



# *The What, Why, How, Who, and When of Rightsizing*

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## **Introduction**

This paper summarises an interactive workshop on rightsizing held on 20<sup>th</sup> November 2024 as part of the 2024 ANZTLA conference. The workshop had five components: firstly, a survey of the attendees' attitudes to rightsizing (the results have been summarized in appendix 1), then three separate presentations, and finally an interactive discussion. This paper draws upon the survey, presentations, subsequent discussion and published works on rightsizing in attempting to give answers to the: what, why, how, who, and when of rightsizing.

The first workshop presentation (detailed in appendix 2) given by Mark Hangartner (Colin Library, Auckland) introduced the topic and focussed upon rightsizing monographs. The second by Sai Santoyo (Acquisitions Librarian, St Paschal Library, Melbourne) as described in appendix 3, focussed upon rightsizing serials. The final presentation by Neil Horvath (MST/Eastern College Australia, Melbourne) highlighted other areas to be considered in rightsizing a library.



The survey on rightsizing (appendix 1) revealed that there was a diversity of opinions on rightsizing and although the average response was neutral (table 2) there were some librarians who enjoyed rightsizing and others who hated the practice. The comments of these people will be incorporated into the discussion answering the different questions posed about rightsizing.

## What Is Rightsizing?


The term “*rightsizing*” was a new concept to some of the attendees at the workshop. All attendees were familiar with the term “*weeding*” being defined as “*to select items from a library collection for withdrawal or for transfer to a storage area*” (Levine-Clark & Carter 2013: 270). There was similar familiarity with deselection as “*the process of identifying material that should be removed from the library collection*” (Genoni 2007, 138).

There was also a clear understanding of the opposing concept of collection development being associated with growing a collection. The experience at Eastern/MST of growing a monograph collection from 13,000 to 135,000 over twenty years being a clear example of a focus upon growth. However, rightsizing includes both weeding and collection development which means rightsizing a collection could include weeding or growing in every area, or just in some areas of the library. It is also especially pertinent to note that many libraries are under pressure to reduce their physical footprint or make library spaces more flexible for study, events, or other institutional dictated requirements.

In balancing these competing areas Miller and Ward’s (2021:8) definition “*rightsizing is a strategic, thoughtful, balanced and planned holistic process...to guide librarians to make the right decisions ..., with the aim of improving the services offered to users and to optimise the library spaces*” will be adopted.

## Why Rightsize?

Haggans, suggests that “*twentieth-century universities were built for books, lectures, and private offices. A library was assumed to be a repository for paper books with rooms for reading*” (2016:2). Miller & Ward give more detail in highlighting that “*collections were built on a just-in-case basis over*




*the course of centuries; when items needed to be close at hand and out-of-print titles were difficult and expensive to acquire, this was the best strategy to ensure access. This strategy is no longer sustainable. But more importantly, it no longer serves the best interests of most academic library users” (2022:40).*

However, academic libraries now provide services to more digitally oriented patrons, who search for information online, and collaborate on electronic devices, and use the library primarily as a learning space. A growing number of academic libraries have embraced redesigning their library space with a user-centred concept to meet this developing trend (Luo 2021:863). Therefore, *“academic libraries are changing their role from book warehouse to information commons that seek to facilitate student learning in all aspects”* (Fister 2015:43). Michalak and Rysavy give an illustration of this by noting that *“after their library’s footprint was reduced by one-third during the campus-wide construction project, the college administration began to explore how to renovate the library to create a more flexible and efficient space to foster student success and encourage faculty use for teaching, learning, and research”* (2023:374). Michalak also noted that by removing outdated or rarely used materials, *“the library can maintain a more relevant and accessible print collection, thereby enhancing the user experience with services and programs. An updated collection can potentially make it easier for users to locate and access materials that are more pertinent to their research and educational need”* (Michalak 2023:695).

Acadia highlights an even more significant reduction in collection size in declaring that *“in accord with these initiatives, library administration decided the print book collection should be weeded by 50% to allow creation of more student and faculty learning, study, and research spaces”* (2016:144). Ward summarises the value in rightsizing in declaring that *“a slimmed down yet vibrant collection, evaluated and winnowed periodically to maintain relevance, is a gift to busy patrons”* (Ward 2014).

The reduction in the physical footprint referred to above highlights that sometimes rightsizing is required to accommodate institutional directives. These directives could be imposed due to an institution needing additional space for other non-library uses (faculty offices, classrooms etc.) or even relocation to another site where the allocation of physical space for the library is reduced.



There were also dissenting opinions about rightsizing with several workshop attendees declaring that because of a lack of time, institutional resistance, lack of skills, or other priorities they felt impeded about implementing the practice (table 3 in appendix 1).


## What Needs To Be Rightsized?

The obvious starting point is with monographs, even though there is often resistance from faculty members and other library patrons who are strong supporters of the print collection. Therefore, if the strategic goal is to move from print to digital, the needs of users need to be carefully considered before doing any big weeding project. It was a result of adopting an e-preferred policy that the library committee at MST/Eastern College Australia library decided that the optimum collection as no longer 135,000 monographs, but a figure closer to 100,000.

