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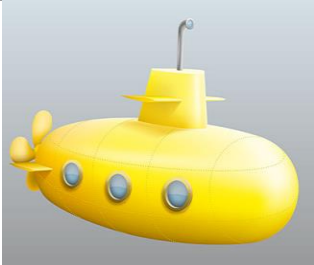
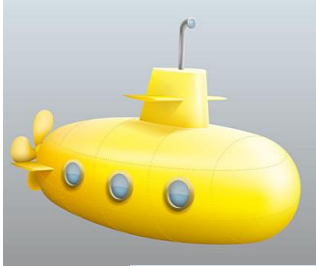
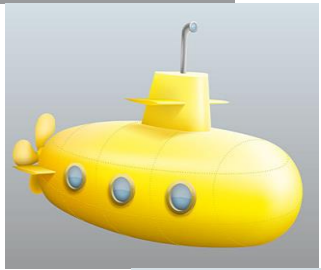
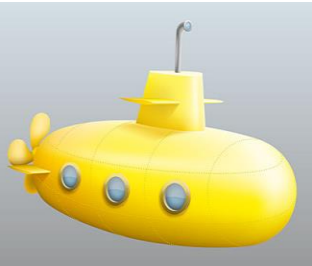
Coping With the Big Deal: Paying, Unbundling, or Walking Away

Heather D'Amour, Robert Tiessen, John Wright
February 2, 2018

- By 2015 the Big Deal had created an unsustainable, long-term, budget commitment: ‘statutory spending’
- Addressing the Big Deal was not only about price, but about an ongoing shift in collections philosophy and library narrative that crystallized out of the 2015 budget crunch
- Post 2015 we knew we had to initiate and implement new tools and new criteria to provide better evidence, within the library and for researcher needs
- We had to develop new communications, and a more accurate narrative for the collection and library services: especially for research support. We had to persuade people to understand collections and content differently within the library and with faculty and university administration
- We brought these conversations to the consortia level to become part of a much-needed national dialogue

What was the big deal about the Big Deal?

- Cost Per Use
- Use Statistics (COUNTER)
- All Access / Acquire Everything
- The idea of the library as the ultimate repository: “at some point someone will use that”
- Costco of information: if membership (Consortia) got you variety as well as bulk



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Canadian dollar on track for 2nd-worst year ever

Currency is down 17% year-to-date against the U.S. currency

CBC News Posted: Dec 18, 2015 4:51 PM ET | Last Updated: Dec 19, 2015 6:53 PM ET



The Canadian dollar hasn't been at par with the U.S. dollar for three years. This year, the loonie's slide against the American dollar was one of the biggest ever. (Mark Blinch/Reuters)

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But also - other things were happening in the background



2011->2015

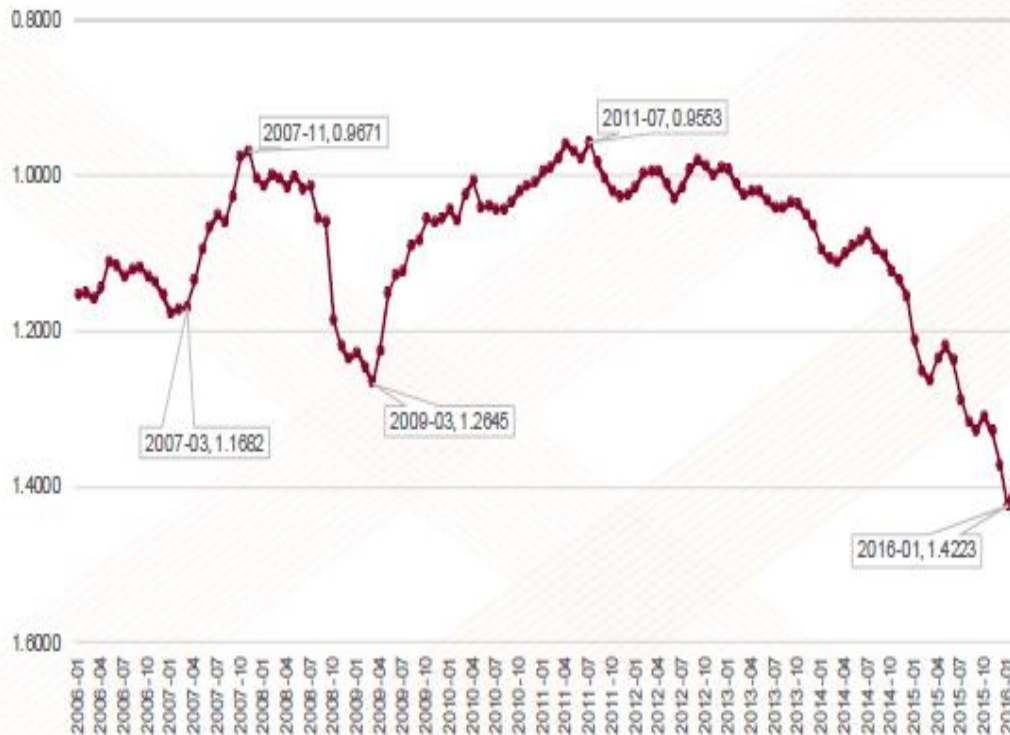
- Changes in University Academic Plan and Priorities
- Shift to the Taylor Family *Digital* Library
- Erosion of the Budget
- Changes in Scholarly Publishing

