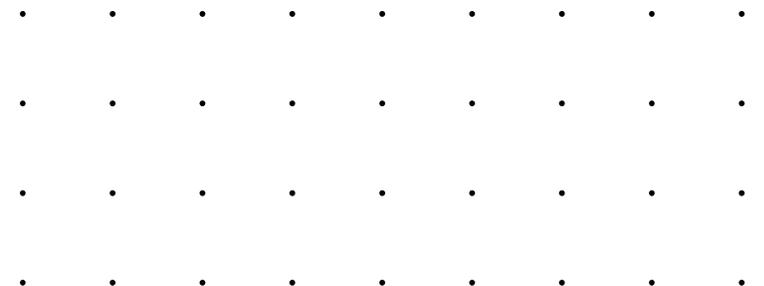
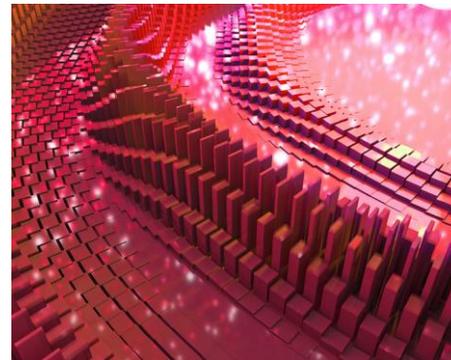
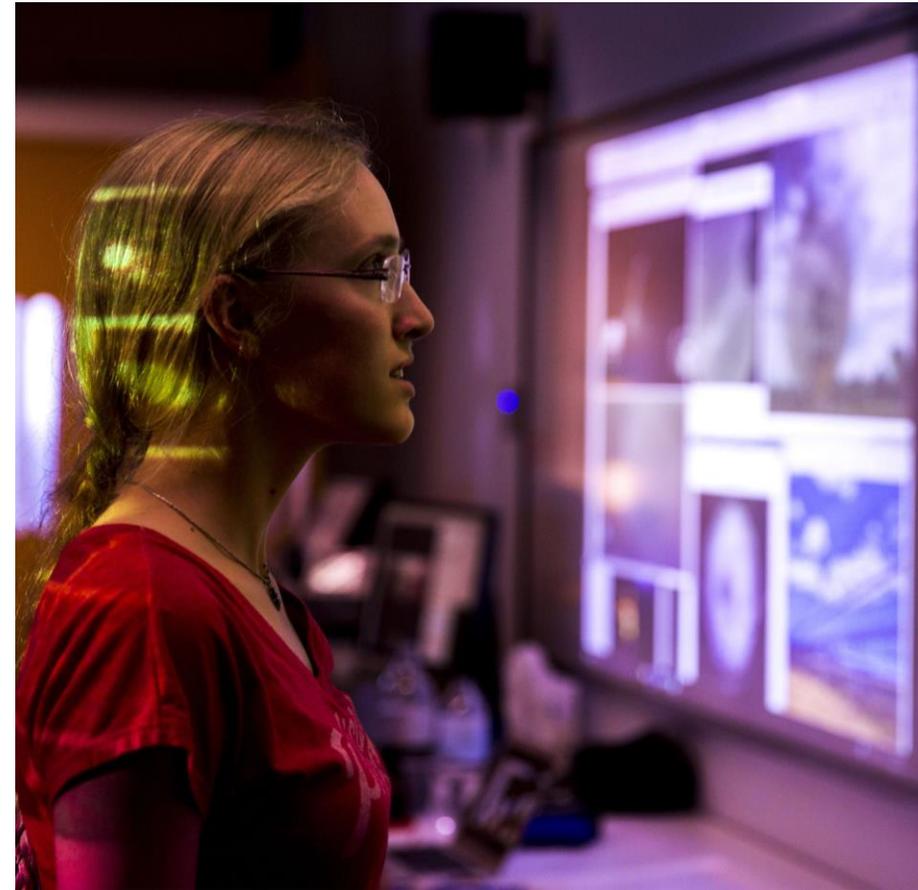


Communicating with Impact

CAVAL PDIG Forum - Day 2

Simon Huggard, Deputy Director, Library Services

5 May, 2022



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Acknowledgement of Country

We respectfully acknowledge the Wurundjeri People of the Kulin Nation, who are the Traditional Owners of the land on which Swinburne's Australian campuses are located in Melbourne's east and outer-east, and pay our respect to their Elders past, present and emerging.

We are honoured to recognise our connection to Wurundjeri Country, history, culture, and spirituality through these locations, and strive to ensure that we operate in a manner that respects and honours the Elders and Ancestors of these lands.

We also respectfully acknowledge Swinburne's Aboriginal and Torres Strait Islander staff, students, alumni, partners and visitors.