The second obvious candidate is the serial collection. The presentation in appendix 3 highlights that key considerations are periodicals with low or no usage, and print periodicals that have a digital equivalent. Furthermore, the increasing cost of print versions of periodicals has often become a pressing issue for academic and administrative boards.

Rightsizing of the library does not exclusively involve physical resources. If a library is truly rightsized then the collection of electronic databases and e-book collections will also have been seriously evaluated and adjusted as necessary. Cost will be a major factor, other criteria a librarian should consider include – how well are these databases searchable directly from your discovery layer/library search, how well do they complement your other collections? Are the same or similar resources available from your local, state, or consortia libraries?

Appendix 4 on rightsizing other areas endorses a careful evaluation of other physical items in the library. The presentation advocates for applying the principles of what is the most efficient use of space and what needs to be adjusted to give the best patron experience. In applying these principles consideration was given to removal, relocation, and repurposing of the following items: security system, display shelves, study desks/tables, display cabinets, and pot plants



It can also be argued that staffing also needs to be rightsized. Is there the right number of staff? Are these staff appropriately qualified? Are library patrons (including remote users) adequately serviced? As staffing levels are usually dictated by governing boards, a discussion on the rightsizing of staff is best left for individual library contexts.


## How To Rightsize?

The first principle towards completing a rightsizing exercise is to treat the exercise as a project with clear boundaries and not as a chore. The 25% of attendee respondents who hated rightsizing (table 2, appendix 1) clearly identify with what can be seen as a laborious task.

Are all the areas identified above in “the what needs” section to be rightsized, or is it only a specific area? Do the governing boards of our colleges take an active role in determining library policies about accepting donations, and potentially disposing of books from donations? If in doubt, the recommendation is to be aware of any institutional sensitivities and then to choose an obviously overcrowded area first (the low hanging fruit).

The importance of establishing clear boundaries is highlighted by Michalak who noted that “*the book reduction project faced some challenges and concerns related to the criteria used to determine which books to remove. Concerns included the subjectivity of the selection process, the potential loss of valuable resources, and questions about the project’s impact on the library’s overall mission and goals. Only 20 percent of the collection can be replaced digitally through purchase via EBSCO’s GOBI Library Solutions*”. (2023:684).

While clear criteria can simplify the process, Luo warns against strict enforcement in suggesting that rigidly using a single factor such as removing all books published before a particular date needs moderation. Therefore, publication date “*should incorporate other time-related factors such as shelf time to make a comprehensive decision* (2021:873). Bogus et al. add further caution in suggesting that “*there are several important reasons for retaining access to a print copy even after a digital surrogate has been created: as a source of information not captured (or not captured adequately) in the digital*



*copy; as a source for rescanning if the digital copy is lost; as historical evidence of the original publication; to accommodate researcher preferences for reading and use; and for artefactual evidence that could be difficult to capture digitally” (2023:792).*

At the other end of the spectrum are those who wish to reframe rightsizing by changing the philosophy as follows: *“too often when we weed collections, we ask the question “what should go” instead of asking “what should stay.” I believe this creates a psychological barrier for many librarians who may feel they are destroying a collection rather than building one, making them hesitant to withdraw or relocate items leading to little change”* (Way 2022:1073). This philosophy is likely to be embraced by the conference attendees who admitted that they quite enjoyed rightsizing.


While the date of publication continues to be the preeminent factor in any rightsizing exercise, another important consideration is circulation history. Circulation data can help, especially if it shows that an item has not circulated for a specific period of time (such as ten years). However, as noted by half the workshop attendees, the data on individual titles and/or subject knowledge related to these titles is often an inadequate criteria on its own.

The alternative accessibility of an item is also an important consideration. Is the item available in digital format through the library? If not, is either a physical or digital copy available through a local government, state government, or consortia library? Does this availability extend to availability through an interlibrary loan? (Burke et. al. 2021:16). Bogus et al. highlight a practical solution in noting that *“many libraries are using networked retention commitments as part of their criteria when making collection management decisions”* (2023:767).

A final caution is to proceed at a pace that suits you and your institution. Clear targets related to your institution's strategic plan can be established, but human resourcing needs to be carefully considered.

## **Who Should Do The Rightsizing?**

The presenters were in agreement that the key person in any rightsizing exercise is the librarian. Most of the theological libraries represented at the conference were small in size with a median monograph



collection of 50,000 (table 1, appendix 1) and the librarian is usually the person who knows the collection best. For the larger libraries who have multiple staff, the best person is the subject librarian or the specific collection librarian. This is best illustrated with the second presentation (appendix 3) where the acquisitions librarian was able to draw upon her extensive knowledge of the serials collection in rightsizing this area.

