



WEST Strategic Planning 2014

Recommendations for Change to the Existing Program

For confirmation by WEST Members

Prepared by:

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Planning for WEST beyond 2016

In 2014, WEST conducted a program assessment and strategic planning process to identify areas for change to ensure the vitality and financial viability of the Trust as it transitions to a fully member-supported program in 2016. In Spring 2014, an assessment included a survey of WEST members revealed several areas of strength and areas where changes could be made to improve the program. On June 3rd 2014, the WEST Executive Committee and Operations Council convened in person in Oakland, California to review the findings from the WEST Phase 1 assessment and consider some initial recommendations for change to the existing program as well as potential additional services to advance WEST's goals. The groups also reviewed WEST's archiving accomplishments, budget and future archiving potential. Several recommendations were identified and further refined in the Fall of 2014.

This report includes the WEST Executive Committee's recommendations for change to the existing program, for consideration and confirmation by WEST members. Recommendations for new services will be issued separately, in a survey to WEST members, for consideration and selection of options. Final recommendations will be implemented in 2015/2016.

Background

The Western Regional Storage Trust received two three-year grants from the Andrew W. Mellon Foundation to develop plans for and implement the Trust. During this time, WEST established the distributed print journal archiving service, including a business and operations model. To date, WEST has completed or planned for five archiving cycles, which will carry the program through September 2016. The Phase 2 implementation grant included support for strategic planning in 2014 to position the Trust for success as it becomes fully member-supported in 2016.

Recommendations for Change

Recommendations for change for the existing WEST program are:

Collections Model Adjustments

1. Continue to archive print for as long as overlap exists with an emphasis over the next few years on lower-to-medium overlap print only titles (e.g. 5-8 copies); do not focus on highest overlap print only titles (50+ copies). Revisit these criteria in a few years.
2. To balance archiving responsibilities amongst Builders, distribute print only (Silver/Gold) archiving proposals by seeking the next deepest backfile. Backfiles that are 80% as deep as the deepest backfile in the region are candidates for proposal.

Archive Creation

3. Establish an Archive Creation Budget of \$250,000. This represents a \$50,000 reduction in the current annual archive creation budget (which is \$300,000.)
4. Reduce the number of volumes archived per year (from 60K volumes to approximately 37,750 volumes)
5. Increasingly focus effort on archiving moderately held print only titles in the Gold title categories (print only or print with indexing and abstracting only)
6. Maintain the current per volume compensation rates to Builders
7. Engage Directors of Archive Builders as a group to discuss WEST sustainability and the proposed changes.

Collections Analysis Adjustments

8. Reduce the frequency of ingest to every two years
9. Propose two year lists for archiving
10. Explore options for reducing cost of ingest

Business Model Adjustments

11. Establish a baseline annual budget of approximately \$800,000 in 2015-2016 to support the existing archiving program primarily with member fees. Achieve full member support in 2017. Raise fees steadily in 2015-2017 to arrive at the baseline budget and substitute grant funding. Estimated member fee increases are approximately 44% in 2015, 44% in 2016 and 26% in 2017.

Budget assumptions:

- (1) Archive creation reduced from \$300K to \$250K (was \$300K in Phase 2)
 - (2) Collections analysis every 2 years
 - (3) Some additional systems development for AGUA in alternate years and JRNL
 - (4) Strategic planning and assessment every 3 years
 - (5) Some support for new journal-related services, planning
 - (6) Annual staff increases 3%, benefits increases 2%
12. Adjust the cost-sharing model. Determine member fees based on a tiers that are simple, transparent, and independent of roles and responsibilities. Define a table of fixed fees based on library expenditures.