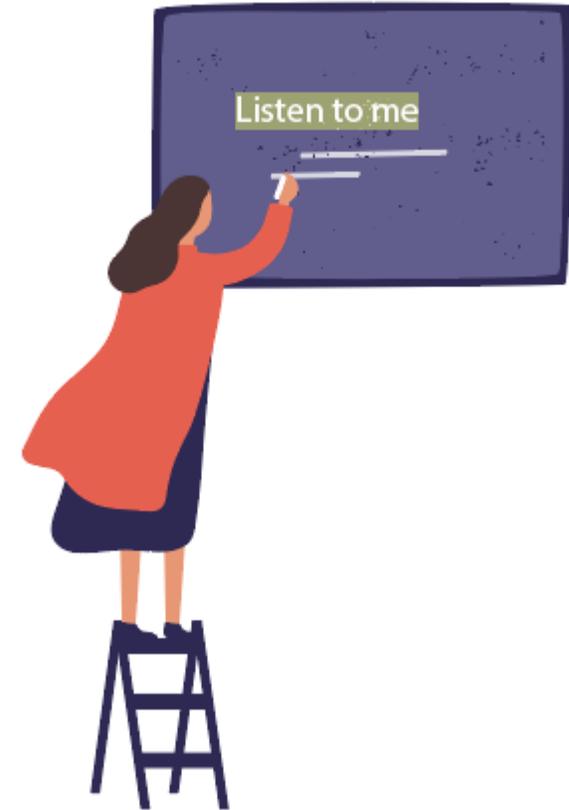
We also acknowledge and respect the Traditional Owners of lands across Australia, their Elders, Ancestors, cultures, and heritage, and recognise the continuing sovereignties of all Aboriginal and Torres Strait Islander Nations.

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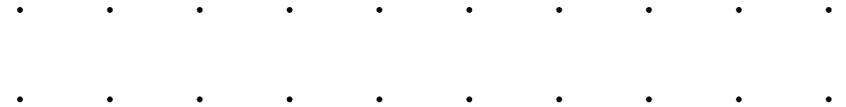
Communication styles and strategies

- What style do you prefer?
- What do you want to say?
- What do you want your audience to remember?
- How much can they take in?
- Jargon busting – use the language of your audience
- Context is important