→ □ Pre-existing change in thinking about Content Development

- Lost 17% of revenue in 3 months / 23% over a year
- 85% of spending tied to US\$
- Every 1c decline in the CAD added \$100,000 to our initial commitment value
- Alberta doubly hit because public revenue dependent on high oil prices
- Could only achieve cuts through losing big packages, not enough small packages and/or time to cut them to make up the difference
- Few Big Deals up for renewal that year

Larger Context: Weak Canadian Dollar

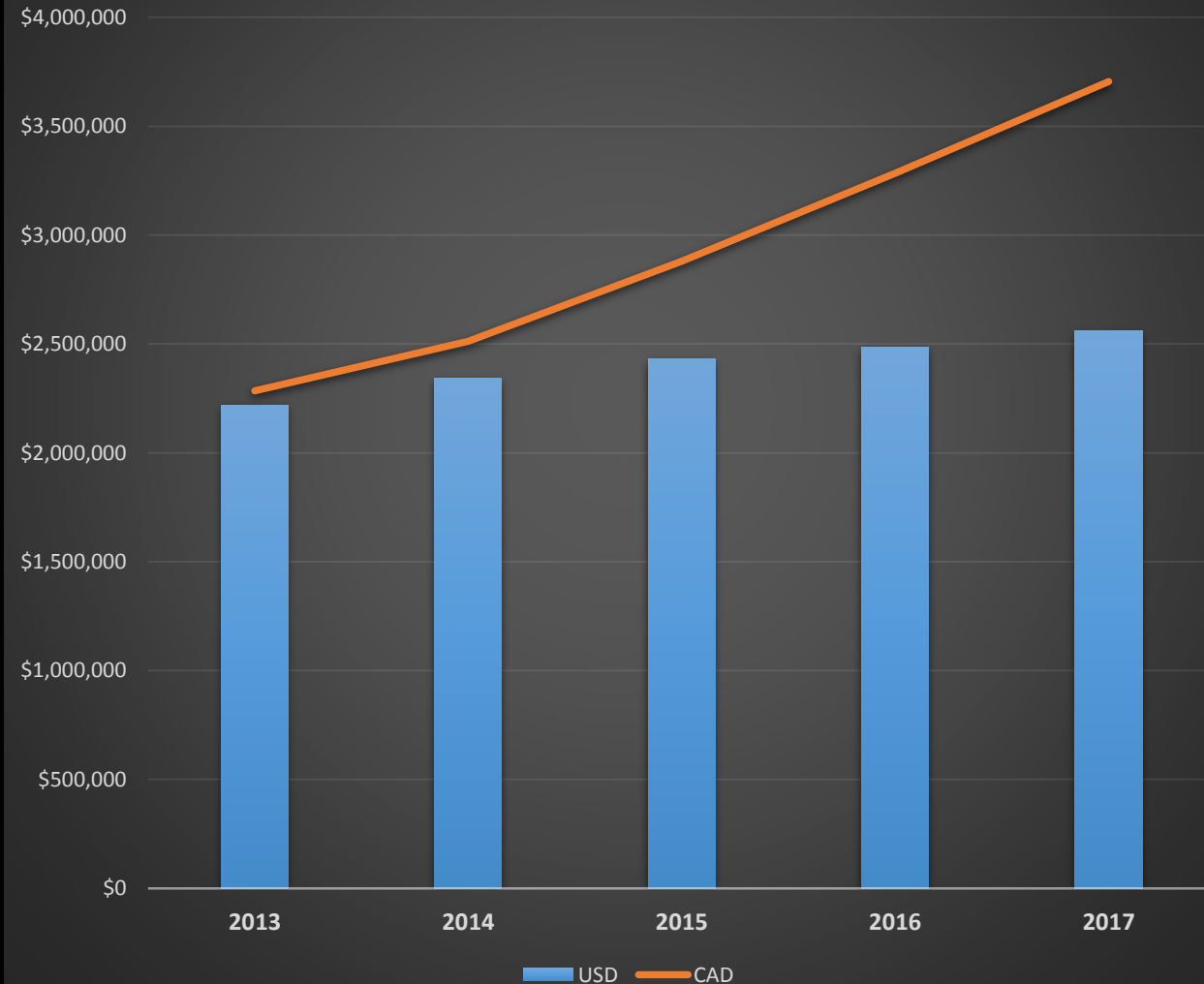
10-Year average monthly price history of the value of the CAD vs the USD (inverted scale)
Source : Bank of Canada



