Supporting a Top 10 Land Grant University Library

Oregon State University Libraries (OSUL)

Achieving student academic success and teaching and research excellence requires significant and targeted investments in the University’s infrastructure including increased support for the OSU Libraries’ collections. With aspirations to rank among the top ten land grant institutions, OSUL’s budget is not currently adequate to meet campus needs or to provide flexibility, especially with the demands a growing student body and for additional content supporting new faculty and programs.

Currently collections funding is built on state funding along with several variable sources (FY11-FY12).

\[(E&G) + (TRF) + (Library Fines) + (Gift Funds) = Yearly Budget\]
\[($3,200,000) + ($550,000 to $750,000) + ($100,000) + ($48,000 to $200,000) = $3,898,000 to $4,250,000\]

This budget structure, together with annual inflation, creates significant challenges:

1) Due to increases ranging from 5-7%, OSUL cuts subscriptions to stay within budget. This prevents OSUL from adding new subscriptions. OSUL’s inability to add new subscriptions hampers student and faculty access to content. Faculty and researchers hired to work in disciplines newly supported by the University are adversely affected.

2) Variable funding impedes OSUL’s ability to swiftly accommodate changes in student and faculty research needs. One-fourth of OSUL’s budget rests on changeable funding sources. Technology Resource Fees provide 17 - 23% of the OSUL collections budget and an additional 3% of the budget is contributed from library fines and replacement costs.

OSUL controls costs by using several strategies. These include rightsizing the print collection, aligning purchases with demand, reducing scholarly publishing costs, outsourcing lower-value work and relying on interlibrary loan services in lieu of paying for subscription(s). However, even the deployment of these strategies does not provide adequate flexibility to address new and emerging curricular and research needs.

OSU students and faculty use the content provided by OSUL. In 2010 OSUL reported 2,744,571 uses across all books, journals and databases. That year’s budget of $3,700,000 resulted in a $1.35 cost per use. The University of Oregon’s cost per use of $2.24 in 2012 offers a rough comparison as the two institutions may have different use calculations.

While OSUL has met these funding challenges, the existing funding model is inadequate to provide needed resources to ensure student and faculty success. To remedy this, the OSUL Faculty Senate Library Committee (FSLC) recommends increasing support over the next three years to a level at which OSUL is at least as well-funded as OSU’s peers. The FSLC recommends raising the collections budget to $6,500,000 by 2015 to match the median library collection expenditures per student FTE of our peers.

Target: Increase support of OSU Libraries Collections Budget to $6,500,000 by 2015.

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**Peer Comparators**

Compared to OUS designated peers, OSUL collections receive the least amount of support and have the lowest expenditures per FTE student.

**Library Collection Expenditures & Collection Expenditures per Student FTE 2010**

*for OUS-Designated Peers + PSU + UO*

![Bar chart showing expenditures per FTE student for various institutions with data points for OSUL, PSU, UO, etc.]

*Data from National Center for Education Statistics.*

**The Impact of Campus Growth on OSU Libraries Collections Budget**

With the OSU student FTE growing at over 7 percent since 2009, OSUL faces additional challenges in sustaining current collections and negotiating reasonable prices on new resources.

Nearly half of OSUL’s expenditures on the most expensive databases are tied to the size of OSU. Information product vendors frequently determine pricing based on student FTE, number of students or faculty in a department, overall demand on or use of the resource, and even research output. This means that OSUL’s prices increase as the student body continues to grow and more faculty are hired to support them.

New degree programs also drive OSUL’s costs. From 2009-2011 the library would have needed approximately $65,000 in new money to adequately support the proposed new programs in their first year; $40,000 of this total would become ongoing costs.

**Impact of a Significantly Improved Budget**
The library maintains a wish list of student and faculty requests, which are primarily online resources (journals, books, primary sources). The approximate annual cost associated with the ~100 items on the list is over $700,000. A significantly improved budget will allow the library to **provide students and faculty with resources they have told us they need to excel, but which we cannot afford to add to the collection.** Access to international research covering OSU’s signature areas increases faculty productivity and supports student learning. Examples of resources currently requested by students and faculty include:


- **Online primary sources, and reference materials** which support the humanities and undergraduate education: Proquest Historical Newspapers, Proquest Early English Books Online, the complete U.S. Congressional Serials Set, PAIS, and online encyclopedias.

- Giving the campus an opportunity to try innovative new tools such as Faculty of 1000 (bioscience research reviews) and SimplyMap (demographics, marketing), and business research datasets.

- Support Open Access (OA) initiatives by paying author fees to publish in OA journals and provide immediate access to OSU research publications.

**AN APPROACH TO INCREASE SUPPORT**

Tie the collections budget to student FTE as a measure of campus growth and apply targeted increases over three years.

**Year 1 2013**

Adjust the current base budget to rely on stable funding by permanently adding to E&G the average of TRF funds received recently: $3,200,000 + $600,000 = $3,800,000. Next, determine the increase needed to bring OSU to the median of our peer’s library collection expenditures per student FTE as of 2010 and add this.

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\begin{align*}
$192 \times 21,934 &= 4,211,328 \\
$260 \times 21,934 &= 5,702,840 \\
2010/11 \text{ increase} &= $1,491,512
\end{align*}
\]

Add to set the 2013 budget.

**Adjusted base: $3,800,000 + Increase $1,491,512 = $5,291,512**

**Year 2 (2014)**

Account for OSU’s increase in student population since 2010 and add that library collection expenditures per student FTE. The difference in OSU’s student FTE between 2011 and 2010 is: 22,978 – 21,934 = 1,044. Library collection expenditures per student FTE is 1,044 x $260/FTE = $271,440. Add to set the 2014 budget.

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$271,440 + $5,291,512 = $5,562,952
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**Year 3 (2015)**

In 2015 and going forward, annually adjust the new base according to student growth and materials inflation which typically range 1.8%-2% and 6-8% respectively along with the library collection expenditures per student FTE of $260. Find OSU’s total student FTE and multiply by the library collection expenditures per student FTE of $260 (adjust $260 as it changes). Then add 6-8% for serials inflation based on the previous year’s inflation.

For example:
• Student growth of 2% of OSU's 2011 student FTE 22,978 is 459. Total student FTE would be 23,437. Multiplied by $260 = $6,093,776.

• Serial inflation of 8% of the base $5,562,952 is $445,036. Add this to set that year's budget: $6,538,812.

\[(\text{Student Growth}) + (\text{Materials Inflation}) + (\text{Previous Year's Base}) = \text{Yearly Budget}\]