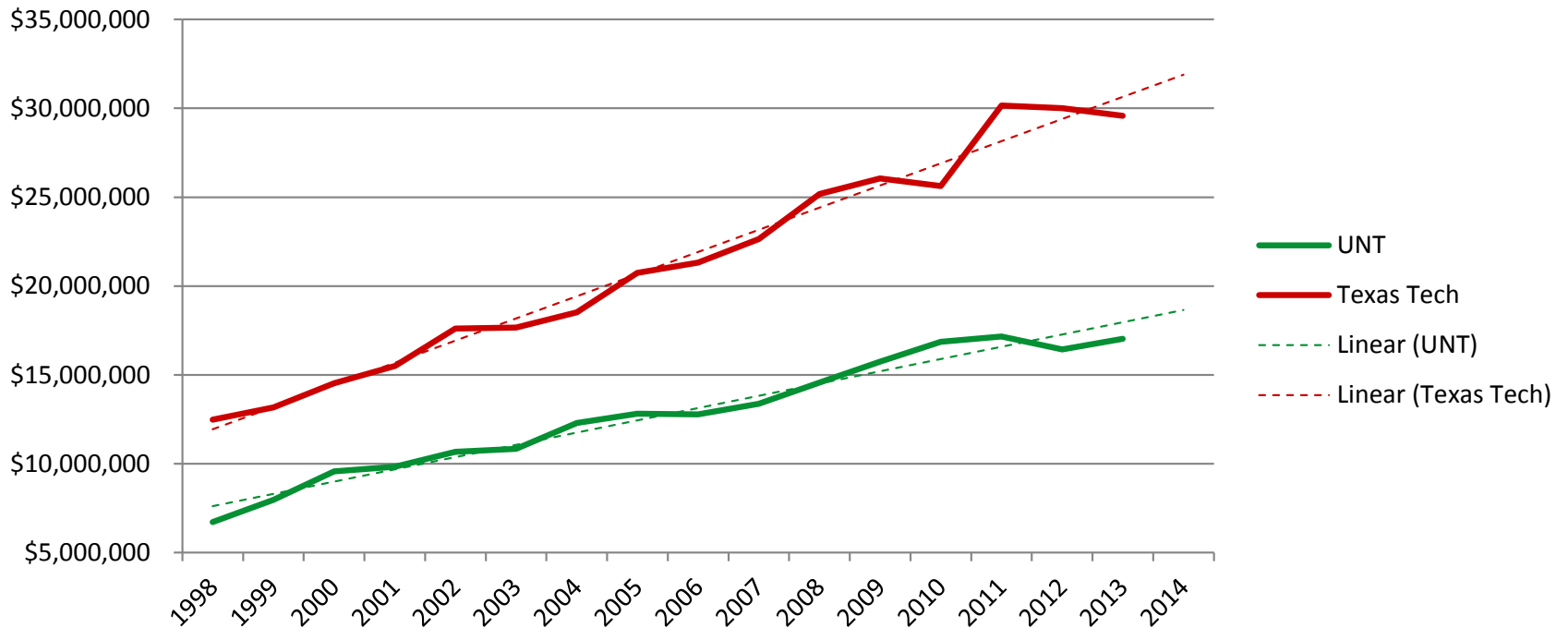


# Per Capita Expenditures





## Comparison of Total Annual Library Expenditures w/ Texas Tech



# Why Do Library Costs Go Up So Much Each Year?

- Overseas commercial publishing conglomerates have monopoly control over most scientific journals that faculty seek to be published in
- This allows these publishers to raise subscription costs by a historical super-inflationary average of 8% (or more) annually
- The vast majority of the library materials budget goes to pay for mandatory "big deal" journal bundles from these publishers which have built-in annual cost escalation clauses



**Evaluating big deal journal bundles**  
 Theodore C. Bergstrom<sup>1</sup>, Paul N. Courlet<sup>2</sup>, K. Preston Mulher<sup>3</sup>, and Michael A. Williams<sup>4</sup>

**Abstract** Large commercial publishers sell bundled online subscriptions to their entire list of academic journals at prices significantly lower than the sum of their parts. We use a simple model to show that these bundles are not necessarily a good deal for libraries. We show that the average bundle price charged by commercial publishers can be as high as 20% above the sum of the individual journal prices. We also show that the average bundle price charged by commercial publishers can be as high as 20% above the sum of the individual journal prices. We also show that the average bundle price charged by commercial publishers can be as high as 20% above the sum of the individual journal prices.