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CKRN USD Package Contracts vs. CAD Paid Amount by Year

(includes: ScienceDirect; Wiley; Taylor & Francis [incl. Informa Healthcare]; Springer and Sage)

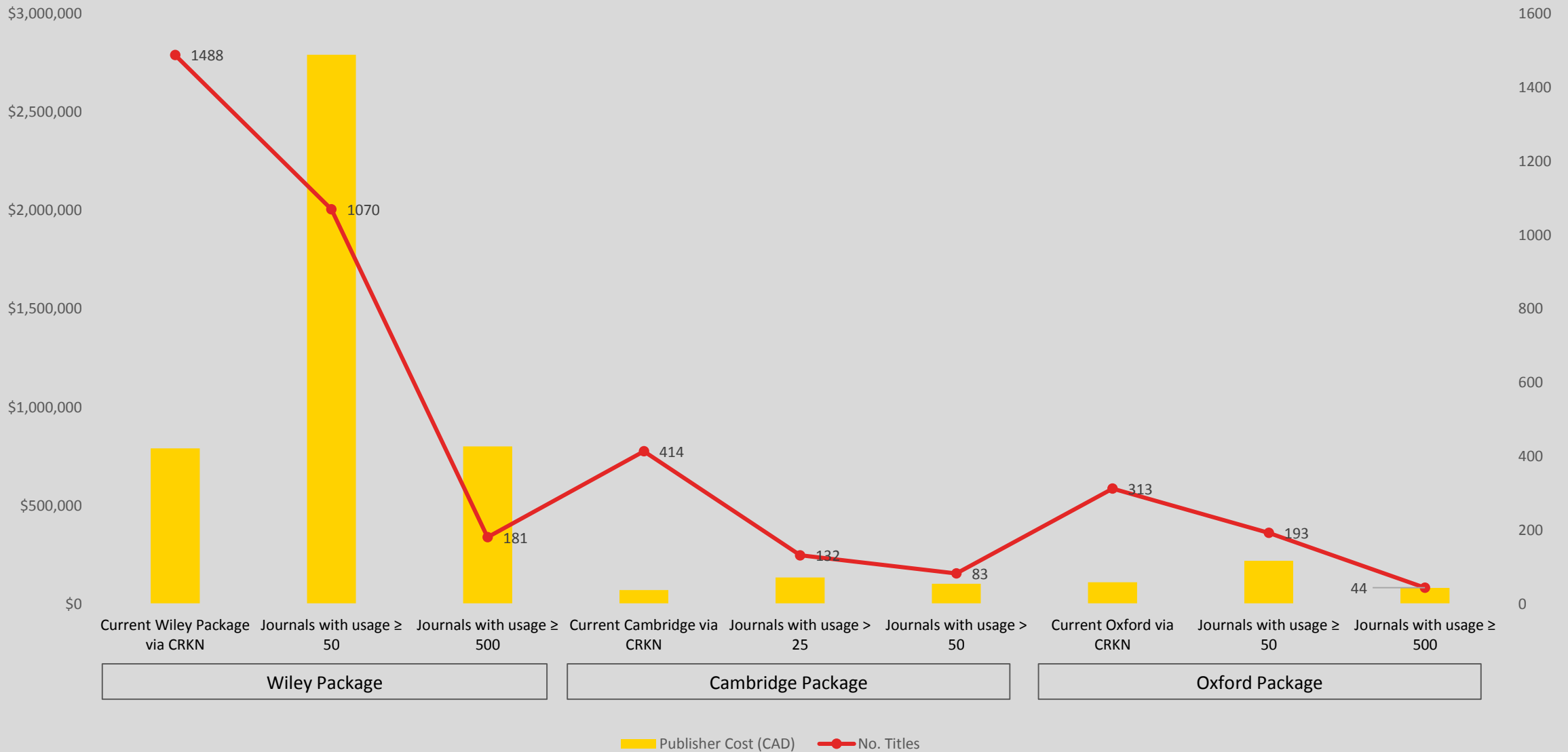


- Gather best evidence immediately available
- Develop explanatory power
- Create Communications Package for Senior Administration that includes the larger narrative
- Get Library Administration Buy-in and then campus-wide buy-in

- Currently available tools
 - COUNTER stats
 - SerialsSolutions
 - Subject Analysis
 - Overlap Analysis
 - Impact measures
- Available packages up for renewal 01-01-2016
 - Wiley, Oxford, Cambridge