The second group of people who need to be involved are faculty. The survey highlighted that faculty need to be agreeable or at least accepting of the need to review their specialist subject areas. Burke et. al. express this succinctly in arguing that “*collection review should be a collaborative process between librarians and faculty*” (2021:14). The word collaborative is important as the first presentation (appendix 2) adds the cautionary note “*involve other staff wisely*”. Discussion at the rightsizing workshop also suggested that faculty involvement could be encouraged by providing morning teas or lunches as a reward for participating.

The third group who need to be involved are academic administrators and governing boards. It is important in establishing strong institutional support and alignment with the college’s strategic plan before attempting any rightsizing exercise. Furthermore, as survey respondents noted, this group will have an awareness of future institutional courses which will be an important consideration in any deselection exercise.

Some survey attendees advocated for external help. For librarians who felt that they were unqualified for a rightsizing exercise external help will likely generate a better result. Michalak and Rysavy endorse this approach in arguing that “*hiring external stakeholders for feedback can bring a fresh perspective and objective analysis to a project or decision-making process. Additionally, external stakeholders may have access to resources, tools, and technologies that are not available internally. They can also provide an unbiased perspective, which can be valuable when making difficult decisions or when there are competing priorities. Using external stakeholders can also help to ensure that the final outcome of the project aligns with industry best practices*” (2023:376).



## When Should Rightsizing Be Done?

The answer to this question will be different for every librarian. Some librarians (including the three presenters) are currently engaged in rightsizing exercises. Others have adopted a more informal approach where they will weed areas of their collections when the need becomes pressing or when their busy schedules allows them time to do so.

There were other libraries who have a policy of discarding nothing and rightsizing is limited to the collection development component. This is particularly understandable for small or new theological libraries who have not yet achieved the desired baseline for their collections. However, the strong survey responses about lack of institutional support suggests that there are often other factors in play.


Ultimately, it is up to every librarian and key stakeholders in their institution to decide if, and when to commence rightsizing. For those who are wavering it is pertinent to reflect upon Saponoro and Evans' observation that all libraries will ultimately face space problems. They give a unique historical perspective in declaring that "*The need for collection space is almost as old as libraries themselves. One of the earliest references to the problem in the United States is in a letter from Thomas Hollis (Harvard's president at the time) to Harvard College's Board of Governors in 1725*" (2019:200).

## Conclusion

The rightsizing workshop was a valuable forum for the exchange of ideas between the librarians present. The diversity of opinions in the survey added further color to the three presentations given. With different definitions in the literature the term that best encompassed the workshop was "*rightsizing is a strategic, thoughtful, balanced and planned holistic process*" (Miller and Ward 2021:8).

The individual circumstances of a particular library was established as the determining factor on whether to rightsize. Many agreed with the process to allow for different uses of the additional physical space gained, while others were less convinced due to institutional resistance and more important uses of the librarian's time. For those advocating rightsizing, the diversity in the presentations and





subsequent discussions suggests that a rightsizing exercise ideally encompass all resources (physical and electronic), study spaces, display areas, and even staffing.

The importance of establishing clear criteria such as date of publication, circulation history, resource accessibility, and consortia arrangement were well attested to. Establishing clear boundaries also applied to the extent of faculty and academic administrators support and involvement for the uniquely important role of the librarian.

The unique situation of every librarian and key stakeholders in their particular library will be the determining factor to decide if, and when to commence rightsizing.



Appendix 1: Rightsizing survey results

Table 1 – Size of library (monograph collection)

	000's
	10
	14
	17
	30
	30
	30
	32
	35
	35
	40
	45
	50
	52
	53
	57
	68
	75
	80
	90
	90
	110
	120
	140
	300
Mean	64.1
Median	50
	10-
Range	300

Table 2 – Feelings about rightsizing

Feeling	Respondents	Weight	Applied weighting
Hate	5	0	0
Slightly negative	2	2.5	5
Neutral	8	5	40
Slightly positive	7	7.5	52.5
Enjoy	3	10	30
	25		5.1

Table 3– Impediments to rightsizing

Impediment	Responses from most important reason to less important						Total
	1	2	3	4	5	6	
Lack of time	9	9	4	2			24
Institutional resistance	3	3	3	5	2	3	19
No need		2	2	1	4	5	14
Lack of skills	1	1	4	3	5	1	15
Insufficient knowledge of subjects	4	2	4	1	1	2	14
More important commitments	7	8	3	3			21

Table 4– What would help for rightsizing?

