

# Foundations Workbook

the ONEAL Project

<https://oneal-project.org/>



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This workbook was edited by Katharine V. Macy, Scarlet Galvan, and Courtney Fuson



# 1 INTRODUCTION TO WORKBOOK

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## 1.1 PURPOSE

When speaking with the larger academic library community about creating a curriculum to teach negotiation skills that included hands-on exercises, numerous folks commented that they would love to have a workbook where they could take notes and save their work to refer to. This is our attempt to create such a workbook for the Foundations Module of the ONEAL Project curriculum (Open Negotiation Education for Academic Libraries). You may have downloaded an editable PDF or a .docx document, depending on your preference, since there are advantages and disadvantages to both. The editable PDF limits the amount of space you can write within since the workbook is a form. Using .docx version of the document means you can write as much as you want but the page numbers on the Table of Contents may not update unless you take steps to do so. Either of them can be printed and used as a physical resource as well.

## 1.2 STRUCTURE OF THIS WORKBOOK

Each section of this workbook tied to a specific lesson provides access to two things: a to-do list and exercises.

The **To-Do List** represents all the tasks to be completed within a given lesson in foundations curriculum. This should enable you to easily keep track of what tasks you have finished online. Links to videos and readings will be found in the online lesson.

The **Exercises** are all the hands-on activities incorporated into each lesson in the foundation module and the accessibility lesson in the issues module. They are available to download separately with each lesson in addition to being part of this workbook.

## 1.3 ACKNOWLEDGEMENTS

We are grateful to the Institute of Museum and Library Services for funding this project.

We'd like to thank our founding board of directors for your thoughtful feedback and support as we developed the curriculum: Brandon Butler, Galadriel Chilton, Gregory Eow, Maya Hobschied, Christine Morris, Nick Shockey, and Helene Williams.

We are also grateful for Brandi Roldan who served as our project assistant from October 2022 through June 2023. She was invaluable for helping us coordinate events and interviews that allowed us to gain so much insight from the community which we integrated into our planned curriculum.

Lastly, we cannot express how important the community has been for this project, from participating in online forums, sharing experiences in interviews, and pilot testing the curriculum. We thank you for embracing this work. We could not create something that serves our community without that community.

Thank you,

Katharine, Scarlet, & Courtney

The ONEAL Project Team



## 2 JOURNALING PRACTICE

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## 2.1 WHY KEEP A NEGOTIATION JOURNAL

Journaling provides a reflective practice that allows you to keep a record of your planning, the vendor's reactions, and your results. It allows you to create an institutional record which you can refer to in the future as you plan subsequent negotiations, but also reflect upon your own practice so that you can understand what worked well and didn't. Ultimately, it's a practice that will improve your feelings of self-efficacy which results in better negotiation outcomes. Reflective journaling practice when used within pedagogy increases feelings of agency, "activating self-awareness that can lead to change in one's identity, with self, others, power, and leadership."<sup>1</sup>

### Using within the curriculum

We suggest that you start a negotiation journal in addition to this workbook. It can be physical or electronic. Use it to capture your thoughts and feelings as you work through the curriculum.

### Journaling about case studies

After you complete a negotiation case study in the curriculum you should write about the experience in your journal. Each case study has a teaching note that you may want to review on your own or with your negotiation partner prior to journaling. The teaching note may help you reflect on some of the suggested questions which you will find under *2.2 Suggested Structure for Journaling about a Specific Negotiation*.

### For future negotiations

The structure in section 2.2 can be used and altered to meet your needs for your future negotiations. When journaling you may discover that you did not capture all the information when taking notes mid-negotiation. That is okay! You will get better at capturing key points the more you practice negotiating and note taking during negotiations. Another strategy is to ask someone on your work team who is a good notetaker to sit in on the meeting or negotiation and record what happens. If you are negotiating over email you can refer to your email communication chain.

You are also learning techniques throughout the curriculum that you can use in planning such as if-then scenario planning, which is in the Negotiation Planning Part 1 lesson. You may want to use your journal for practicing these techniques prior to certain negotiations, then coming back to reflect on the results afterwards.

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<sup>1</sup> Guajardo, Maria (2023) "Engaged Pedagogy and Journaling: A Pathway to Self-Transformation," *Feminist Pedagogy*: Vol. 3: Iss. 1, Article 8. Available at: <https://digitalcommons.calpoly.edu/feministpedagogy/vol3/iss1/8>

## 2.2 SUGGESTED STRUCTURE FOR JOURNALING ABOUT A SPECIFIC NEGOTIATION

### Questions to answer in your journal entry.

Can be answered before the negotiation:

- What is your opening offer or counteroffer?
- What is your BATNA? Is your BATNA strong or weak? Explain why.
- What concessions are you willing to offer? How will you decide when to offer a concession?
- Are there specific negotiation strategies that you want to use during this negotiation? Explain how you plan to use the strategy.

Answer after the negotiation:

- How well did the strategies you planned to use go during the negotiation? Record how you implemented the strategy, the vendor's reaction, and the results.
- Which concessions did you make? How did the other party react to potential concessions offered by you?
- What concessions did the other party make and when? How did you react to offered concessions?
- Did you come to an agreement? If so, what was the agreement? If not, what were the sticking points?
- What went well?
- What would you do differently?
- Did anything happen that surprised you?
- How did you feel about the experience overall?



### 3 CONTRACTS & LICENSING

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*Created by Scarlet Galvan*

### 3.1 NOTE

Before they are about specific terms, obligations, and clauses, contracts are about relationships. Before we go into this lesson, a reminder that vendor representatives are people too. That our jobs incentivize us differently is an effect of our workplaces and not a reflection of our individual priorities.