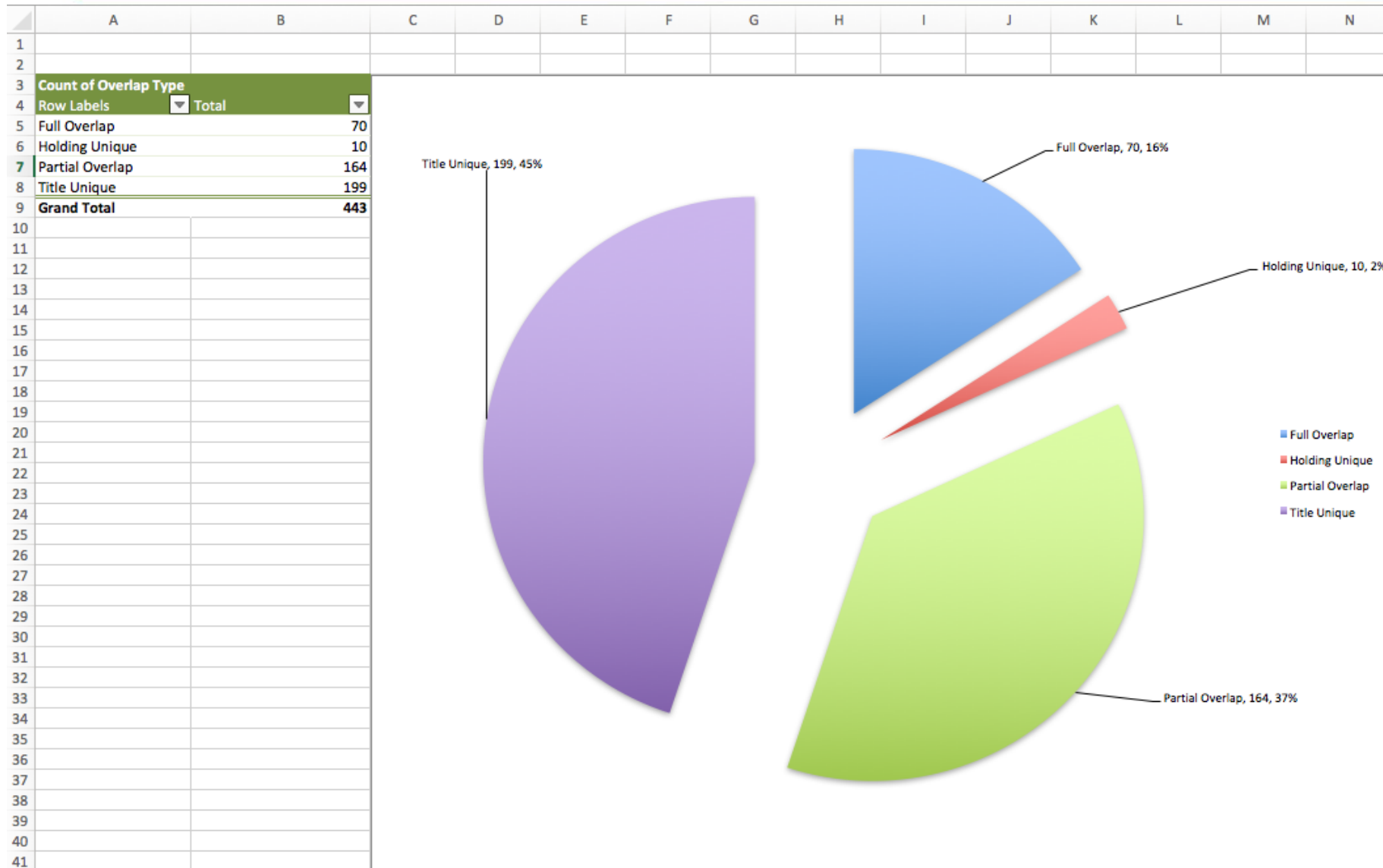
- Reviewed packages for subject/discipline balance
 - Required additional coding and normalization to relevant subjects
 - Coded subjects to faculty impact
- Reviewed key faculties by journal for some
 - Highlighted packages outside big deal that had overlap – e.g. Hein
- Reviewed cost of replacements of top used journals outside of package