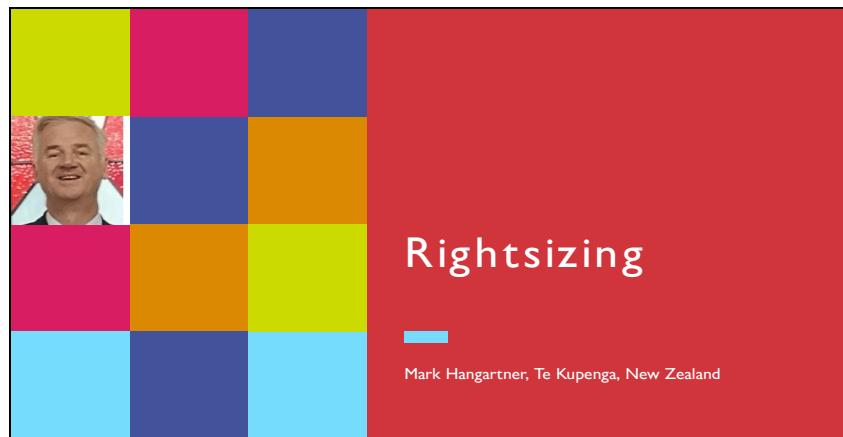
Support factor	Respondents
Contractors do the processing	1
Institutional support	10
Better data on title usage	12
More skills	2
Better subject knowledge	11
More flexible work schedule	4
Celebration/other acknowledgment	3

Table 5– General comments

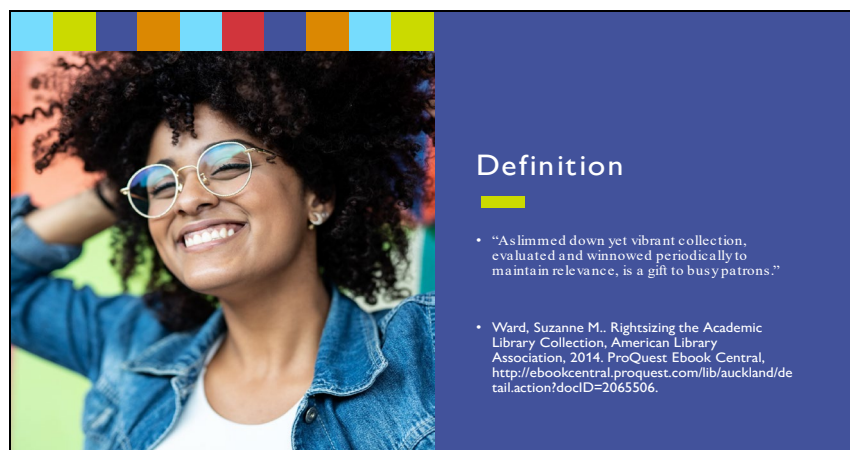
- Need awareness of future institutional courses (2 responses)
- Need clear targets related to institution's strategic plan
- Involve broader community
- Faculty vetting required (2 responses)
- Getting faculty onside about the need
- Time required to determine what should be removed
- Need clarity around disposal methods. Clear policies required (censorship)
- Changing faculty/adjuncts and their diverse requirements
- Fit for purpose rather than size

## Appendix 2 -Presentation by Mark Hangartner

### Slide 1 - Introduction




### Slide 2 - Definition



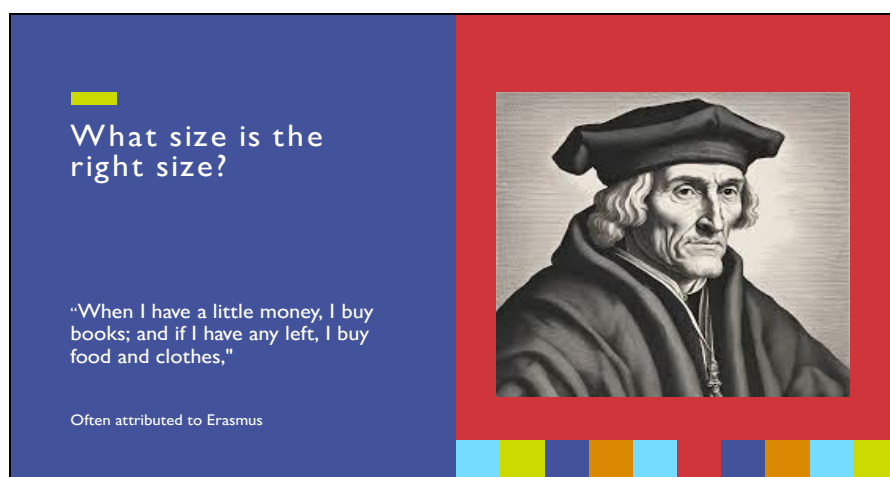
<https://ebookcentral.proquest.com/lib/auckland/reader.action?docID=2065506&ppg=18>

- Let's face it most of us don't like weeding /deselecting call it what you will.

- 
- A positive perspective “a *slimmed down yet vibrant collection, evaluated and winnowed periodically to maintain relevance, is a gift to busy patrons*”.
  - More realistically my manager and successor will thank me more for making sure the physical space is safe and with room to grow.
  - Rightsizing is an easy target for jokey analogies with health care, gardening or mindless book dumping.
  - We have emotional responses and some of us may feel it can become a very sensitive issue.
  - Both Sai and I have read the book cited on this slide. I found this helpful but there are some differences from the general academic library experience and that of theological libraries:
    1. We may also be the main or only library for our denomination
    2. Our collections are probably smaller, and we know them better
    3. Our governing bodies may take a very active role in determining library policies as regards accepting donations and potentially disposing of books from donations.
  - Nonetheless there are some practical concerns:
    - Almost every manager of a theological library will want at least the possibility of growing the collection. In most of our institutions providing adequate space is a concern, and even if physical space is not an issue, the staffing required to manage increasing collections often is.