Successes and failures

- Examples from Swinburne – big picture and a smaller project

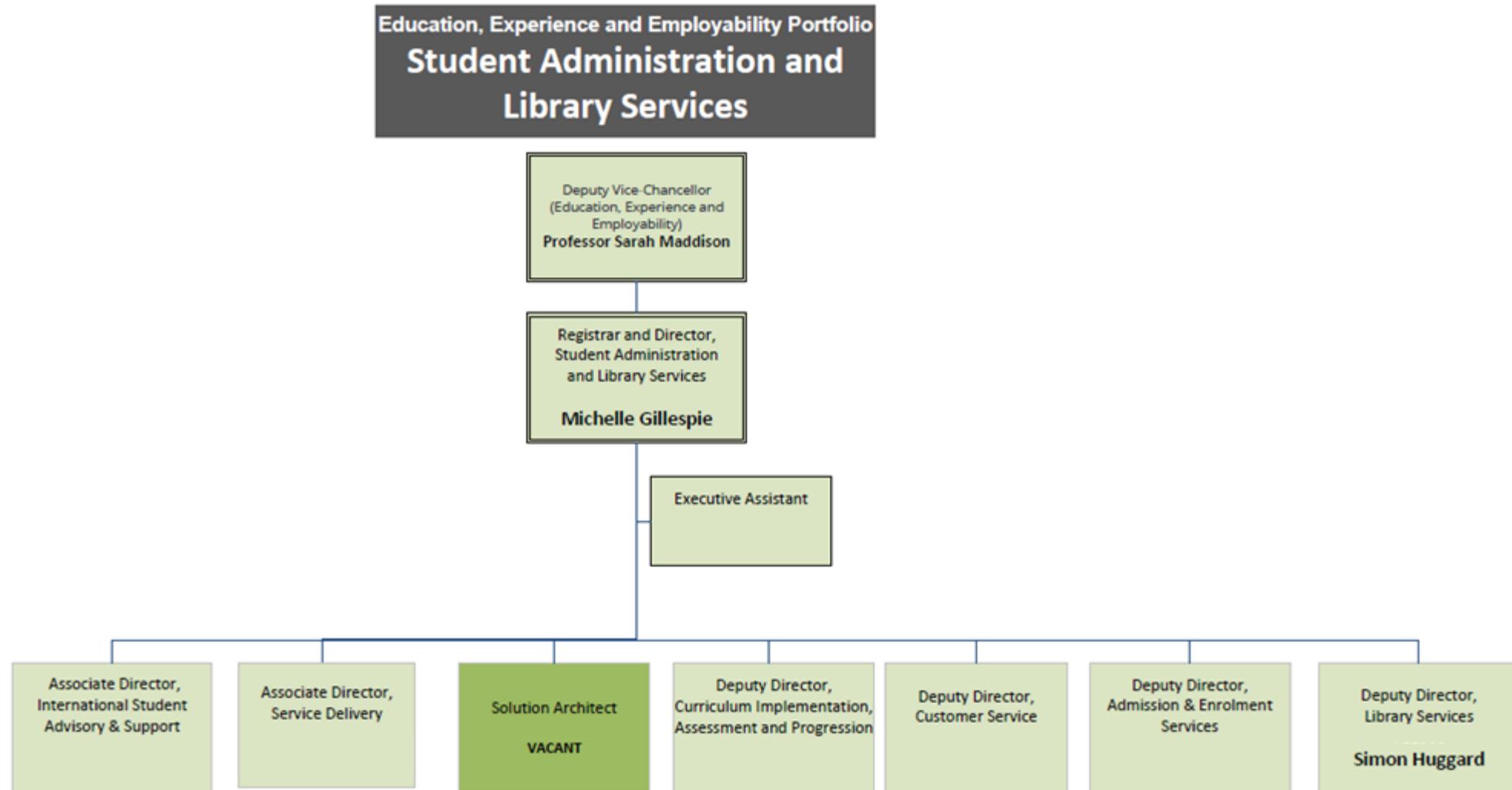


Context – Swinburne Library Services

Student Administration and Library Services

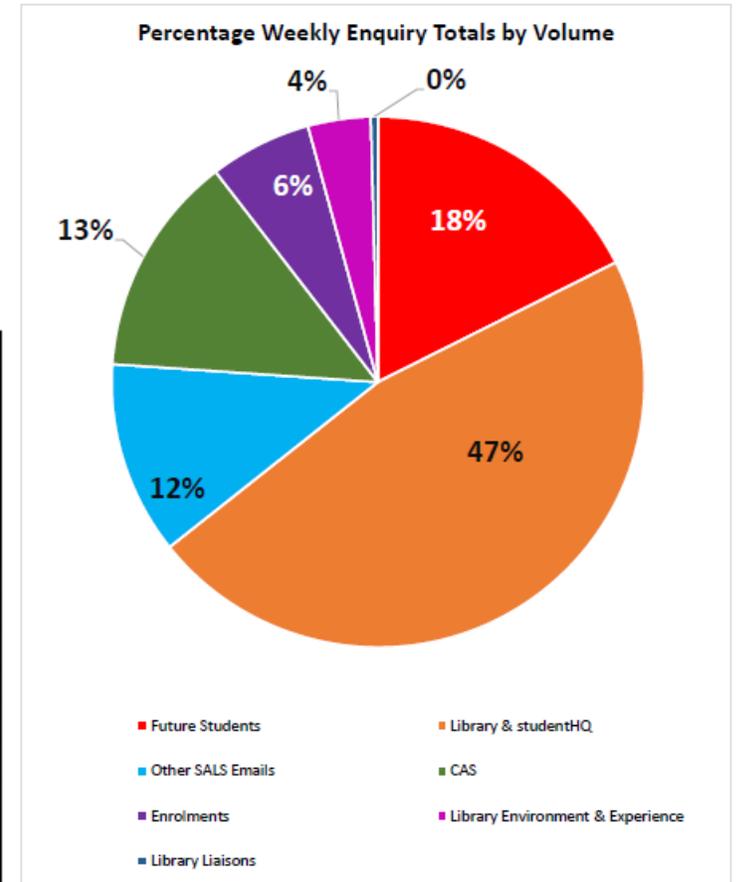


Context of Library Services at Swinburne

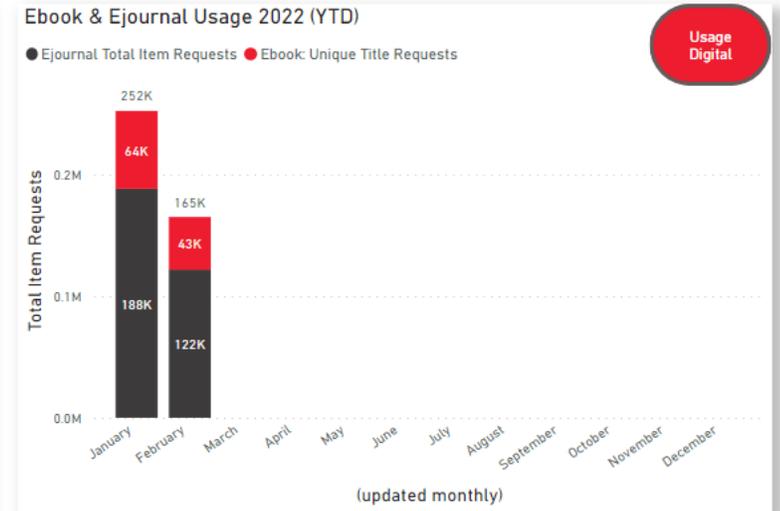
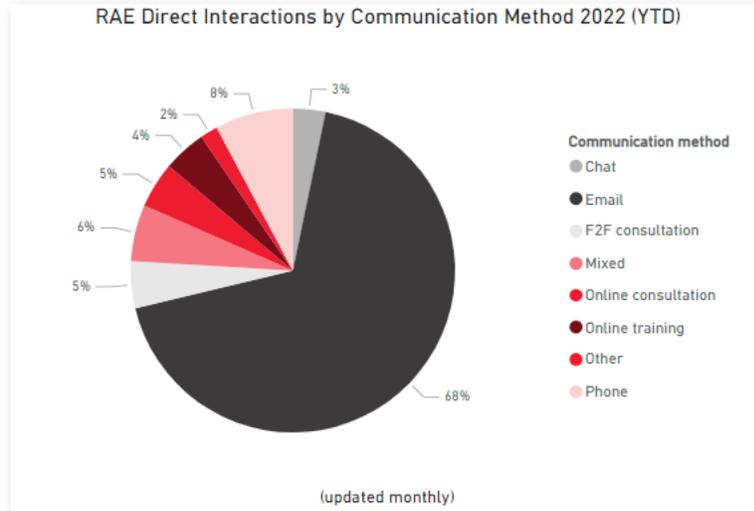
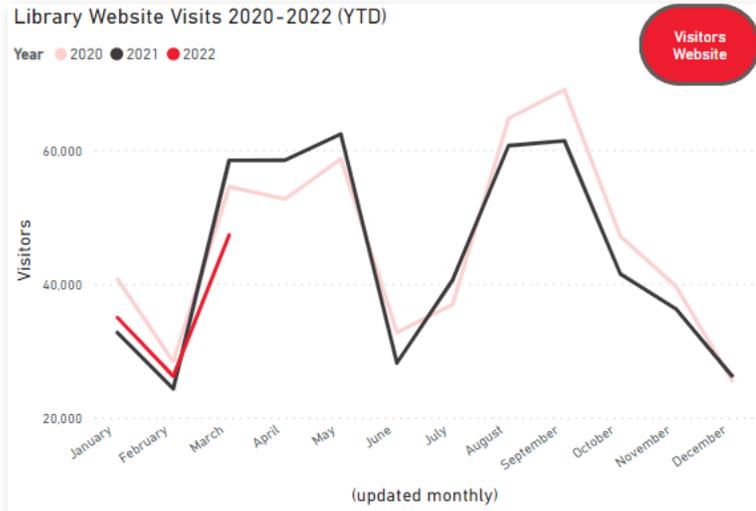
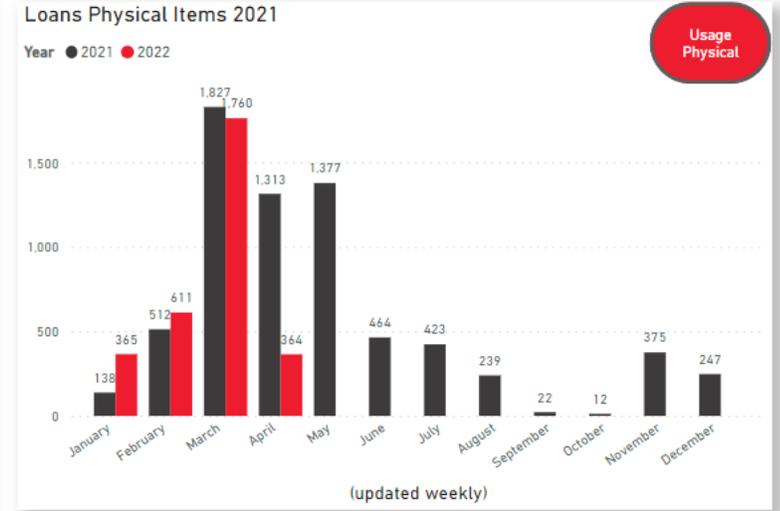
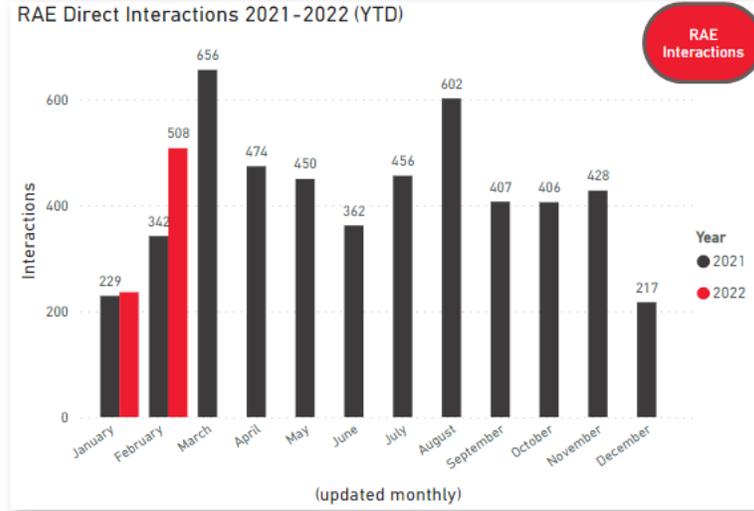
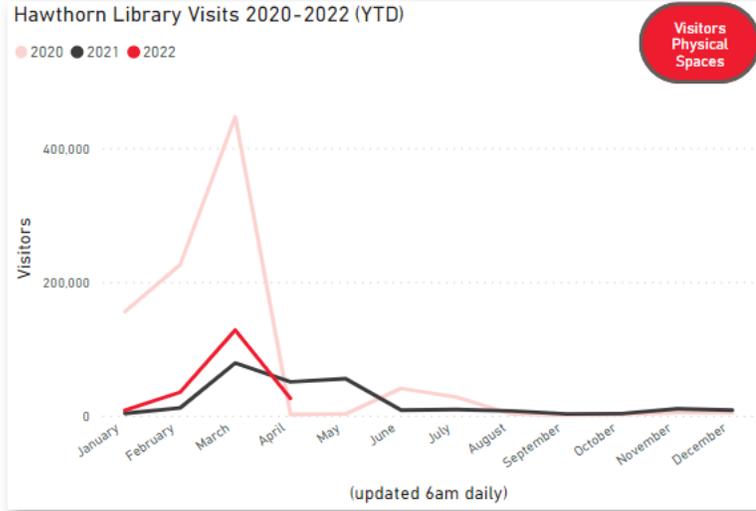


Weekly reporting

LIBRARY ENV. & EXP.					LIAISON LIBRARIANS			CAS			ENROLMENTS			
Counter	Counter	Live Chat	Emails (Rovers, Mail Req, Lib General & Int Counter)		Live Chat	Emails (Inc. Subject Materials & Librarian)		Enrolment Specialist & EA Appts.	Emails		Enrolment Hub	Emails		
Int Counter	Rovers	Handled	Received	Processed	Handled	Received	Processed	No. Appts	Received	Processed	No. Enquiries	Received	Processed	
			11	0		0	0		202	148		18	0	
32	40		17	45	3	3	12		111	200	69	84	140	
22	40		12	19	1	3	6		276	318	2	95	161	
12	24		11	16	6	11	12		399	355	24	85	126	
18	32		21	4	3	5	4		82	73	21	82	73	
			7	0		0	0		0	2		5	0	
			4	0		0	0		1	14		6	0	
84	136	0	83	84	13	22	34	0	1071	1110	116	375	500	
Total LEE enq.				303	Total Library Liaison enq.			35	Total CAS enq.		1071	Total Enrolment enq.		491