Early in the Covid-19 pandemic, a vendor rep and I got our wires crossed over email in a “We’ve discussed this clause already” sort of way. The vendor rep apologized, and I explained “It’s fine, we’re all experiencing a weird crisis fog right now.” I got a paragraph in response about how this person felt distressed about a partner returning to work on-site, and they were grateful that someone offered them a little bit of humanity.

This reminded me about our shared futures with content providers and publishers. We’ve had years to build a better future. However, providers persist with serious usability problems, discovery issues, and use of extractive terms around user privacy, even when we engage in good faith. But there are customer-facing workers on either side of these problems who can’t solve them alone. Collectively and collaboratively, we can do better. Many of our colleagues and friends will go to work for vendors. The people whose job it is to submit or respond to tickets are doing the best they can with the resources they have.

### 3.2 LEARNING OBJECTIVES

After completing this lesson, you will be able to:

- Read and evaluate a license to determine how well it meets basic criteria and goals
- Understand how licensing decisions impacts library services, research, teaching, and learning
- Approach colleagues in other departments to build relationships and support

### 3.3 To-Do List

- Watch:
  - Lesson introduction
  - Anatomy of a contract
- Read:
  - Chapter 4 of *Managing Licensed E-Resources: Techniques, Tips, and Practical Advice*, “The Joy of Licensing and Contracting for E-Resource Acquisition”
  - If you’re in Canada, read the Canadian Research Knowledge Network’s model license for language comparison
  - Syracuse University Libraries Licensing Principles:
  - The ASERL Eleven: Plain Text
- Watch: Overview of contract terms
- Do:
  - Respond to the questions in each exercise scenario. Apply your understanding so far, and feel free to consider the Further Resources section to develop your answers.
  - Exercise: The Audit
  - Exercise: Nondisclosure agreements and the law

### 3.4 EXERCISE: THE AUDIT

You are reviewing a contract for a new resource at your institution. The resource is an API service that will be added to a database the Library already subscribes to and has high levels of use. A small team of faculty would like the Library to get access to the new API service in support of a prestigious grant that is earning the institution press coverage. The faculty have a strong use case and have already reached out to your Library's leadership about the purchase. Funds are available to buy the API service through the grant and you are on a deadline.

The contract notes several terms, below:

- "Upon request by Vendor, the Subscriber will provide Vendor access to any content or material related to the use of In-house projects generated by the API Service..."
- "The Subscriber will provide Vendor with drafts for approval of any report, paper, or presentation or other written communication generated on the Research Project prior to submission for publication or public distribution."
- Provision to Vendor to allow for "Reviews of the Subscriber personnel with access to Vendor data, systems or facilities."
- "Reviews including appropriate background screening of all Access Personnel to ensure none present a security risk to Vendor or Vendor personnel, data, systems or facilities."
- "... Vendor may periodically review Subscriber's Information Security Program including its facilities, policies and procedures, backup, disaster and business continuity plans, and all relevant documentation, logs, practices, and operations. Vendor rights herein will survive for three years following the termination of the services."
- "The Subscriber will obtain, on at least an annual basis, a report by an independent third-party auditor demonstrating the Subscriber's compliance with applicable information security standards."

Read and respond to each of the questions.

1. What obligations does the Subscriber have to the Vendor in these terms?

2. What obligations does the Vendor have to the Subscriber?

3. How might you mitigate the impact of these terms?

### 3.5 EXERCISE: NONDISCLOSURE AGREEMENTS

You are negotiating a high-cost resource for a vendor's well-known product. It is a database with many high-use journal titles. After reviewing the terms, you ask for the non-disclosure agreement to be removed from the contract. The vendor responds, saying they will include reference to the sunshine law in your state as part of the clause, but they can't completely remove the NDA. They are anxious to get the agreement signed before the end of the year.

You explain the revised clause will not work and that previously when you've negotiated with this vendor it hasn't been an issue. The next email you receive is from the vendor's legal department, and this lawyer has copied several other lawyers in the response below.

**Vendor Legal response:**

In the course of our relationship the University might provide Vendor with proprietary or confidential information (e.g. information shared with its Vendor Account Manager about a research project that is in its nascent stages etc.) and Vendor might provide the University with proprietary or confidential information (e.g. about the Vendor's not-yet-released business models, products etc.). We need some statement in this agreement to protect those sorts of disclosures so that we both feel comfortable freely exchanging how Vendor's products/services might help the University advance its research e.g.:

"Proprietary Information" shall mean confidential scientific, business, or financial information disclosed by (or on behalf of) one party to the other, provided that such information:

- is not publicly known or available from other sources that are not under a confidentiality obligation to the source of the information;
- has not been made available by its owners to others without a confidentiality obligation;
- is not already known by or available to the receiving party without a confidentiality obligation;
- is not independently developed by the receiving party;
- is not required to be disclosed by law or regulation.

"Proprietary Information" shall be deemed to include the terms and conditions of this Agreement.

Either party's acceptance and use of any Proprietary Information which may be supplied by the other party shall be subject to the following:

- To be considered Proprietary Information, all written information must either be marked or designated in writing as CONFIDENTIAL or proprietary information, and oral communications must be reduced to writing within thirty (30) days of the initial communication of the information and such writing must be marked or designated in writing as CONFIDENTIAL or proprietary information or, if not marked or designated, be information which the receiving party should have reasonably considered to be confidential under the circumstances surrounding disclosure.