**LIBRARY JOURNAL**

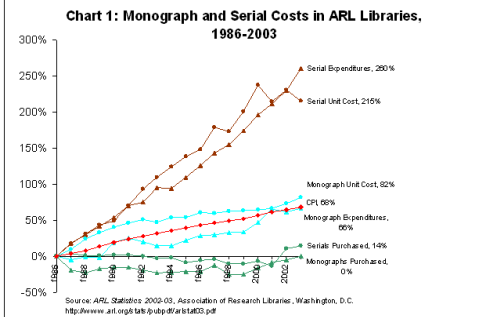
Navigation: LATEST STORIES | INFO/CONTACT | SPECIAL FEATURES | MANAGING LIBRARIES | CAREERS | REVIEWS

Subscription: SUBSCRIBE TO LJ | AWARDS | EVENTS | WEBCASTS | SELF-E

Content: Coping with the Terrible Twins | Periodicals Price Survey 2012

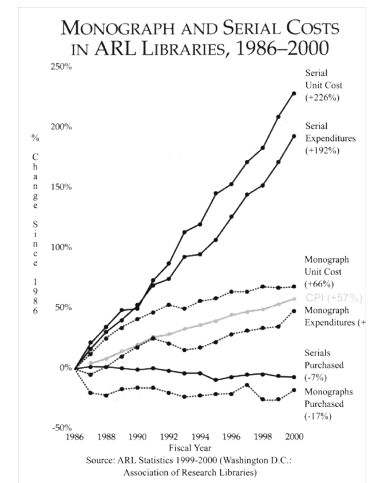
By Stephen Bosch and Kittle Henderson

The bad news: the National Association of State Budget Officers (NASBO) tempers optimism about the economy with some hard facts in its *Fiscal Survey of States, Fall 2011*. The report notes that while fiscal conditions are improving generally, state budgets remain constrained by the lack of a strong national economic recovery and the withdrawal of federal stimulus funds provided through the American Recovery and Reinvestment Act of 2009.



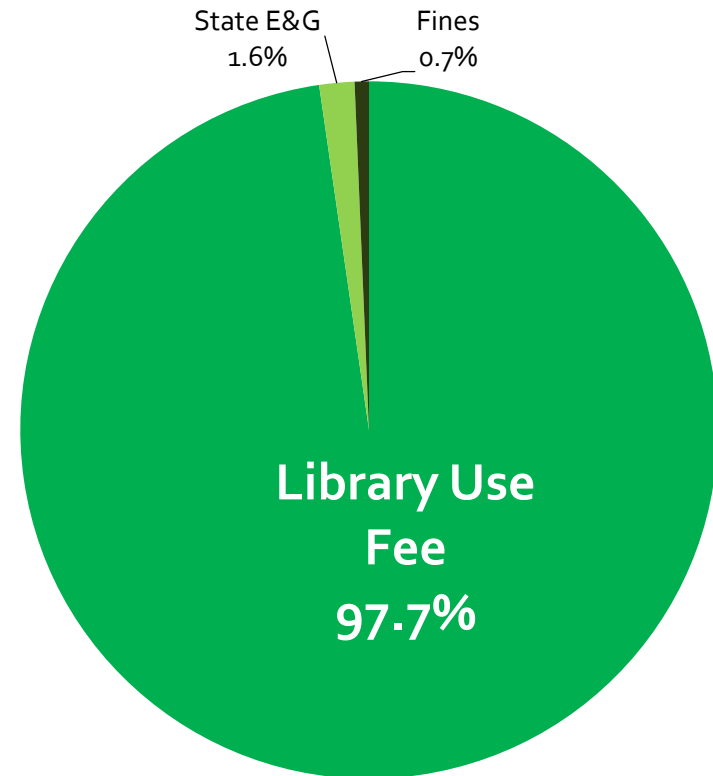
# Why Do Library Costs Go Up So Much Each Year? (cont.)

- Elsevier in particular charges exorbitant prices with very high annual inflation rates on the large roughly \$1.5M annual contract (representing almost a fourth of all our materials expenditures) that we are compelled to sign with them for multi-year commitments
- Just maintaining the existing base of journals requires paying roughly half a million dollars more per year, every year, with no end in sight
- If we do not comply with these super-inflationary price demands, vendors impose catastrophic losses in our serials titles