Cost and Title Count Analysis for Unbundling 3 Big Deals in November 2015



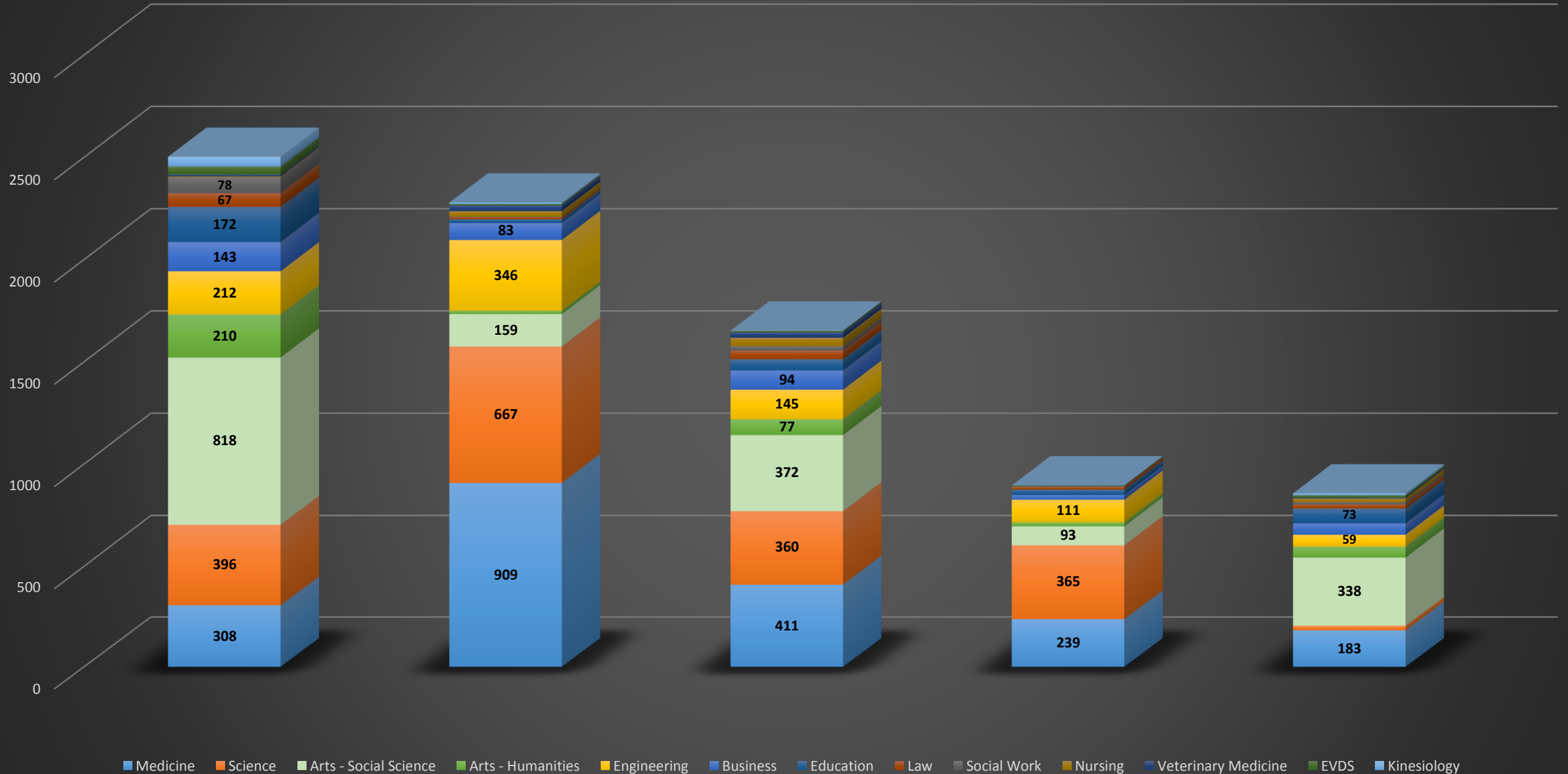
Title Name	ISSN	Coverage Dates	Database Name	Overlap Type
African affairs	0001-9909	01/01/1996 - Present	Oxford Journals - CRKN	Partial Overlap
African affairs	0001-9909	07/01/1944 - 10/31/2007	JSTOR Arts & Sciences II	Partial Overlap
African affairs	0001-9909	01/01/1996 - 12/17/2014	Academic Search Complete	Partial Overlap
African affairs	0001-9909	07/01/1944 - 12/31/1995	Oxford Journals Archive	Partial Overlap
African affairs	0001-9909	01/01/1993 - 10/31/1998	Academic OneFile	Partial Overlap
Age and ageing	0002-0729	01/01/1996 - Present	Oxford Journals - CRKN	Partial Overlap
Age and ageing	0002-0729	05/01/1992 - 11/30/1998	Health Reference Center Academic	Partial Overlap
Age and ageing	0002-0729	05/01/1992 - 11/30/1998	Health & Wellness Resource Center (with Alternative Health Module)	Partial Overlap
Age and ageing	0002-0729	01/01/1972 - 12/31/1995	Oxford Journals Archive	Partial Overlap
Age and ageing	0002-0729	01/01/1996 - 12/17/2014	HighWire Press (Free Journals)	Partial Overlap
Age and ageing	0002-0729	05/01/1992 - 11/30/1998	Academic OneFile	Partial Overlap

Sample Overlap of Journals within Database Package



Summary Overlap of Database Package

Subject Breakdown by Number of Titles and Faculty for CRKN Packages



- **Assess Gaps in Knowledge**
 - COUNTER Issues
 - Address types of use
 - Acquire better analytical tools
 - Implement and assess discovery and delivery models

- **Review Licensing Issues**
 - Opt-outs
 - Perpetual Access acquired during contract lifetime