## 4 INTRODUCTION TO NEGOTIATIONS

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*Created by Katharine V. Macy*

## 4.1 TO-DO LIST

- Do: Reflection 1
- Watch, Listen, or Read:
  - Asking for what we need
  - It's a business relationship
  - Principled negotiations
  - The structure of negotiations
- Complete Check Your Understanding Quiz
- Do: Reflection 2
- Review: Application within Libraries
  - Review at least 2 examples of negotiation principles
  - Example 1 Organization: \_\_\_\_\_
  - Example 2 Organization: \_\_\_\_\_
- Do: Writing Your Own Script Exercise

## 4.2 EXERCISE: WRITE YOUR OWN SCRIPT

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: analyze your library's position in negotiations. It also helps learners learn how to describe their own value enabling self-advocacy when negotiating for themselves in their career. Learning how to advocate for yourself and for your institution may seem like different activities but they use a similar skillset. People should advocate as strongly for themselves as they would for their employers. Doing both activities will make you a better negotiator in any type of personal or professional situation.

### Skills

The purpose of this assignment is to help you practice the following skills that are essential when approaching negotiations:

- Identifying personal and organizational values and goals.
- Describing the value you and your organization bring to a negotiation.
- Advocating for yourself and organization, which includes asking for what is needed.

### Tasks

1. Read: Kellogg Insight, (April 15, 2015), "Write Your Own Script," Kellogg School of Management (Blog), Accessed July 25, 2023. Available at:

[https://insight.kellogg.northwestern.edu/blogs/entry/write-your-own-script/?\\_ga=2.38827296.209032786.1676912146-709680823.1676912146](https://insight.kellogg.northwestern.edu/blogs/entry/write-your-own-script/?_ga=2.38827296.209032786.1676912146-709680823.1676912146)

This blog post provides guidance on how to clearly identify what is important in your negotiation and how to start a script of how you would advocate for your position (whether personal or institutional). The post talks about difficulties women have when negotiating but is useful for anyone learning to negotiate.

2. Write a script for your career. You can refer to this when you negotiate projects and job offers. A template with guiding questions is provided below after the Criteria for Success. You might find it helpful to start with bulleted lists under each question that you can then refine into more detailed answers. If you answer the questions individually, your answers should be around a paragraph (3-5 sentences). If you choose to answer the questions together in more of an essay format, your answers should be around 1-2 pages.

Write a script for your institution. [library science students, you will pick an existing institution and evaluate their organization values and negotiation principles where available.] There is a template to follow after the "Writing Your Own Script for Your Career – Template" in this exercise. First, you will be evaluating your institution's values, goals, and boundaries. Then if the institution has a set of existing negotiation and licensing principles you will review and suggest













3. What are the hard and fast limits (what is non-negotiable) for your institution (consider this for both library collection practices and the larger institution's business practices).

**Step 2 – Reflect on how your institution's values, goals, and limits impact can impact how you approach negotiations.**

**Step 3 – Choose One and use the space provided on the next two pages to get started:**

- A. If your organization has a set of Negotiation/Licensing Principles review them and determine if there are changes you might suggest based on where your organization is today and the current scholarly communication environment. How might this draft be updated?
  
- B. If your organization does not have a set of negotiation/licensing principles begin a draft of negotiation & licensing principles. Examples of how other institutions have done this are provided at the beginning of this template. Remember that a draft is not a finished product – you should use this as a starting point for discussions within your institution that can lead to a more finished version.







## 5 NEGOTIATION PLANNING PART 1

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*Created by Katharine V. Macy*

## 5.1 TO-DO LIST

- Watch, Listen, or Read
  - Negotiation Planning
  - Playing the game
  - BATNA (Best Alternative To a Negotiated Agreement)
- Complete Check Your Understanding Quiz
- Review: Application within Libraries
  - Making the first offer with a new pricing model: Virginia's Academic Library Consortium
  - Using the Reset No: University of California's negotiation with Elsevier
- Do: Framing Language Exercise
- Do: Aces Case Study
  - Prepare the case study
  - Negotiate case study with another learner
  - Read the teaching note and debrief the case study with your partner or on your own
  - Journal about your experience with the case study

## 5.2 EXERCISE: FRAMING LANGUAGE

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: Optimize available options during negotiations by forming strategies to be used during negotiation and building coalitions of support.

### Skills

The purpose of this assignment is to help you practice the following skills that are essential when planning and executing negotiations:

- Framing an offer and a counteroffer as a win or as a loss
- Reflecting on why the different framings might be useful.

### Tasks

This exercise will help you learn how to frame offers and counteroffers as a win and as a loss. You will be writing several short scripts for offers and counteroffers. You will then be asked to reflect on those scripts and when you would use them or how your relationship with the vendor might change your script(s).

To illustrate here is a simple example of how you might frame something as a win:

*We can sign a multiyear contract if you can meet us where we need to be for our budget. We are looking to keep price increases to 2%.*

This is framed as a win because you are saying that you are ready to sign a multi-year agreement if you hit certain criteria (2% increase).

A simple example of framing something as a loss:

*We need to keep prices flat but are willing to sign a two-year contract, otherwise we will only sign a 1-year agreement and based on our historical use, which is declining, we may be making the decision to cut this next year.*

This is a loss, because there is a bit of an underlying threat that they could lose the business if they don't meet the request to keep pricing flat. In this example they are offering both a carrot (the two-year contract) and a stick (the threat of cancellation). Basically, meet us where we need to be or risk losing the business.

Remember when drafting your scripts that people are risk averse!

For this exercise imagine you are drafting an email communication.

## Criteria for success

Successful completion of the Framing Language Exercise should provide you with confidence in framing the language of an offer as a win or a loss, and confidence in the different approaches you can take when making offers and counteroffers. The more you practice the skill set of framing the better you will become so that if you are in a meeting with a vendor, you can execute this skill at moment of need. Remember that it may take time to feel comfortable with this skill, so it is okay to say that you need to consider the offer and options and to schedule additional meetings or respond by email later. The best answers for this exercise are a script that could be used in an e-mail or a follow-up phone call. If you keep a negotiation preparation and reflection journal you may want to practice writing different ways to frame offers and counteroffers when planning your negotiations. Be sure to also reflect in your journal on how the different framings worked after the negotiation is complete.