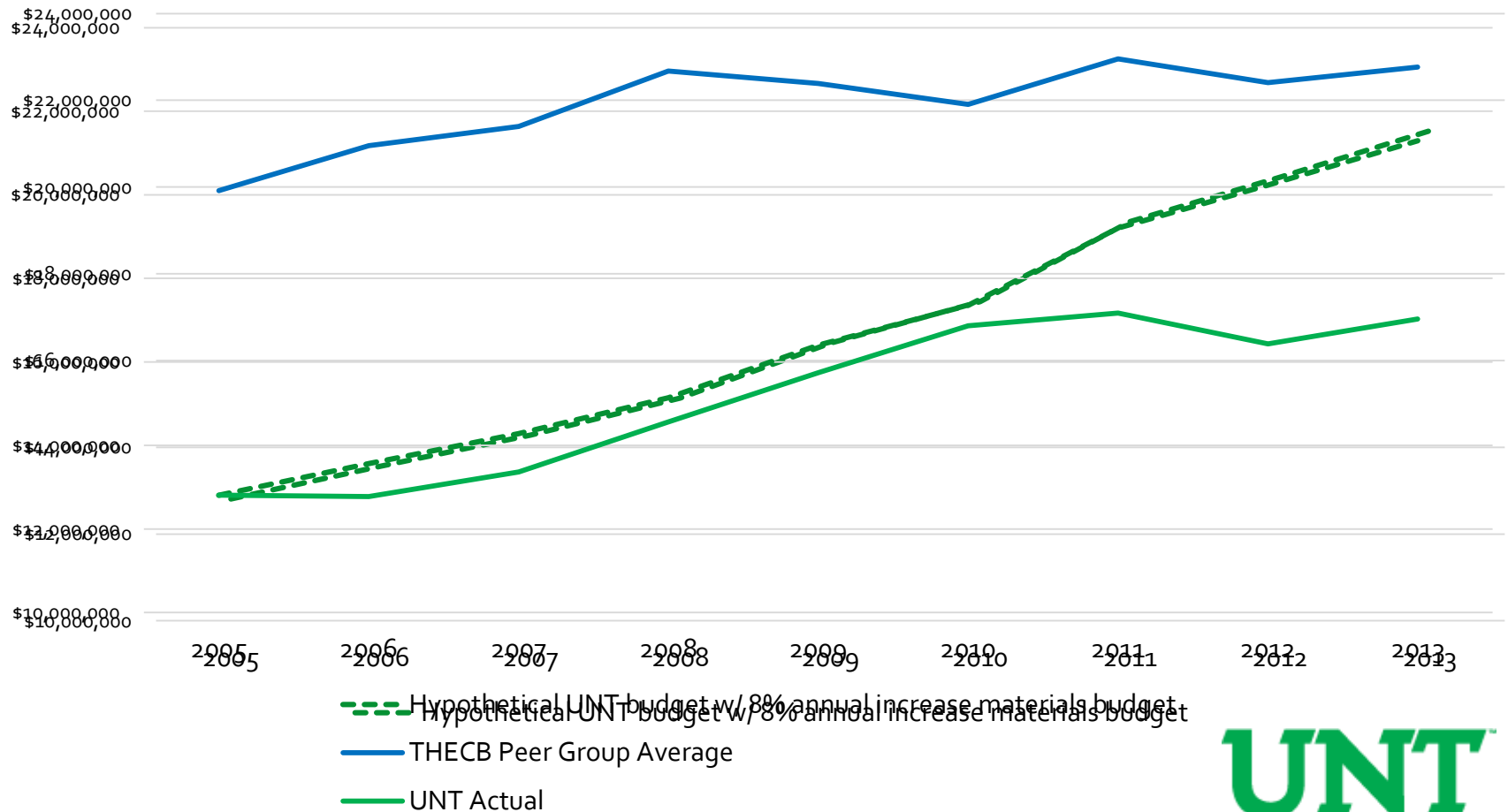


# How has the UNT Library been Funded?

- In FY04 a library use fee of \$16.50/SCH was instituted to fund the UNT Libraries
- From FY04 until recently, roughly 98% of the UNT Libraries budget came from this source

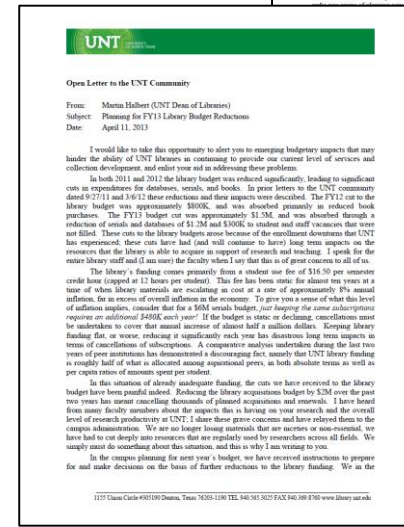
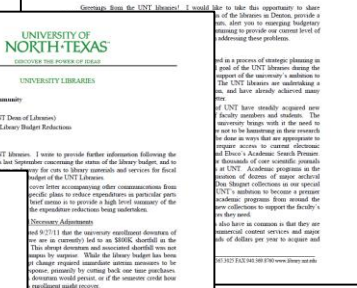
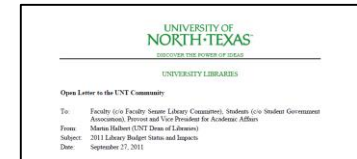