- Sometimes tricky issues can be solved by asking: Whom does this library serve? How can our collections meet the needs of this group?
- Sometimes we lose sight of this concern - At Auckland University we fostered a relationship with Indonesia, this had involved many Indonesian language titles in the library collection. In an early weeding project simply removing all those titles, which had never been borrowed, made the remaining collection so much more attractive to borrowers and browsers.
- Rightsizing can mean growing at least some parts of the collection – in cases I am aware of the role of the library has grown to encourage use by alumni, wider church community, and ecumenically. This wider approach could mean growing in every area, or just in some areas. Conversely, I am confident many of us here are under pressure to reduce our footprint or rather make our spaces more flexible for study, or for events

### Slide 3 – What size?



- Erasmus quote - probably a good-natured jibe at a devoted scholar. No reliable guide to benchmark size of collection for students, but some other physical considerations, e.g. one reader space per every 5 enrolled students.


- Other measures usually revolve around user satisfaction e.g. - Faculty, students, and community users are satisfied with the collections provided by libraries for their educational, ... and research needs. (Standards for Libraries in Higher Education, 2018, p.19)

#### Slide 4 – It's more than...weeding



- Already a somewhat loaded term but at least we know what it means.
- To compare rightsizing deselection and weeding ... I use weeding here to mean piecemeal and minimal deselection or outworn or very obviously outdated material
- **If we weed, who should do it ....**
  - My opinion – get the librarians to do it. I see many other areas to work with faculty, research students, experienced borrowers. Weeding will never be an easy process but if you want to make progress a certain work-rate is essential. It will become an essential skill and may be highly sought after by a future employer.
  - There will be specialist areas that may require a collaborative process or better a keen person to take it over. Discuss what those might be - foreign language / language learning / papal documents or church documents / liturgies



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- My advice if you think you are either not qualified or getting someone else to do it would get a better result.
  - Choose an area where there is a staff member with whom you can work.
    - E.g. Augustine
    - Do a rough calculation e.g. In open shelves we have 20 books, in compact we have 70, in basement we have 130
    - A 10 % reduction would be 22 books, etc.
    - Choose 25 books to withdraw (probably from basement).
    - Show the staff member what is being retained, and what is to be withdrawn. Discuss what they would have withdrawn / why, and if need be, put back some of the selected items.
  - **The fickleness and foibles of managers and academics –**
    - *“Rightsizing is not the ruthless culling of a library collection, nor is it just the tentative and apologetic removal of “safe” material like old editions of textbooks and superseded reference works. Rightsizing is the strategic, thoughtful, balanced, and planned process whereby librarians shape the collection by taking into account factors such as disciplinary differences; the impact of electronic resources on study, teaching, and research; the local institution’s program strengths; previous use based on circulation statistics; and the availability of backup regional print copies for resource sharing” (Ward 2021:8).*
  - Cdp – versus collection management plan - policy versus operational matters

- Because libraries need to be nimble with regard to changing research and teaching needs – the subjects collected may change, but worthwhile to have clear policies as to who does what, e.g. librarian decides what material to remove, plan provides a process to involve faculty as appropriate.

#### Slide 5 - What needs to be rightsized?



- **Print collections**
  - Rightsizing print is mainly weeding, maybe a bit of planning for growth in some areas ....
  - Systems will help – but my personal opinion is that having dealt with huge reports with usage figures .... Yes, you can do all sorts of smart stuff with excel to sort and highlight by usage ... I feel you end up at the shelves and making usually quite efficient decisions. It takes a fairly long time to do it.
- **Wise oclc** - an automated procedure to help. I am now quite happy to be a in a more manageably sized collection but completely open to saving time.
- Strategic goal to move from print to digital then do think about users before doing any big weeding project. Many may be strong supporters of the print collection.

Perhaps find some attractive eBook titles and offer a hands-on session, or byod session, to introduce patrons to using eBooks.

- If they have not done research recently or maybe have no academic background their impressions may be based on a kindle, or struggling with a very small screen, or some other obstacle.
- **Journals**
- **Databases**
  - Cost will be a major factor, other criteria – how well these are searchable directly from your discovery layer/library search, how well they complement your other collections. Are the same or similar resources available from your local or state library?
- **Rightsizing of staffing, budgets, workspaces**  
big issues to cover but important to get the balance right – increased costs can squeeze book budgets ...