## Scenario 1: Preparing an Initial Offer

Your subscription to PHData is coming up for renewal but you haven't received an offer from the vendor yet. Historically you have been paying 6% on annual renewals for the past eight years. Use is good since it's the only resource that provides this specific type of public health data that you subscribe to, and it's used in a class. There is another option, Health Policy Data, that is similarly priced, which contains similar data which is necessary for the course. The data that is used in the class is openly available through government websites but is much more difficult to access and manipulate and would require the subject liaison to develop new teaching materials to help students access the information they need for a course project, requiring more research support. Your budget is flat, so even small increases mean cuts to some resources. Meanwhile PHData has had numerous issues where it becomes super slow or fails when conducting searches, generating errors that the library must explain. You do have permission to sign a multi-year agreement, but the increases need to come down, if not entirely be eliminated for the next three to five years.

**Draft an email that frames your initial offer as a win (Positive)**

**Draft another email but this time frame your initial offer as a loss (negative).**

**Complete the Reflection:**

For making this initial offer, which script would you most likely use (Win/Loss)? Why?

If you have a good relationship with the vendor, does this change your answer? How and why?

If you have a difficult relationship with the vendor, does this change your answer? How and why?

## Scenario 2: Making a counteroffer.

You received the renewal for a business database that provides articles, proprietary financial analysis, and market research data. They proposed several options: an 8% increase for a 1-year agreement, 5.5% increase per year for a 2-year agreement, and 4.5% increase per year for a 3-year agreement. They also sent you an updated license that includes a clause requiring data destruction by all users in the event of cancellation. The academic market is not their primary market; the vendor is used to working with private-sector financial institutions. Your faculty really like having access to this database, but it also overlaps much of its content with the Bloomberg terminals. The advantage to this database is that it is available through EZproxy and can be accessed at home or anywhere on campus, whereas Bloomberg is limited to the 3 computers on the main floor of the library. Your institution's general counsel will not allow you to sign a licensing agreement with the data destruction clause since it is impossible to control what happens to the information downloaded by students. Your manager would like you to get the price increase down to at most 3% annually and is willing to sign a longer contract.

**Draft an email that frames the counteroffer as a win (positive).**

**Draft an email that frames the counteroffer as a loss (negative).**

**Reflection Questions:**

For making this counteroffer, which script would you most likely use (Win/Loss)? Why?

If you have a good relationship with the vendor, does this change your answer? How and why?

If you have a difficult relationship with the vendor, does this change your answer? How and why?



## 6 NEGOTIATION PLANNING PART 2

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*Created by Katharine V. Macy*

## 6.1 TO-DO LIST

- Watch, Listen, or Read
  - Internal Review
- Check Your Understanding Quiz
- Review: Application within Academic Libraries
  - Usage Statistics
  - Cost per Use
- Do: Analyze a Journal Package Exercise
- Do: Prepare Cap & Mikey Case Study

## 6.2 EXERCISE: ANALYZE A JOURNAL PACKAGE – EXCEL INSTRUCTIONS

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: Analyze your library's position in negotiations by helping learners develop skills to analyze a journal package using information commonly found use data and list pricing.

### Skills

The purpose of this assignment is to help you become more comfortable with preparing an analysis of a journal package using spreadsheet software. You will learn:

- How to prepare an analysis using Excel or Google Sheets
- How to integrate COUNTER data, list pricing, and interlibrary loan (ILL) costs to an analysis that evaluates switching to an a la carte purchasing model.
- How to use the information analyzed to formulate a counteroffer.

### Tasks

You just received a renewal proposal for a journal package that includes 71 journals. The vendor sales representative has provided 3 renewal options:

- 1-year: \$19,750 (6.8% increase)
- 2-year: \$19,250 for year 1, \$20,000 for year 2 (4% annual increase)
- 3-year: \$19,000 for year 1, \$19,500 for year 2, \$20,000 for year 3 (2.7% annual increase)

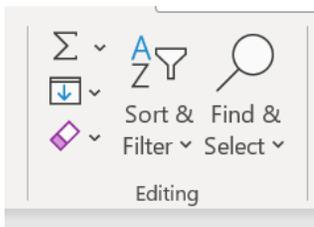
You are facing a 2% budget cut and the current average inflation rate for library resources is hovering at 4%. You know you need to find ways to cut 6% of your budget and you are considering a la carte purchasing. You need to evaluate your options, so you are preparing an analysis that allows you to

compare going a la carte versus signing either a 1-year, 2-year, or 3-year agreement for the package. The steps below take you through this process.

1. Open "[Analyze a Journal Package Exercise Spreadsheet](#)". To work in Excel, download the file and open it in Excel. Be sure to click "Enable editing" when you first open the file. (These instructions assume that you are working in Excel. For Google Sheets instructions, please go to page 49.)
2. There are currently two worksheets (tabs) of mocked up data when you open this spreadsheet:
  - a. COUNTER Report
  - b. Pricing
3. Create a new worksheet (tab) by hitting the + and name the worksheet "Analysis" by right-clicking on it and choosing "Rename".
4. In the first row of the "Analysis" label four columns:

	A	B	C	D
1	Title	2022 Use	2022 Price	\$/Use
2				
3				

5. Now go back to the "COUNTER Report" tab. This is a mockup of a Title Master Report with use for the 2022 calendar year for a publisher of a journal package you are negotiating. Highlight Row 14 and change the text formatting to **Bold**.
6. Select cell K14 "Metric\_Type" and select Filter from the Editing section of the Home ribbon. A dropdown arrow should appear in cell K14. Choose Unique\_Item\_Requests from that dropdown to filter by that criterion.