# What Would 8% Annually on UNT Library Materials 2005-2013 Have Looked Like?

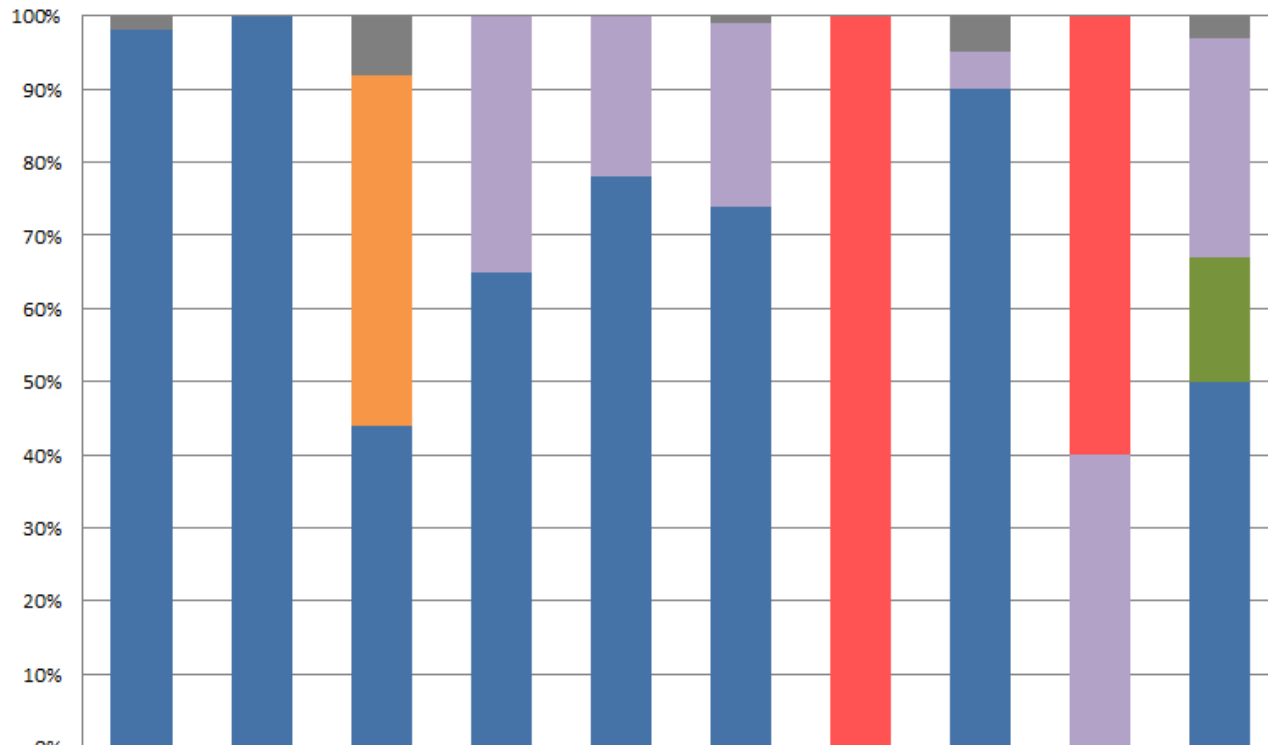


# Library Budget and Shortfalls

- Because of the way the library budget has been structured, enrollment plateau/downturns have had direct effect of enormous shortfalls in the library budget
- Open letters from library dean to campus on this topic:
  - September 27, 2011
  - March 6, 2012
  - April 11, 2013
- Budgets for recent and coming academic years have all been for a continued relatively flat enrollment projection, meaning flat revenues and funding
- Shortfalls have necessitated cutbacks to library expenditures in the current (FY15) and previous fiscal years (FY13 & FY12)