#### Slide 6 - Why rightsize?



**Why rightsize?**

- Freeing up space
- Changing a perception of libraries from book warehouses to service points
- Responding to the shift from print use to electronic use of scholarly content
- Institutionally dictated

- **Necessity** – being forced to consider a move of your library can cut through some institutional barriers.
- **Stuck in a rut** – how high are the shelves, is it welcoming? Does it work?
- **Print to digital** – maybe your library members have made the switch, but the libraries facilities are still overly print focussed. It would be strange if we didn't retain a fondness for print books.
- **Institutions** – politics and opportunities. We teach by distance .... surveys, newsletters, direct contact, cultivate allies and champions.

#### Slide 7 - How to rightsize?



### How to rightsize?

- Make it a project not a chore
- Involve other staff wisely
- Look at how circulation data can help
- Choose low hanging fruit eg obviously overcrowded areas
- Proceed at the pace that suits your institution

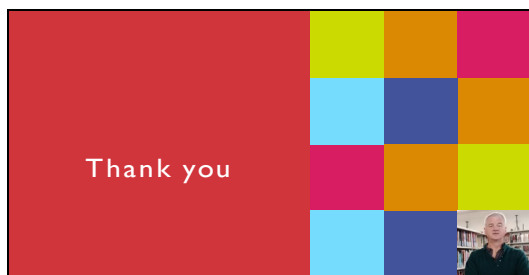
- **Project** - there's a budget, dates to plan for, objectives, a party
- **Data-Driven Decision Making:**
  - Using data analytics to assess resource usage, space utilization, and service demand.
  - But the people you work with and for are also – data sources – user focus not collection focus

- **Low hanging** - Start with one corner – trial of newer shelf height,

Entrance way – study space – service desk – reference collection

- Allow for **your own pace** for changes – sometimes books can stay in boxes for longer.

Slide 8 – Thank you



## Appendix 3 -Presentation by Sai Santoyo

### Slide 1 – Introduction and background to the library



- St Paschal Library, the Provincial Library of the Franciscan Order of Friars Minor, Holy Spirit Province, Australia, is the main resource centre for Franciscan studies within Australia.
- St Paschal Library's collection comprises one of the largest collections of Catholic theological material in Australia.
- It holds valuable items on medieval scholarship; pre-Vatican II canon law material; patristics; among others.
- St Paschal Library became the main library for theological students for YTU (one of the Colleges which comprise the University of Divinity).



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- St Paschal Library (SPL): 75 titles.
- Yarra Theological Union (YTU): 50 titles.

- **Each organisation owns and pay for their individual subscriptions.**
- Most of the subscriptions come from overseas: Europe (29 %), UK and Ireland (18 %), USA & Canada (34 %), a few from Asia (2 %), and the rest from Australia and New Zealand (17 %) – approximately.

#### Slide 4 – Rightsizing / Weeding / Withdrawal / Deselection

- According to Miller and Ward (2021:8), “rightsizing is a strategic, thoughtful, balanced and planned holistic process...” to guide librarians to make the right decisions for withdrawing items from the collection, with the aim of improving the services offered to users and to optimise the library spaces.
- The ALA glossary describes weeding as the action “to select items from a library collection for withdrawal or for transfer to a storage area “(Levine-Clark and Carter 2013, 270).
- The same source defines withdrawal as “1. The process of removing an item no longer in the library collection from the library’s records of holdings. 2. An item ready to be withdrawn” (Levine-Clark and Carter 2013: 271).
- Deselection is another term used for “the process of identifying material that should be removed from the library collection... in order to identify the material that should be deselected the collection is subjected to a process that is usually referred to as ‘weeding’.” (Genoni 2007, 138).




- At the end it does not matter which definition we want to use, as the main goal of this action is to withdraw material from the collection, depending on the needs of the library users, and its mission and purpose.

### Slide 5 – Reasons for rightsizing



- In 2016 the University of Divinity Library Hub (UDLH) was launched, we started considering the option of cancelling individual serial subscriptions if the journal was available in the UDLH full-text databases.
- The increasing cost of print versions of periodicals.
- The low or no usage of some print periodicals, some of them have digital equivalents in the UDLH, easing remote access to users.
- Increasing cost of periodical subscriptions became an important pressing issue for the Franciscans Friars and YTU Academic Board.
- Considering taking actions now to prevent space problems in the near future.

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- Being aware of the risks of databases pulling the content, weighing up what is best for the users and the library, having large quantities of journals does not mean that all of them are being used.

### Slides 6 & 7– The process

The criteria for selection which periodicals to cancel and what to keep was as follows:

1. Based on the relevance of the subject for the curriculum.
2. Coverage, if the title was indexed and had full-text access in the UDLH databases.
3. Journals with embargoes of 12 months or more were excluded, only for YTU subscriptions. SPL subscriptions were not included in this criterion.
4. Giving priority to scholarly journals, not magazines and newsletters.
5. No cancelation of scholarly journals on Franciscan studies in English.
6. Selective cancelation of journals on Franciscan studies in other languages.
7. Selective cancelation of journals not related to Franciscans or Catholic studies.
8. Coverage, if the database has reliable access to all major articles of the journal.
9. Availability of journal content over the long term.