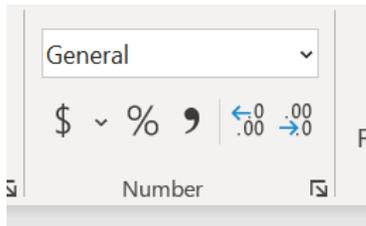
7. Now copy the titles in column A of the COUNTER report and paste them into the Analysis worksheet under Title. There should only be 1 row per journal after copying for a total of 71 rows.
8. Then go back to the COUNTER report tab and copy the Reporting\_Period\_Totals in Column L and paste them in the Analysis tab under 2022 Use. Your table should look like this:

	A	B	C	D	
1	Title	2022 Use	2022 Price	\$/Use	
2	A Journal	2			
3	AB Review	3			
4	AC Journal	5			
5	AF Journal	20			
6	AH Letters	1			
7	AI Review	2			
8	AJ Journal	35			
9	AM Journal	81			
10	AO Letters	10			
11	AP Review	79			
12	AT Journal	1			
13	AV Letters	17			
14	AW Review	1			
15	AX Journal	1			
16	BA Journal	1			
17	BC Letters	17			

9. Now you will add the pricing data to the Analysis worksheet. If you were doing this with your own institutional data you might match on ISSNs or Titles, depending on what you have available. For this exercise we are using the title. To add list pricing data, you are going to use a VLOOKUP. Go to cell C2 in the Analysis tab and follow the steps below to build the VLOOKUP formula:
  - a. Type =vlookup( into cell C2
  - b. Select cell A2 (where the first journal title appears), then enter a comma.
  - c. Now click on the pricing tab and select the range A2:B78. Once selected, hit the F4 button on your keyboard to add the \$ signs to the formula - this freezes the cell selection when you copy the formula.
  - d. Now add a comma to the formula by clicking in the formula bar and typing in the ,
  - e. Type in the number 2 on the formula bar. This number indicates what column in the selected table you are returning a value from. In this case it's the second column.
  - f. Now add a comma to the formula by clicking in the formula bar and typing in the ,
  - g. Now type false - this means there must be an exact match to return a value.
  - h. You can now end the formula with a closed parenthesis ).
10. Copy and paste that formula down the column.

	A	B	C	D
1	Title	2022 Use	2022 Price	\$/Use
2	A Journal	2	420	
3	AB Review	3	714	
4	AC Journal	5	280	
5	AF Journal	20	275	
6	AH Letters	1	265	
7	AI Review	2	357	
8	AJ Journal	35	354	
9	AM Journal	81	421	

- In cell D2, enter the formula =C2/B2 to calculate cost per use (\$/Use). Copy and paste that formula down the column.
- Fix the formatting in columns C, and D by hitting the \$ symbol in the Number section of the ribbon.



- Select cell D1 (\$/Use) and sort ascending (A→Z). Sorting is found under the Data section of the ribbon. Your table should look like this.

	A	B	C	D	E
1	Title	2022 Use	2022 Price	\$/Use	
2	BZ Review	169	\$ 342.00	\$ 2.02	
3	International Journ	48	\$ 148.00	\$ 3.08	
4	F Letters	167	\$ 611.00	\$ 3.66	
5	AP Review	79	\$ 318.00	\$ 4.03	
6	AM Journal	81	\$ 421.00	\$ 5.20	
7	International Journ	54	\$ 324.00	\$ 6.00	
8	International Journ	35	\$ 214.00	\$ 6.11	
9	D Journal	29	\$ 235.00	\$ 8.10	
10	BL Journal	39	\$ 354.00	\$ 9.08	
11	AV Letters	17	\$ 158.00	\$ 9.29	
12	The International Jc	71	\$ 677.00	\$ 9.54	
13	AJ Journal	35	\$ 354.00	\$ 10.11	
14	M Letters	27	\$ 342.00	\$ 12.67	
15	U Review	13	\$ 167.00	\$ 12.85	
16	The BG Journal	38	\$ 494.00	\$ 13.00	
17	AO Letters	10	\$ 136.00	\$ 13.60	

14. Name column E "Journal Number".
15. Number the journals by entering 1, 2, 3 into the first three rows. Then select these cells (A2 through A4), then drag the bottom right corner down the column to fill the column until you reach cell 72. This should auto fill the numbers in order from 1-71. If it doesn't, click on the Auto Fill options icon in the corner of the last cell and choose "Fill Series".
16. Go to cell F1 and name this new column "A La Carte Journals". These would be the journals you subscribed to if you canceled the package and only subscribed to a set number of journals with the lowest cost per use; the remainder would be purchased through ILL.
17. In cell F2 enter "Journal 1", in cell F3 enter "Journals 1-2", in cell F4 enter "Journals 1-3", in cell F5 enter "Journals 1-4". Select cells F3 through F5, then drag bottom right corner down the column to auto fill the column with the appropriate numbers.