# Texas University Libraries Budget Funding Sources by Percentage

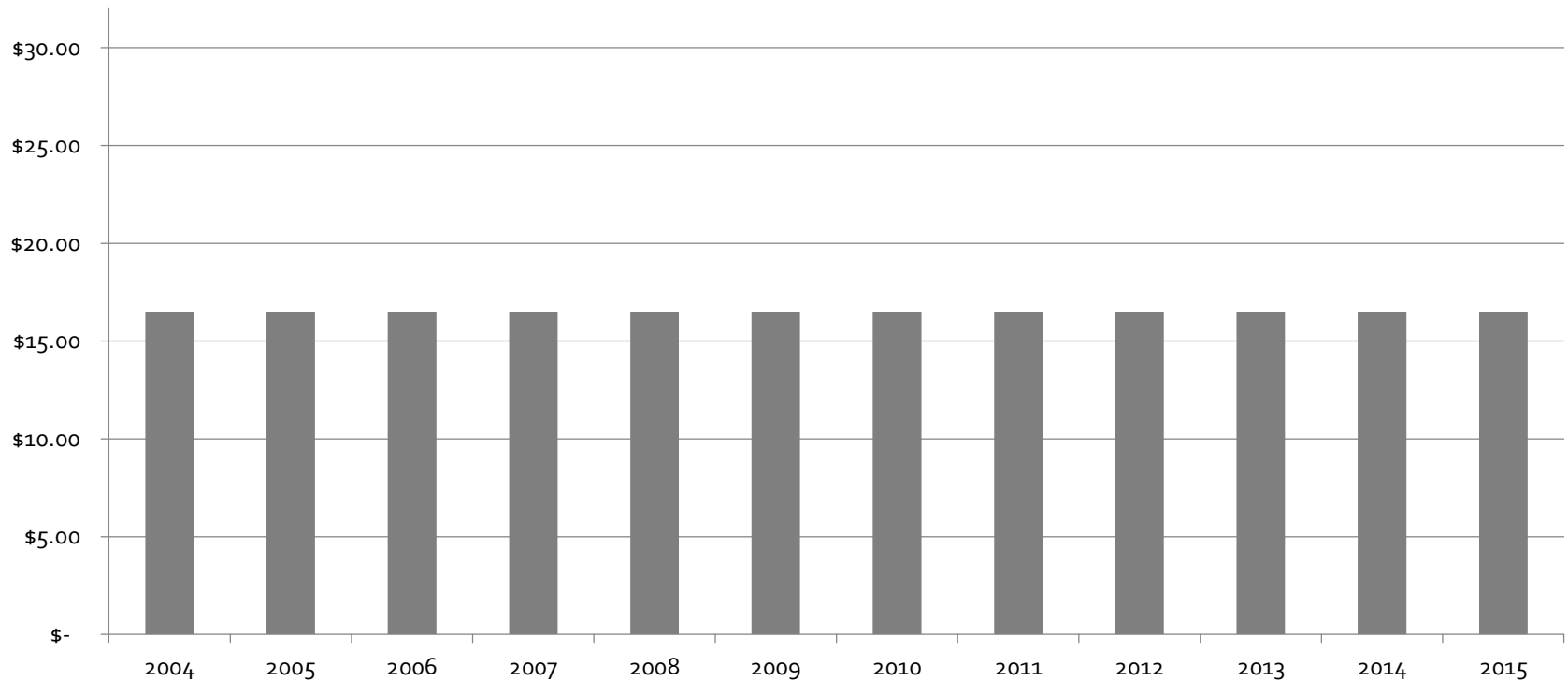


	UNT	Texas Tech	UT Austin	UT Dallas	UT San Antonio	UT El Paso	TCU	Texas A&M	UT Arlington	UH
Fines-Endowments-Other	2		8			1		5		3
University Operational Budget							100		60	
State-Other				35	22	25		5	40	30
PUF			48							
HEAF										17
Use Fees	98	100	44	65	78	74		90		50

# UNT Library Use Fee Growth Model

DOES NOT EXIST

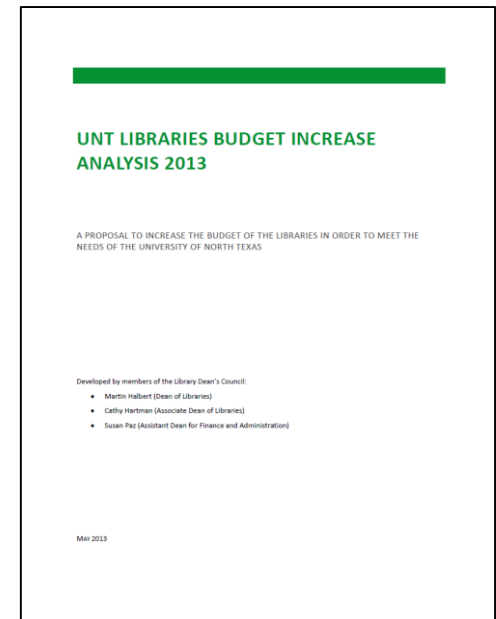
\$16.50 Library Use Fee / SCH





# Ways to Improve the Library Budget

- In response to a request from the university administration in the spring of 2013, the library prepared an analysis of strategies for improving the library budget
- The analysis studied the gap in library funding that had accrued because of declining enrollments and ways that other academic libraries in the state were funded
- The report proposed a number of different strategies for improving the library budget, including the injection of additional HEAF funds and/or university IDC funds, as well as increasing the library use fee



# What Changed in 2013-14 Academic Year?

- In the fall of 2013, the university realized that it had been inappropriately charging the state for the healthcare and other benefits of many locally funded positions in different university units including campus IT, the registrar's office, UNT International, and the library.
- The benefits expense had to be absorbed by the university units; for the library this amounts to an additional annual expense of \$1.75M
- After much discussion, Academic Affairs favorably resolved this library budget issue by getting the university to agree to annually allocate the library additional HEAF funds equivalent to the expense of the benefits.