- **Improve and Enrich Communications**
 - Richer detail for external communications to address anecdotal evidence
 - Improve direct access to analysis and tools for subject librarians

- Libraries send their holdings & Counter Data to 1Science & an extensive spreadsheet comes back
- We relied most heavily on *Synthetic Usage (SU)*
 - Published articles over 7 years by UCalgary faculty...
 - Journals cited by UCalgary faculty...
 - Downloads over a 1 year period

- JVA Provided by CRKN
 - SNIP, SJR, downloads, CPU
- JUP (also CRKN) wasn't ready yet
 - Downloads, mentions, citations
 - Priority rankings – 18% of UCalgary's CRKN journals were priority 1

- Renewal Offer came on 22 November 2016
- Decision date: 16 December 2016
 - Either the Big Deal;
 - Or one or more of 3 large Subject Collections;
 - Social Sciences & Humanities
 - Science & Technology
 - Medicine
 - Or choosing from 25 smaller subject packages

The 70% Solution: What if we opted out?

91 Titles Purchased at List Price	2098 Titles Not Purchased
Total Downloads – 1,968	Total Downloads - 5045
Total References Cited – 3,379	Total References Cited – 3,607
Total Papers Accepted - 587	Total Papers Accepted - 418
Average Synthetic Use – 1,468	Average Synthetic Use - 100

- Core Content – Perpetual Rights
 - 458 journals

- Biological, Earth & Environmental
Food Science
- Engineering Computing & Technology
- Medical: General Medicine &
Dentistry
- Psychology
- Allied & Public Health
- Mathematics & Statistics

- Medical teacher
- Petroleum science and technology
- Journal of vertebrate paleontology
- Channels (Austin, Tex.)
- International journal of production research

Package	Top 93 Journals
Medical Library	31 Journals
Science & Technology Library	35
Arts & Humanities	4
Mental Health & Social Care	5
Psychology	14
Sport, Leisure & Tourism	4

We excluded 10 Subject Packages from the Social Sciences & Humanities Library that had 7 top 100 Journals.

In January/February, we ended up subscribing to two of the SSH Subject Packages:

- Education
- Geography, Planning, Urban & Environment.

- Vice Provost (Tom Hickerson) supported by the Content Development Team & Communication Officer

- Message
 - Identified topics that were part of current media conversation and discussion amongst senior administration
 - Focused on growing monopoly & price increases among publishers, devaluation of the Canadian dollar, Library Budget, Scholarly Communication, Open Access Publishing and UofC Open Access authors fund

- Preparation
 - Surveyed communications from Canadian Academic Institutions (news and websites)
 - Analysed the data, prepared scenarios
 - present the evidence – clear but simplify

- Consistent use of “talking points” by the Vice Provost to develop some understanding of issues amongst university community
 - 1 ¢ drop \$100,000 drop or gain in budget buying power
 - 22% drop in value of Canadian \$
 - “Cable packages”
 - Can’t “buy our way out” of ever increasing prices
 - Provide the evidence regarding budget expenditures and use of content by the community
 - Acknowledge soft funding & Provost support



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Academic libraries face crisis due to weak Canadian dollar



Libraries and Cultural Resources undertakes university-wide consultation in developing content strategy for journal subscriptions

By [Jennifer Sowa](#)

December 21, 2015

A weak Canadian dollar plus the rising cost of academic journals have caused a collections crisis that's rippling across the country. University librarians are having to make difficult decisions that include cancelling subscriptions to certain journal packages.

Most academic journals are purchased in American dollars. For the University of Calgary, every one-cent decline in the value of the Canadian currency means a \$100,000 reduction in purchasing power. The university's buying power for library resources decreased by 22 per cent between the 2014-15 and 2015-16 fiscal cycles.

"It's a difficult situation for the University of Calgary and our colleagues across the country," says Tom Hickerson, vice-provost (libraries and cultural resources). "Our priority is to support teaching and research by providing the best body of material possible with the resources we have."

A major challenge is that journals are sold in bundles, much like cable TV channels. A small number of titles in a package may be heavily used while the rest are rarely or never accessed. For example, one package carried by the university includes more than 1,000 titles but only 181 are considered "high-use."