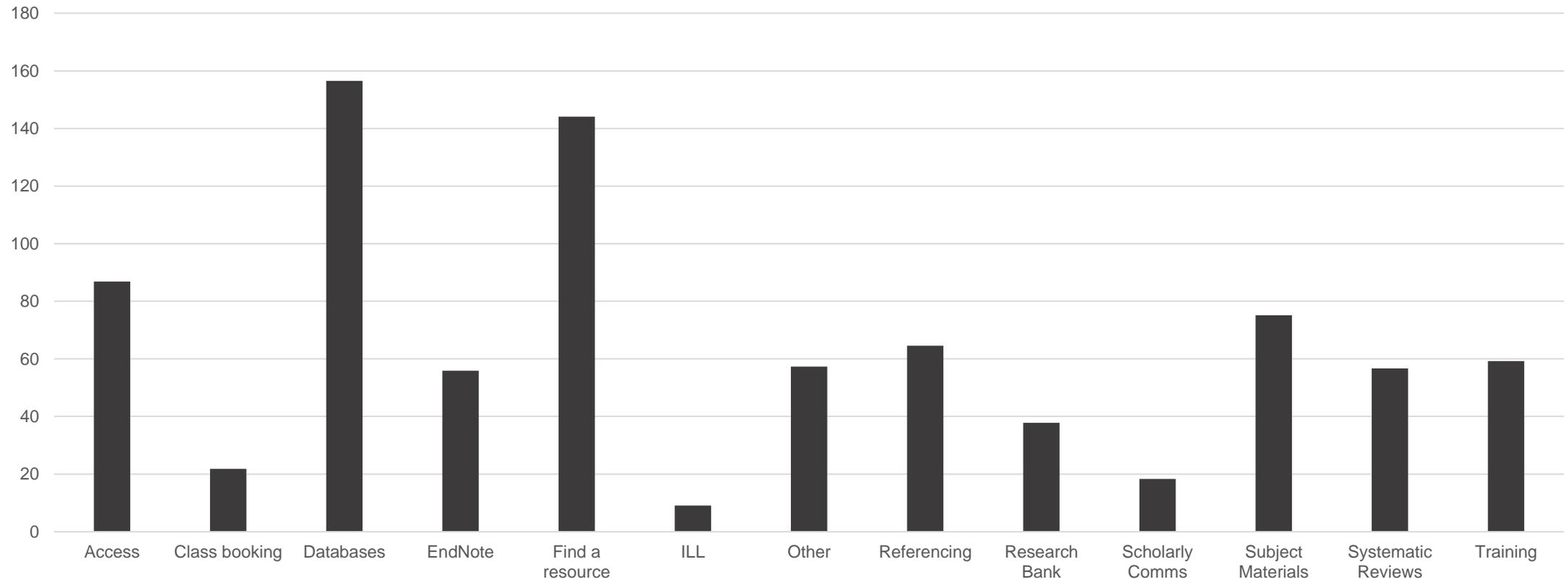
Swinburne Library Dashboard At A Glance



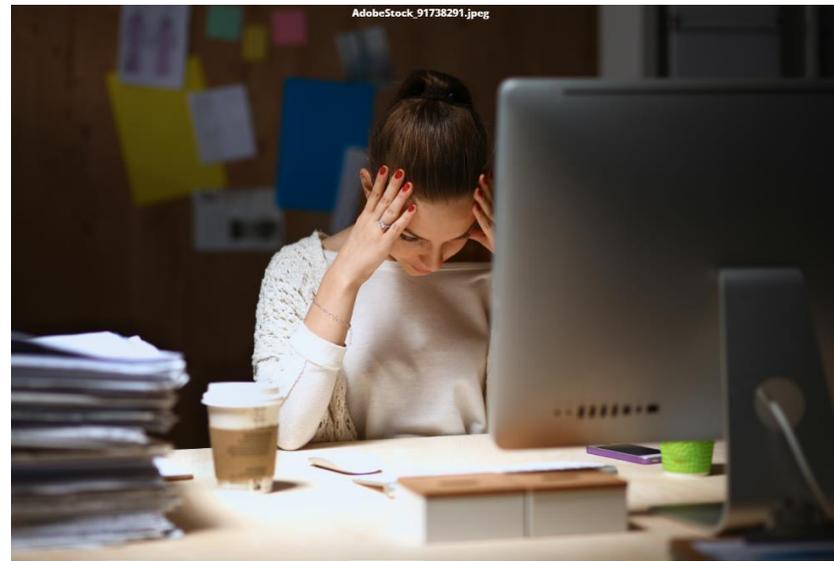
Date data last refreshed:
Monday, April 11, 2022

Research & Academic Engagement Team

RAE Team Interactions (hours). Jan-May 2021



Library Budget



- May 2021 – asked to present budget report to DVC-A, Chief Financial Officer, Director of Procurement, Procurement Business Partner, my Director
- I took a deep breath – how do I communicate complexity in our budget in a half hour meeting?
- Our Budget had been slashed by 9% at the end of 2020 (by \$700k)
- Swinburne’s budget overall had a \$50m short-fall due to Covid
- What do they want to hear?
- What do I want them to hear?
- What will they remember and is of most importance to the Library, my Director, etc?