# What are HEAF funds?

- HEAF stands for “Higher Education Assistance Funds”. Article VII, Section 17 of the Texas Constitution established the Higher Education Assistance Fund by adding Chapter 62 to the Texas Education Code. Dates from 1980’s and 1990’s.
- HEAF funds may be used by universities for many things, but specifically may be used for the “*acquisition of library books and library materials*”
- Library materials are “*information sources other than books (either owned or accessed), which include journals, periodicals, microforms, audio/visual media, computer-based information, manuscripts, maps, documents or similar items which provide information essential to the learning process or which enhance the quality of university library programs.*”
- Many other university libraries (for example the University of Houston libraries) in the state receive hundreds of thousands of dollars in HEAF funds to support their information resource acquisitions.
- The University of North Texas as a whole receives approximately \$27M in HEAF funds each year from the state, hopefully to increase in the future.
- The supplemental HEAF funding from Academic Affairs (approximately \$1.75M annually) could be used to buy library materials, the library could then take the needed funds to cover benefits out of the materials budget: *basically a wash.*
- Effectively left the library budget where it was
- Left the issue of escalating serials costs unresolved

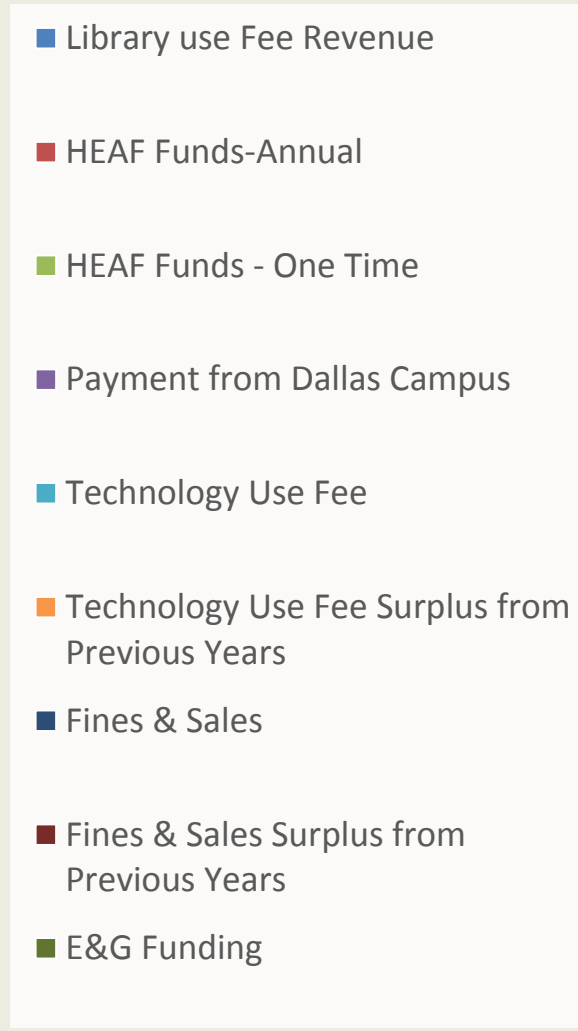
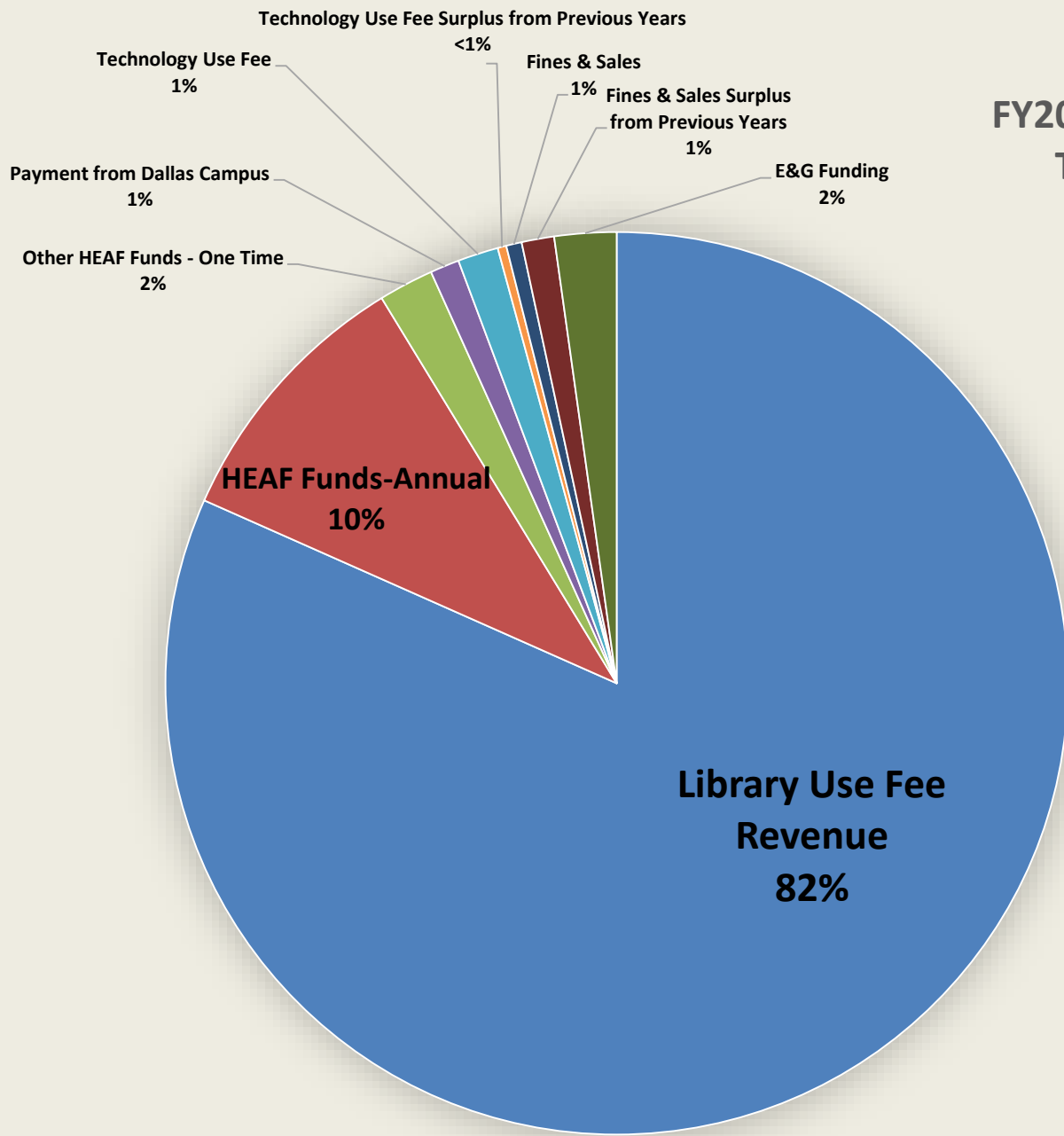
# FY15 Budgetary Shortfall and Proposed Response