The academic publishing industry in Canada is dominated by five companies: Reed Elsevier, Wiley/Blackwell, Taylor & Francis, Springer, and Sage. Subscription fees increase by about six per cent every year.

Over the past five years, the university has provided \$7 million over the base collections budget of \$10.7 million to offset rising journal costs and, for the last two years, to specifically address the weak Canadian dollar.

The University of Calgary also belongs to a consortium of 75 Canadian institutions through the Canadian Research Knowledge Network (CRKN), which negotiates on behalf of its members. This is called the "big deal" and the intent is to reduce overall costs by buying in bulk. However, the dropping dollar and increasing subscription costs are outweighing the benefits of consortial negotiation.

Other Canadian universities have expressed concerns about the problem, including the [University of British Columbia](#), [University of Regina](#), [University of Ottawa](#) and [Memorial University](#).

LCR is developing a content strategy to make the best investment decisions moving forward, as most predictions indicate the Canadian dollar will continue to decline. The process involves determining frequency of use for various journals and examining content overlap, which is the amount of material available through alternative resources.

Hickerson discussed the situation with the university's Extended Deans Council on Dec. 16 and will meet with more groups across campus in the new year.



Samantha Lucy

Library resource cuts hurt our research institution reputation



From 2012–2016, the University of Calgary cut \$2,140,558 in academic resources from its collections,

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The Program for Undergraduate Research Experiences (PURE) awards provide financial support to UCalgary students.

The rising price of knowledge: University of Calgary cuts 1,600 academic resources



By **Scott Strasser**, January 16 2017 —

In the world of academia, knowledge is a commodity with rising costs — that much is evident within the University of Calgary's libraries collections.

This year, the U of C's libraries and cultural resources department has cancelled academic journal subscriptions valued at \$1.5 million. The cancellations include roughly 1,600 academic resources, including 887 journals from prominent Taylor & Francis bundles.

The reveal of the cancelled subscriptions — several hundred of which went into effect on Jan. 1 — sparked anger from some U of C faculty members.



U of C geography professor Byron Miller spoke out about the cancellations // Photo by Justin Quaintance



- *I am willing to write a support letter for increasing our library subscription fund.*
- *Not having access to newly published papers in these journals, will leave our faculty behind in terms of research. How is the University supposed to reach the goal of being one of the top Universities in Canada, when researchers will be 6 months behind the rest of the world?*
- *...but I do recall the list of journals whose subscriptions would be cut when this was sent out last year. I had no problems with that list **as I did not access one of the hundreds of journals that were listed.***

- *Liaison Librarians*
 - Made all the tools and data available to librarians
 - Shared drive, use, cost, overlap, faculty publishing, citations, %articles open access & respond to requests for information
 - Big Deals are 31% of budget needed to review all our subscriptions and content and identify the “core” resources
 - Two year cancellation project
 - sending lists directly to faculty for input
- *Plan to mitigate cancellations*
 - Journal Tocs (table of content service)
 - Open Access Searching (OAFndr in discovery)
 - Promote ILL
 - Create a libguide/webpage outlining issues
 - Pay per view – not at this time

Libguide

- ❑ Created Libguide for website access to information
- ❑ Post our cancellation list, update as it happens, include reinstatements, also list vendor pulled content e.g. Elsevier pulling of JACC from CRKN deal

External

- Communicating with Consortia or Vendors we have been clear and transparent in outlining our issues and needs.



Head-Smashed-In Buffalo Jump © Maureen J. Flynn
<http://whc.unesco.org/en/list/158>

Senior administration is well informed and knowledgeable

- President (CRKN experience), Provost (U15 discussions), Dean's Council's etc.

Expectation (from senior administration)

- Library is better prepared & positioned to make decisions
- Make the tough decisions
 - “can't buy our way out of rising costs”
- Just Communicate
 - Why
 - Outline the impact

Result

- Probability: next year a “big deal” needs to go

- Consortia?
- Can we look to new forms of content delivery?
- Is the concept of “core” collections still valid?



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