	A	B	C	D	E	F	G
1	Title	2022 Use	2022 Price	\$/Use	Journal Number	A LA Carte Journals	
2	BZ Review	169	\$ 342.00	\$ 2.02	1	Journals 1	
3	International Journ:	48	\$ 148.00	\$ 3.08	2	Journals 1-2	
4	F Letters	167	\$ 611.00	\$ 3.66	3	Journals 1-3	
5	AP Review	79	\$ 318.00	\$ 4.03	4	Journals 1-4	
6	AM Journal	81	\$ 421.00	\$ 5.20	5	Journals 1-5	
7	International Journ:	54	\$ 324.00	\$ 6.00	6	Journals 1-6	
8	International Journ:	35	\$ 214.00	\$ 6.11	7	Journals 1-7	
9	D Journal	29	\$ 235.00	\$ 8.10	8	Journals 1-8	
10	BL Journal	39	\$ 354.00	\$ 9.08	9	Journals 1-9	
11	AV Letters	17	\$ 158.00	\$ 9.29	10	Journals 1-10	

18. Name column G "Subscription Cost", name column H "ILL Articles Purchased", name column I "ILL Cost", and name column J "Total Cost".
19. Go to cell G2 and enter the formula =C2.
20. Go to cell G3 and enter the formula =G2+C3. Drag the formula in G3 down the column to copy the formula down the column. Note that cell G72 has the cost of buying every journal in the package a la carte.
  - a. How much would it cost if you bought every journal at list price a la carte?
  
21. Go to cell H2 and enter the formula =sum(B3:B72), which is the total use for journals 2 - 71.
22. Go to cell H3 and enter the formula =H2-B3. Copy and paste the formula down the column.
23. To calculate the ILL cost, we are going to assume ILL cost is \$18/article. When doing this analysis for your institution you will want to use your actual costs and it may vary by journal. In cell I2 enter the formula =H2\*18. Copy and paste the formula down the column.
24. Go to cell J2 and enter the formula =G2+I2 to calculate the total cost for going a la carte. Copy and paste the formula down the column.

	A	B	C	D	E	F	G	H	I	J
1	Title	2022 Use	2022 Price	\$/Use	Journal Number	A LA Carte Journals	Subscription Cost	ILL Articles	ILL Cost	Total Cost
2	BZ Review	169	\$ 342.00	\$ 2.02	1	Journals 1	\$ 342.00	1139	20502	\$20,844.00
3	International Journ.	48	\$ 148.00	\$ 3.08	2	Journals 1-2	\$ 490.00	1091	19638	\$20,128.00
4	F Letters	167	\$ 611.00	\$ 3.66	3	Journals 1-3	\$ 1,101.00	924	16632	\$17,733.00
5	AP Review	79	\$ 318.00	\$ 4.03	4	Journals 1-4	\$ 1,419.00	845	15210	\$16,629.00
6	AM Journal	81	\$ 421.00	\$ 5.20	5	Journals 1-5	\$ 1,840.00	764	13752	\$15,592.00
7	International Journ.	54	\$ 324.00	\$ 6.00	6	Journals 1-6	\$ 2,164.00	710	12780	\$14,944.00
8	International Journ.	35	\$ 214.00	\$ 6.11	7	Journals 1-7	\$ 2,378.00	675	12150	\$14,528.00
9	D Journal	29	\$ 235.00	\$ 8.10	8	Journals 1-8	\$ 2,613.00	646	11628	\$14,241.00
10	BL Journal	39	\$ 354.00	\$ 9.08	9	Journals 1-9	\$ 2,967.00	607	10926	\$13,893.00
11	AV Letters	17	\$ 158.00	\$ 9.29	10	Journals 1-10	\$ 3,125.00	590	10620	\$13,745.00
12	The International Jc	71	\$ 677.00	\$ 9.54	11	Journals 1-11	\$ 3,802.00	519	9342	\$13,144.00
13	AJ Journal	35	\$ 354.00	\$ 10.11	12	Journals 1-12	\$ 4,156.00	484	8712	\$12,868.00
14	M Letters	27	\$ 342.00	\$ 12.67	13	Journals 1-13	\$ 4,498.00	457	8226	\$12,724.00
15	U Review	13	\$ 167.00	\$ 12.85	14	Journals 1-14	\$ 4,665.00	444	7992	\$12,657.00
16	The BG Journal	38	\$ 494.00	\$ 13.00	15	Journals 1-15	\$ 5,159.00	406	7308	\$12,467.00
17	AO Letters	10	\$ 136.00	\$ 13.60	16	Journals 1-16	\$ 5,295.00	396	7128	\$12,423.00
18	AF Journal	20	\$ 275.00	\$ 13.75	17	Journals 1-17	\$ 5,570.00	376	6768	\$12,338.00
19	International Journ.	22	\$ 408.00	\$ 18.55	18	Journals 1-18	\$ 5,978.00	354	6372	\$12,350.00
20	The International Jc	14	\$ 288.00	\$ 20.57	19	Journals 1-19	\$ 6,266.00	340	6120	\$12,386.00
21	BC Letters	17	\$ 378.00	\$ 22.24	20	Journals 1-20	\$ 6,644.00	323	5814	\$12,458.00

25. Find the cell in column J (Total Cost) where total cost is the lowest and highlight that row in yellow. That is your BATNA when negotiating a subscription.

a. Which journals are included?

b. What is the total projected cost for going a la carte?

26. In cell A73, enter "Total". Highlight row 73 and change the text formatting to **bold**.

27. Total column B, enter the formula =sum(B2:B72) into cell B73.

28. Total column C, enter the formula =sum(C2:C72) into cell C73.

29. In D73, calculate the list price \$/use using the formula =C73/B73

30. In cell A74, enter "2022 Package Price", then enter the package price paid in 2022, which is \$18,500, into cell C74.