## Slide 8 – Creating a spreadsheet list of all the journal titles belonging to SPL collection

A	B	C	D	E	F	G	H	I	J	K	L
	Catalogue Title	Cost in AUD	Supplier/Publisher's Website	EBSCOHost (ATLA) [UD]	EBSCOHost (Religion & Philosophy) [UD]	Gale [UD]	ProQuest [UD]	JSTOR [UD]	Others [UD]	Notes / Comments	Publisher / Supplier
1	Australian Biblical review	\$36.60	FBS: Contents: 1(1951)+	*Indexed: 1951+ *Full text: vol. 1 (1951)+							
2	Biblica: commentarii periodici pontificii instituti biblici	\$262.72	Peeters: Contents & abstracts: 63(1982)+	Indexed & full text access from: 1(1920)+. [Excl. 24 months].							
3	Biblische Zeitschrift	\$267.94	Brill: *Contents: 1(1957)+	*Indexed: 1960+ *Full text: NS, vol. 19, no. 1 (1975)+ [Excl. 60 months]. *Missing some issues.							
4	The Catholic biblical quarterly	\$162.45	JSTOR: *Contents: 1(1939)-80(2018) [5 years delay]. Project MUSE: *Contents: 79(2017)+	Indexed & full text: 1(1939)+	Indexed & full text: 52(1990)+		*Indexed: 51(1989)+ *Full text: 57(1995)-72(2010).				
5	Colloquium: Australian and New Zealand theological review	\$125.00	ANZATS: *Contents: 45(2013)+ [2 years delay].	*Indexed: 1968-1971; 1973-1976; 1978+ *Full text: vol. 3, no. 1 (1968)+ *Missing several issues: 1982-1983 and 2001.							
6											

## Slide 9 – Creating a spreadsheet list of all the journal titles belonging to YTU collection

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	Title	Cost in AUD (latest paid sub/year)	Provider's Website (full text access to some subscribers)	EBSCOHost (ATLA) [UD]	EBSCOHost (Religion & Philosophy) [UD]	Gale Academic OneFile [UD]	Gale OneFile: Religion & Philosophy [UD]	Gale OneFile (other s) [UD]	JSTOR [UD]	ProQuest [UD]	Others [UD]	Held also at: (Info. taken from AULOTS)	Notes / Comments	Publisher / Supplier
1	American Catholic philosophical quarterly	\$151.96	PDC: Index: 64(1990)+	Indexed: 1990-1991 2001-2010								ATL: 64(1990)+ DML: 64-66 (1990-92); 69 (1995)+ Studium: 64(1990)+		
2	Annales Historiae Conciliorum s: Journal for the History of Councils	\$108.06	Brill: Contents: 23(1991)-69(2019) [Annuaireum historiae conciliorum].									Only at SPL		
3	Australian journal of liturgy	\$38.00		Indexed & full text coverage: vol. 1, no. 1 (1987)+								ALC: 1(1987)+ ATL: 1(1987)+ G Blackburn: 1(1987)+ Missing: 10(2)(2009) DML: 1(1987)+ Carmelite: 1-10 (1987-2005) impf. EBL: 14(2014) impf. Marianne: 1(1987)+ Mollison: 1(1987)+ Roscoe: 1(1987)+		
4	Australian journal of mission studies	\$50.00	AAMS: Full text: 1(1989)+									ATL: 1(2007)+ Blackburn: L: 1(2007)+ DML: 1(2007)+ EBL: 1-4(2007-2010); 5+(2015+) impf. G Blackburn: Vol 1, no. 1 (2007)+ Marianne: v.2 no.2 (2008); v.6 no.1 (2012); v.7 (2013)+ Redemptorist: 1(2007)+ St Mary's Seminary: 1(2017)+		
5														

## Slide 10 – Outcome

- Total of cancelled periodical subscriptions:
  - SPL: 40 subscriptions.
  - YTU: 18 subscriptions.
- The process of cancelling the subscriptions:

- Informing the publisher or supplier by email, advising not to renew or cancel the subscription with the delivery of the last journal issue of the current 2024 subscription.

Slide 11– Notifying publishers & providers about cancelation during August and September.