Expenditure

Actuals 2019-2020 / 2021 Budget



CAUL (Council of Australian University Librarians)

- National purchasing power of > \$200m
- CAUL negotiates national agreements for all Universities to gain best value. Monopoly publishers – we rely on national deals to gain value
- No value if we renegotiate on our own – Simon is member of CAUL Council / Anna is member of Procurement Committee
- 37% expenditure licensed through CAUL deals \$n,000,000 AUD (2021)
- CAUL negotiated \$8.2m in savings. This was \$120,000 price reductions in 2020 for Swinburne (0% price increase for most resources)
- CAUL negotiating reduction of 10% for 2022**

CAUL top 5 resources 2021



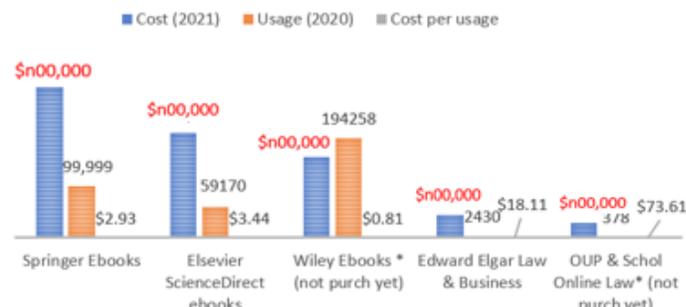
NON-CAUL subscriptions 2021

Total cost: \$ n,000,000 AUD

Top 2 by date	Renewal	Cost \$AUD
Books24x7 ,	Feb	\$
Incites, JCR	March	\$
All others (45)	Dec	\$

Expenditure

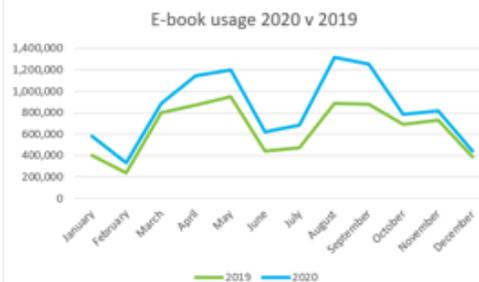
TOP 5 CAPITAL PURCHASES



Normally e-books would cost \$50-\$150 per copy (per user).
Capital purchases cost per usage = \$2.93 - \$89

Supporting teaching/ remote learning in 2020.

Increase in all e-book usage of 30% over 2019.
48% increase in August 2020. All within existing (2020) budget envelope.



TOP 5 NON-CAUL SUBSCRIPTIONS



Constraints

- Rigidity in the academic marketplace. Monopoly global publishers' own content at scale. Move to open access will take 5-10 years. Some immediate savings for research budgets – but not library budgets.
- TEQSA**: library collections and services [must] relate directly to the learning outcomes, are up to date and .. are accessible when needed by students.
- Course accreditation – **Law** (distinctive and up to date law collection required); **Health Sciences & Psychology**; **Sports Science**; **Nursing, Information Literacy & Health informatics**; **Business AACSB Standards** (all require up to date / relevant teaching material).
- Contractual obligations – locked-in multi-year deals to get best prices. Exit clauses vary.
- SES results – 'Library Resources and Facilities Quality' ratings

Opportunities

Opportunities to pursue

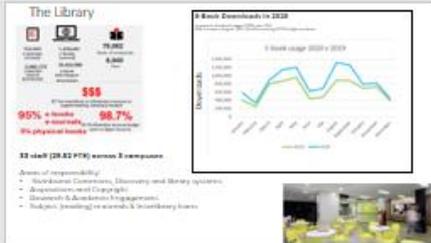
- Renegotiate based on reduced student nos (4.5% drop 2020, 8% 2021) and reduced Library Materials budget (9% 2021)
- \$000,000 cost deferral identified already (Elsevier; LinkedIn)
- Investigate text book duplication with Schools/PAVE
- Unbundle big packages e.g. Ebsco & ProQuest databases/jnls
- Limit demand driven usage costs (save \$10-20k?)
- Cancel low use resources (\$82,000 cancelled in 2020)
- Capital purchases – defer \$000,000? of expenses until 2022
- Library charges to SOL (part of broader commercial convers'n)

Library budgetary expenditure – 2021 update

Steve Haggard
23 May 2021



1



2

Comparison across Victorian universities

Library	2019 expenditure
Monash University	\$26,342,025
University of Melbourne	\$21,497,504
La Trobe University	\$13,415,938
Deakin University	\$12,739,727
RMIT University	\$10,706,862
Swinburne University of Technology	\$7,519,635
Victoria University	\$6,295,418
Federation University	\$3,532,001

3

Comparison across Victorian universities

University	FTE Library Staff (2019)
Melbourne	169.5
Monash	206.6
RMIT	141.6
Deakin	117.3
La Trobe	102.9
Victoria Uni	68.4
Swinburne	63.7*
Fed Uni	42.6

4

Library Resource procurement environment

- Global marketplace
- Monopoly global publishers
- To get best value – National deals through CAUL, multi-year agreements
- Catch-up around between content providers (except for 1-2 “aggregators”)
- Swinburne is a small player in the global marketplace
- Academic workload – encouraged to publish in Wiley and Taylor & Francis journals (high cost, must have)
- Open access direction

5

Library Resource procurement environment

- Pre-paid agreements, previous year (Nov/Dec)
- Complex licensing and marketplace rigidity
- Changes based on FTE and previous “joint-based” spend
- National deals require us to be organized, agree to large costs well ahead of payment, missing and confirmed budget (start just turn this off mid-stream)
- Licensing must include future and existing offshore partners (they do not automatically gain access), Educational Partnerships Committee is very concerned about access to resources