31. In cell D74 calculate the \$/Use for the package using the formula =C74/B73

The International Jc	1	\$ 516.00	\$ 516.00	65 Journals 1-65	\$ 28,013.00	9	162	\$28,175.00
N Review	2	\$ 1,035.00	\$ 517.50	66 Journals 1-66	\$ 29,048.00	7	126	\$29,174.00
The International Jc	2	\$ 1,050.00	\$ 525.00	67 Journals 1-67	\$ 30,098.00	5	90	\$30,188.00
BH Journal	2	\$ 1,108.00	\$ 554.00	68 Journals 1-68	\$ 31,206.00	3	54	\$31,260.00
AX Journal	1	\$ 604.00	\$ 604.00	69 Journals 1-69	\$ 31,810.00	2	36	\$31,846.00
BR Review	1	\$ 630.00	\$ 630.00	70 Journals 1-70	\$ 32,440.00	1	18	\$32,458.00
BA Journal	1	\$ 788.00	\$ 788.00	71 Journals 1-71	\$ 33,228.00	0	0	\$33,228.00
<b>Total</b>	<b>1308</b>	<b>\$33,228.00</b>	<b>\$ 25.40</b>					
2022 Package Price		\$18,500.00	\$ 14.14					

Note: This analysis looks at only 1 year of data. In the real world, when you decide to go a la carte you may want to take additional steps to make sure there isn't historically higher data for any of the journals you are considering cutting if going a la carte.

32. Name columns K, L, and M, 1-year, 2-year, and 3-year. These columns will help you evaluate which is better, the package or going a la carte. You are going to enter formulas that allow you to compare which is better, signing the package or going a la carte depending on the length of the agreement. As a reminder here are the three package options:
  - a. 1-year: \$19,750 (6.8% increase)
  - b. 2-year: \$19,250 for year 1, \$20,000 for year 2 (4% annual increase)
  - c. 3-year: \$19,000 for year 1, \$19,500 for year 2, \$20,000 for year 3 (2.7% annual increase)
33. In cell K2 enter the formula =if(J2>19749,"package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This is an IF formula that shows if the total cost of going with the A La Carte model is greater than \$19,749 (the 1-year deal), then the package is the better option. If it is less, then going to an a la carte model is the better option.
34. In cell L2 enter the formula =if(J2>19249,"package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This IF formula shows that if the total cost of going to an A La Carte model is greater than \$19,249 (the 2-year deal), then the package is the better option for the next year. If it is less, then going to an a la carte model is the better option.
35. In cell M2 enter the formula =if(J2>18999, "package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This IF formula shows that if the total cost of going with an A La Carte model is greater than \$19,000 (the 3-year deal), then the package is the better option for the next year. If it is less, then going to an a la carte model is the better option.
36. Now that you have completed your analysis, examine columns K2-M2 and compare the total cost for going a la carte versus the package. Using this analysis, you can determine whether you think the vendor has proposed pricing is appropriately valued.

**Answer the following Questions:**

1. Where does it make sense to go to A La Carte versus renewing the package as initially proposed?
2. Determine your reservation price for signing for the package - this is the price where you could sign renewal or walk away from the agreement. (Hint: look at your answers under step 25.)
3. What is your ideal price?
4. Prepare a counteroffer. You have a few licensing priorities you'd like to also consider as you come to an agreement: striking the NDA (non-disclosure agreement), a clause allowing scholarly TDM (text data mining), and accessibility language, you understand that you are unlikely to get all three of these.



## 6.3 EXERCISE: ANALYZE A JOURNAL PACKAGE – GOOGLE SHEETS INSTRUCTIONS

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: Analyze your library’s position in negotiations by helping learners develop skills to analyze a journal package using information commonly found use data and list pricing.

### Skills

The purpose of this assignment is to help you become more comfortable with preparing an analysis of a journal package using spreadsheet software. You will learn:

- How to prepare an analysis using Excel or Google Sheets
- How to integrate counter data, list pricing, and interlibrary loan (ILL) costs to an analysis that evaluates switching to an a la carte purchasing model.
- How to use the information analyzed to formulate a counteroffer.

### Tasks

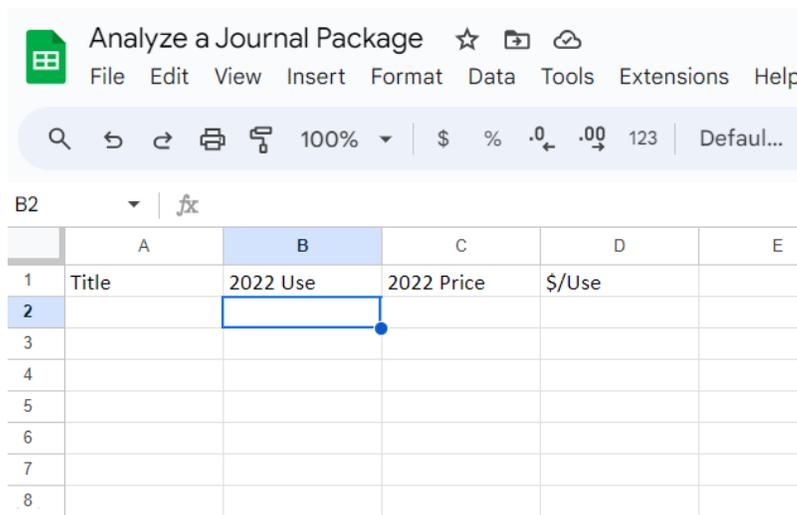
You just received a renewal proposal for a journal package that includes 71 journals. The vendor sales representative has provided 3 renewal options:

- 1-year: \$19,750 (6.8% increase)
- 2-year: \$19,250 for year 1, \$20,000 for year 2 (4% annual increase)
- 3-year: \$19,000 for year 1, \$19,500 for year 2, \$20,000 for year 3 (2.7% annual increase)

You are facing a 2% budget cut and the current average inflation rate for library resources is hovering at 4%. You know you need to find ways to cut six percent of your budget and you are considering a la carte purchasing. You need to evaluate your options, so you are preparing an analysis that allows you to compare going a la carte versus signing either a 1-year, 2-year, or 3-year agreement for the package. The steps below take you through this process.