A	B	C	D	E	F	G	H	I	J	K	L
	Catalogue Title	Cost in AUD	Supplier/Publisher's Website	EBSCOHost (ATLA) [UD]	EBSCOHost (Religion & Philosophy) [UD]	Gale [UD]	ProQuest [UD]	JSTOR [UD]	Others [UD]	Notes / Comments	Publisher / Supplier
1	Australian Biblical review	\$36.60	FBS: Contents: 1(1951)+	*Indexed: 1951+ *Full text: vol. 1 (1951)+						CANCELLED [10/09/24]	Fellowship for Biblical Studies
2	Biblica: commentarii periodici pontificii instituti biblici	\$262.72	Peeters: Contents & abstracts: 63(1982)+	Indexed & full text access from: 1(1920)+. [Excl. 24 months].						CANCEL IN DECEMBER 2024 [3/09/24]	Peeters
3	Biblische Zeitschrift	\$267.94	Brill: *Contents: 1(1957)+	*Indexed: 1960+ *Full text: NS, vol. 13, no. 1 (1975)+ [Excl. 60 months]. *Missing some issues.						CANCELLED [3/09/24]	Casalini Libri
4	The Catholic biblical quarterly	\$162.45	JSTOR: *Contents: 1(1939)-80(2018) [5 years delay]. Project MUSE: *Contents: 79(2017)+	Indexed & full text: 1(1939)+	Indexed & full text: 52(1990)+		*Indexed: 51(1989)+ *Full text: 57(1995)-72(2010).			CANCEL IN FEBRUARY 2025 [3/09/24]	JHUP
5	Colloquium: Australian and New Zealand theological review	\$125.00	ANZATS: *Contents: 45(2013)+ [2 years delay].	*Indexed: 1968-1971; 1973-1976; 1978+ *Full text: vol. 3, no. 1 (1968)+ *Missing several issues: 1982-1983 and 2001.						CANCEL IN MARCH 2025 [10/09/24]	ANZATS
6	Commentarium pro religiosis et missionariis opera et studio Filiorum Cordis Mariae	\$129.81	Index Tehologicus: Contents: 58(1977)-103(2022).							CANCELLED [3/09/24]	Casalini Libri

Slide 12 – Outcome



- There are around 19 subscriptions that could not be cancelled during August & September.
- These journals will be cancelled in the first months of 2025, or approximately six months before the subscription period ends.
- Gaps that the cancelled journals are going to leave on the display shelves we'll be replaced by a QR.



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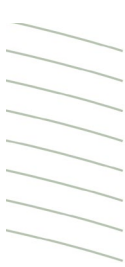
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Slide 16 – Thanks for listening

- Questions?
- Comments?



## Appendix 4 -Presentation by Neil Horvath

### Slide 1 - Introduction



We will look at the three Rs for rightsizing:

1. Removal
2. Relocation
3. Repurposing

### Slide 2 – What do you think?





- What are your initial impressions?
- Does this entrance to the library look warm and inviting?
- The photo is taken from an old video and does not show the security gates, pot plants and second-hand bookshelves in the forefront.
- All this combined suggests a cluttered entrance that does not convey that the library is an open and inviting space.
- So, what can be done?

Slide 3a – The first R is for REMOVAL



- The first step is to ask what can be permanently removed?
- The AFTER slide shows that nearly everything in the previous slide can be removed.
- Firstly, the security gates were removed. The gates scanned magnetic strips, an old technology that is becoming increasingly unreliable. Yes, their removal may increase shrinkage, but given



the cost savings in not using the strips and the labour to insert the strips and activate/deactivate the strips the net cost is likely to be low.

- Secondly, the pot plants were removed. Before anyone gets too agitated the pot plants were plastic, fading and definitely looking fake.

#### Slide 3b – Another view after removal



- The third step was to remove the new journal display. The shelving was fit for purpose when the library had over 100 serial subscriptions, but with only ten current subscriptions its use had been reevaluated. This review, after noting student's preference for electronic journals asked the question what would happen if there was no journal display at all? The thought that no-one would miss it has subsequently been proven correct.
- With a steady and significant decline in the number of new titles added each year, the fourth step involved removing the new book display. This move has proved more contentious with the board chairman of MST donating a book and wanting it displayed on the now non-existent new book display. Therefore, a smaller new book display is likely to be reinstated by repurposing a cabinet (we will come to this later).

- After looking at what remained the final items to be removed were two coffee tables.
- The two AFTER slides show that there is now a large open space which will allow for the development of the warm, open and accessible environment desired.

#### Slide 4 – Another area to be addressed with R for removal



- Another part of the library with a similarly cluttered area.
- Step one involved the removal of the “artworks” and cardboard boxes.
- Step two involved the relocation of the brown cabinet and table display which will be addressed under the second R.

#### Slide 5 – An AFTER shot of the same area



- A comparison between the BEFORE and AFTER requires no further comment.

Slide 6 – The second R, R is also for RELOCATION



- Several study corrals relocated to create a dedicated study area

Slide 7 – Relocation can be outside the actual library building



- The second-hand book display has been relocated to a convenient area outside the library. You would almost think that the structure holding the hose reel was purpose built to fit the wooden bookshelves.





## Slide 8 – Another relocation outside the actual library building



- The wooden cupboard alluded to earlier has found a new allocation in another nook and cranny outside the library.

## Slide 9 – The third R is for REPURPOSING



- The creation of a “loud” area outside the library.

Slide 10 – Creating a “hang-out” area.



- As the slide highlights this is a work in progress.

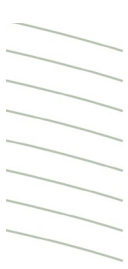
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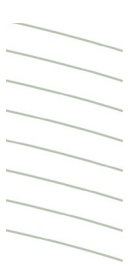
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