- In previous years (FY13 & FY12) budget shortfalls were addressed primarily by eliminating duplicate subscriptions (materials received in both electronic and print format) and items designated non-essential by librarians and faculty. We did not undertake cuts in FY14 despite continued cost escalation, which would necessitate some kind of cuts in the coming year
- FY15 would therefore require new strategies to meet the shortfall. Super-inflationary cost escalation in materials is causing the fundamental problem, so materials cuts were again the primary way that the library could respond to the ongoing crisis.
- The Collection Development division developed a sophisticated decision matrix proposing \$1M in new cuts spread across the different academic disciplines to ensure that no single group experienced an unfair degree of reductions
- The library would provide faculty and students access to unsubscribed scholarly content through Interlibrary Loan and other mechanisms; however, we would not be able to provide as much immediate access to as many items as in the past

# Response to Proposed FY15 Cuts

- The proposed FY15 expenditure reductions (cuts) to journals were widely perceived by both the library and the faculty as unacceptable in terms of the impacts to UNT research capabilities
- Discussions between the library dean and other academic deans led to a strong case being made for increasing the library budget, following one or more of the recommendations from the 2013 report
- **The president supported the library's budget request and provided an ongoing addition of \$700K in HEAF funds for at least the next three years, with the understanding that further injections will likely then be needed**
- This addresses the budget shortfall tactically, but we are still facing the ongoing super-inflationary increases of Elsevier and other overseas publishing conglomerates
- We at UNT, through Open Access advocacy and other strategies can play a role in improving the serials crisis, but ultimately the field as a whole will have to respond to this crisis