6

Current State

- 2021 Budget \$71,834 short of 2020 actual expenditure
- Allow fact to make adjustments immediately to cope with the shortfall
- \$102,000 of expenditure was strictly controlled (based in agreements renewal)
- \$45,000 paid deficit identified immediately for 2021
- Consulted with Schools/Deans this month
- Will confirm final decisions in late June – to help with Q3 budget forecast

7

Strategy / approach

- Work with CAUL at a national level
- Consult with Schools about resource use on campus
- Renewal subscriptions based on current student numbers and a reduced library services budget (6% 2021, possibly more in 2022)
- Work with publishers (starting to negotiate with “book-to-ask” publishers)
- Centralize our workflow (2022) completed in 2020
- Investigate new tools in discussion with Schools/Deans
- Limit demand on our usage (book-to-ask saving \$10-\$20k per month)
- Library strategic to CAUL

8

National strategy with the Council of Australian University Librarians (CAUL)

- Last year’s 2020 renewals paid in Nov 2020 for the 2021 FY (re-negotiated at 0% price increase)
- \$8.2m savings delivered nationally to universities
- The CAUL membership costs \$50,000 – and delivered \$20,000 in savings
- This year’s renewals – will ask for 3 options (outlined on next slide)
- Agreement that Open Access/transformative agreements to be part of renegotiation of pricing. Successful OA programs driven from top
- Targeting “problematic” suppliers – to improve outcomes

9

National strategy with CAUL

CAUL agreement principles: Pricing Options

Each provider will be asked to provide 3 options:

- Option 1:** 0% increase including OA publishing to hybrid journals
- Option 2:** If OA publishing cannot be included – 10% overall price reduction for a full package renewal
- Option 3:** For members needing a greater than -20% reduction: Options to purchase reduced sets of content/unbundling

10



- National purchasing power of ~ \$700m
- CAUL negotiates national agreements for all Universities to gain best value. Memberly publishers – we buy on national scale to get value
- No value if we negotiate on our own – Simon is member of CAUL Council / Anna is member of Procurement Committee
- 20% of Swinburne expenditure is limited through CAUL deals \$1,184,448 (2021)

11

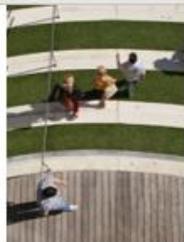
Local approach

- Renewal lists customized for each School
- These include flagged resources based on usage, costs, and relevance
- We have met with Schools throughout May to target feedback
- Responses being reviewed next month (June)
- Finalised lists in July with \$5 savings
- Some will have immediate savings/benefits
- Larger packages to be re-negotiated in usual timeframe (Sep-Oct)

12

Outcomes / progress so far

- Arts, Social Sciences & Humanities: \$16,219
- Business: \$76,670
- Design: \$12,608
- Health Sciences: \$994
- Law: \$20,793
- Engineering: \$10,788
- School of Software and Electrical Engineering: \$147
- Science: \$31,459
- General resources: \$21,477
- TOTAL: \$148,593



13

Thank you.
Questions?

Steve Haggard, Deputy Director, Library Services
shaggard@swinburne.edu.au
Ph: 8481 77500
Email: PHA@SWINBURN.VIC.AU

14

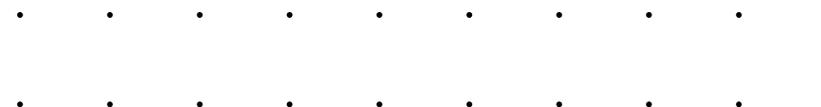
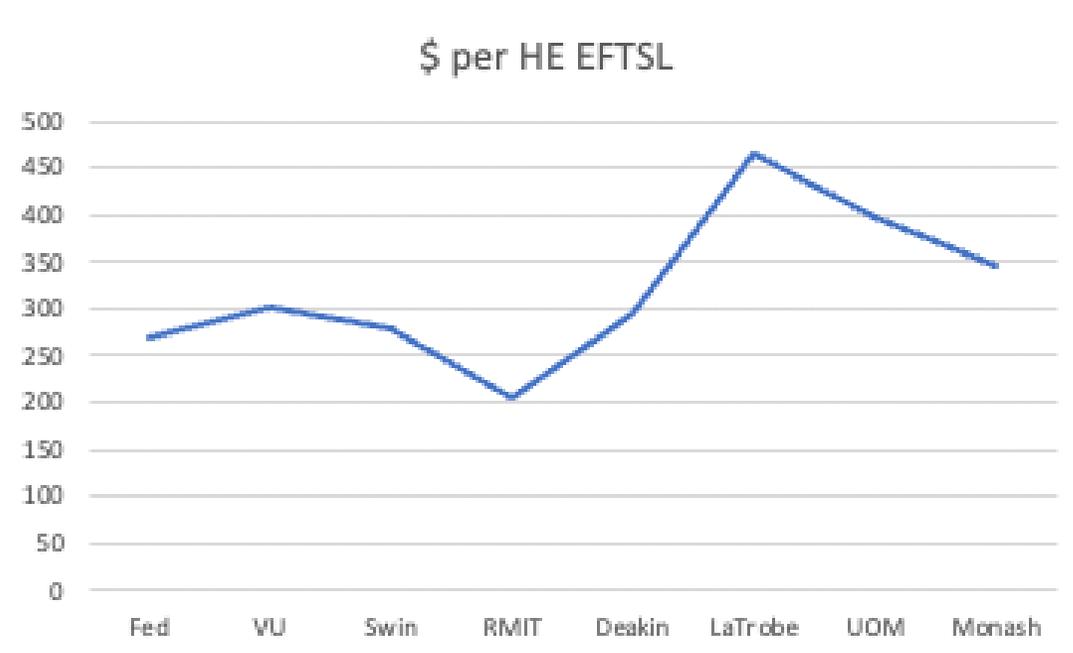


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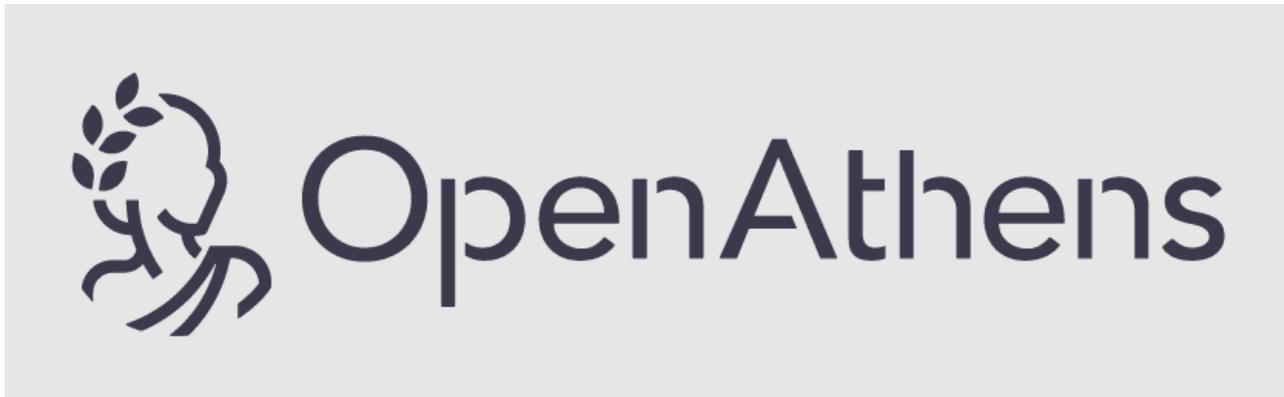
Outcomes

Library	2019 expenditure	EFTSL (Total)	\$/EFTSL Total	EFSL - HE Ugrad	\$/EFTSL HE UG	EFSTL - VE	EFTSL - Pgrad
Monash University	\$24,342,025	70,086	\$347	49,999	\$487	138	19,949
University of Melbourne	\$21,497,504	54,581	\$394	28,766	\$747	332	25,483
La Trobe University	\$13,415,938	29,028	\$462	23,373	\$574	159	5,496
Deakin University	\$12,739,727	43,465	\$293	32,676	\$390	308	10,481
RMIT University	\$10,706,862	64,003	\$167	43,772	\$245	10,477	9,754
Swinburne University of Technology	\$7,519,635	35,733	\$210	22,665	\$332	8,906	4,162
Victoria University	\$6,295,418	28,882	\$218	17,300	\$364	7,863	3,719
Federation University	\$3,532,001	15,437	\$229	8,383	\$421	2,113	4,941

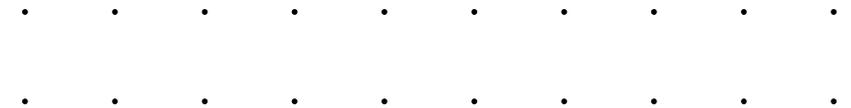


Open Athens – Swinburne University

- Opportunity to take advantage of CAUL deal
- Loss of staffing in 2020 meant our EzProxy expert had left
- No money for this – had to demonstrate value, need and impact
- Cost of the new system was over \$25,000 (existing system was under \$500)
- Complex array of approvals at the University
- Large number of resources and people affected
- Significant change - current system (EzProxy) baked into the environment for many years
- Heavy planning and oversight of any system changes at Swinburne via ePMO



"Login Key" by [Got Credit](#) <https://www.flickr.com/photos/144008357@N08/33715694656>



Approval pathway

- My Director
- Strategic Bid (in 2020 – for 2021)
- Submission to IT for assessment
- IT procedures and approval mechanisms
- Procurement procedures and approval mechanisms
- Budget submission for 2022



Successful key messages

- The Library will do the Project Management for the system. We will manage the setup.
- The Library will manage administration, support and change management after go live.
- IT only have to do the SSO process.
- Your IT department must have misunderstood what OpenAthens is... as it simply does not require much IT work to implement.
- This is a standard process .. and it took us .. about 15 minutes to setup the SSO [Melbourne University]
- Other institutions (Monash, VU) have also implemented the system as BAU in the Library.



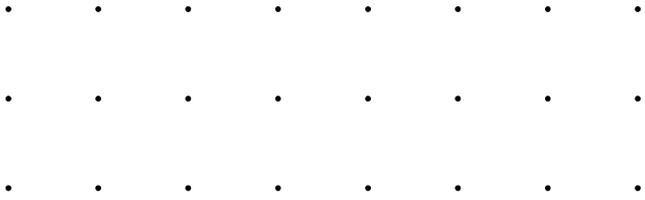
Summary

- Audience
- Context
- Remove jargon
- Use stories or images to illustrate complex concepts
- Keep it short and simple
- Be yourself



"Two-way communication" by @boetter <https://www.flickr.com/photos/47854931@N00/135024146>





Thank you

Simon Huggard

5 May 2022