# UNT Libraries FY2015 Budgeted Revenue Total = \$18,760,796



# What We've Accomplished, Despite All the Financial Problems

# UNT Libraries Strategic Plan 2011-2015

- A planning process was initiated in 2010 to align the future directions of the libraries with the strategic aims of the University
- The UNT libraries were poised to undertake several new strategic goals that would dramatically improve their capability to support campus research activities while restricting expenditures
- This strategic planning effort was a systematic attempt to articulate these goals to the campus
- One umbrella goal and five constituent goals were developed from the campus strategic research plan and informed by an environmental scan:
  1. **CREATIVE PARTNERSHIPS:** Establish creative partnerships that enhance the academic experience through exploring and fostering ideas and discovery.
  2. **INNOVATIVE SERVICES:** Develop programs that engage, empower, and inspire the University community in the pursuit of knowledge.
  3. **SCHOLARLY USAGE:** Integrate the library into the research initiatives of the University and regularly assess this integration.
  4. **QUALITY COLLECTIONS:** Create physical and virtual collections which support scholarship and research by connecting the past, present, and future.
  5. **WELL-DESIGNED SPACES:** Provide well-designed physical and virtual spaces that foster academic community and encourage intellectual inquiry and exchange.





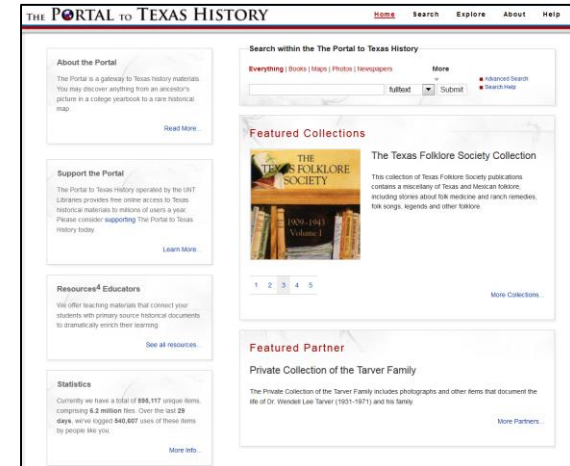
# The UNT Libraries are the most used service on the campus

- At the request of the student government association (SGA) the UNT Libraries have gone to 24x7 student access in Willis and has become one of the most heavily used campus services.
- 1.3 M+ annual door count at the main library
- Users checked out more than 400K items per year
- 12K+ student sessions (group and individual) on research methods
- New makerspace – the Factory



# UNT Digital Library is a premier collection & service throughout the region and the world

- Contains millions of digital files, and hundreds of thousands of series titles
- 10M recorded uses in the past 5 years
- Has generated more than \$8M in external grants and awards
- Has been ranked 9th in North America and 19th in the world



Ranking Web of World Repositories

July 2011

Top USA & Canada		Top USA & Canada		Top USA & Canada		Top USA & Canada	
Rank	Repository	Rank	Repository	Rank	Repository	Rank	Repository
1	Library of Congress	1	Library of Congress	1	Library of Congress	1	Library of Congress
2	Harvard University	2	Harvard University	2	Harvard University	2	Harvard University
3	University of Michigan	3	University of Michigan	3	University of Michigan	3	University of Michigan
4	Stanford University	4	Stanford University	4	Stanford University	4	Stanford University
5	University of California	5	University of California	5	University of California	5	University of California
6	Yale University	6	Yale University	6	Yale University	6	Yale University
7	University of Toronto	7	University of Toronto	7	University of Toronto	7	University of Toronto
8	University of Wisconsin	8	University of Wisconsin	8	University of Wisconsin	8	University of Wisconsin
9	University of Texas at Austin	9	University of Texas at Austin	9	University of Texas at Austin	9	University of Texas at Austin
10	University of Illinois	10	University of Illinois	10	University of Illinois	10	University of Illinois
11	University of Pennsylvania	11	University of Pennsylvania	11	University of Pennsylvania	11	University of Pennsylvania
12	University of Washington	12	University of Washington	12	University of Washington	12	University of Washington
13	University of Michigan	13	University of Michigan	13	University of Michigan	13	University of Michigan
14	University of California	14	University of California	14	University of California	14	University of California
15	University of Texas at Austin	15	University of Texas at Austin	15	University of Texas at Austin	15	University of Texas at Austin
16	University of Wisconsin	16	University of Wisconsin	16	University of Wisconsin	16	University of Wisconsin
17	University of Illinois	17	University of Illinois	17	University of Illinois	17	University of Illinois
18	University of Pennsylvania	18	University of Pennsylvania	18	University of Pennsylvania	18	University of Pennsylvania
19	University of Washington	19	University of Washington	19	University of Washington	19	University of Washington
20	University of Michigan	20	University of Michigan	20	University of Michigan	20	University of Michigan



# Acquisitions of unique special collections for scholarly study

- Resource Center of Dallas LGBT history collection
- Black Academy of Arts and Letters archive
- NBC 5 Archive
- Bankston & Schugart historical horse ranching collections
- Joe Clark & Byrd Williams photographic history collections



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# Questions and Answers

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