1. Download “[Analyze a Journal Package Exercise Spreadsheet](#)”, upload the file onto your personal Google Drive. (These instructions assume you are working in Google Sheets. Excel instructions are in the previous section)
2. There are currently two worksheets (tabs) of mocked up data when you open this spreadsheet:
  - a. COUNTER Report
  - b. Pricing
3. Create a new worksheet (tab) by hitting the + and name the worksheet “Analysis” by right clicking on it and choosing rename.

- In the first row of the “Analysis” label four columns:



- Now go back to the “COUNTER Report” tab. This is a mockup of a Title Master Report with use for the 2022 calendar year for a publisher of a journal package you are negotiating. Highlight Row 14 and format the text to make it **Bold**.
- Select cell K14 “Metric\_Type” and select Filter. On the Google Sheets menu you will see a funnel, click that image. Now you will have what looks like a striped triangle in each of the header cells for the table. Click the triangle in K14, click on Clear to deselect everything in the list, then select only Unique\_Item\_Requests to create your filter.



- Now copy the titles in column A of the COUNTER report and paste into the Analysis worksheet under Title. There should only be 1 row per journal after copying for a total of 72 rows.
- Then go back to the COUNTER report tab and copy the Reporting\_Period\_Totals in Column L and paste them in the Analysis tab under 2022 Use. Your table should look like this:

	A	B	C	D
1	Title	2022 Use	2022 Price	\$/Use
2	A Journal	2		
3	AB Review	3		
4	AC Journal	5		
5	AF Journal	20		
6	AH Letters	1		
7	AI Review	2		
8	AJ Journal	35		
9	AM Journal	81		
10	AO Letters	10		
11	AP Review	79		
12	AT Journal	1		
13	AV Letters	17		
14	AW Review	1		
15	AX Journal	1		
16	BA Journal	1		
17	BC Letters	17		

9. Now you will add the pricing data to the Analysis worksheet. If you were doing this with your own institutional data you might match on ISSNs or Titles, depending on what you have available. For this exercise we are using the title. To add list pricing data, you are going to use a VLOOKUP. Go to cell C2 in the Analysis tab and follow the steps below to build the vlookup formula:
  - a. Type =vlookup( into the cell C2
  - b. Select cell A2 (where the first journal title appears), then enter a comma.

- c. Now click on the pricing tab and select range A2:B78, hold down and select the range A2:B78. Once selected, hit the F4 button on your keyboard to add the \$ signs - this freezes the cell selection when you copy the formula.
  - d. Now add a comma to the formula by clicking in the formula bar and typing in the ,
  - e. Type the number 2 on the formula bar. This number indicates what column in the selected table you are returning a value from. In this case it's the second column.
  - f. Now add a comma to the formula by clicking in the formula bar and typing in the ,
  - g. Now type false - this means there must be an exact match to return a value.
  - h. You can now end the formula with a closed parenthesis ).
10. Copy and paste that formula down the column.

	A	B	C	D
1	Title	2022 Use	2022 Price	\$/Use
2	A Journal	2	\$420.00	
3	AB Review	3	\$714.00	
4	AC Journal	5	\$280.00	
5	AF Journal	20	\$275.00	
6	AH Letters	1	\$265.00	
7	AI Review	2	\$357.00	
8	AJ Journal	35	\$354.00	
9	AM Journal	81	\$421.00	
10	AO Letters	10	\$136.00	
11	AP Review	79	\$318.00	
12	AT Journal	1	\$217.00	
13	AV Letters	17	\$158.00	
14	AW Review	1	\$207.00	
15	AX Journal	1	\$604.00	

- 11. In cell D2, enter the formula =C2/B2 to calculate cost per use (\$/Use). Copy and paste that formula down the column.
- 12. Fix the formatting in columns C and D by selecting those columns and then clicking the \$ symbol in the menu.



- 13. Select the entire table A1: D72 then click Data and Sort Range and Advanced Range Sorting Options. Check the box next to "Data has header row". Then sort by \$/Use and A to Z.

	A	B	C	D
1	Title	2022 Use	2022 Price	\$/Use
2	BZ Review	169	\$342.00	\$2.02
3	International Jou	48	\$148.00	\$3.08
4	F Letters	167	\$611.00	\$3.66
5	AP Review	79	\$318.00	\$4.03
6	AM Journal	81	\$421.00	\$5.20
7	International Jou	54	\$324.00	\$6.00
8	International Jou	35	\$214.00	\$6.11
9	D Journal	29	\$235.00	\$8.10
10	BL Journal	39	\$354.00	\$9.08
11	AV Letters	17	\$158.00	\$9.29
12	The International	71	\$677.00	\$9.54
13	AJ Journal	35	\$354.00	\$10.11
14	M Letters	27	\$342.00	\$12.67
15	U Review	13	\$167.00	\$12.85
16	The BG Journal	38	\$494.00	\$13.00

14. Name column E “Journal Number”.
15. Number the journals by entering 1, 2, 3 into the first three rows. Then select these cells (A2 through A4), then drag the bottom right corner down the column to fill the column until you reach 71. This should fill the column in sequential order from 1-71.
16. Go to cell F1 and name this new column “A La Carte Journals”. These would be the journals you subscribed to if you canceled the package and only subscribed to a set number of journals with the lowest cost per use, the remainder would be purchased through ILL.
17. In cell F2 enter “Journal 1”, F3 enter “Journals 1-2”, F4 enter “Journals 1-3”, F5 enter “Journals 1-4”. Select cells F3 through F5, then drag the bottom right corner down the column to fill the column. The last entry in the column should be “Journals 1 – 71”.

	A	B	C	D	E	F
1	Title	2022 Use	2022 Price	\$/Use	Journal Number	A La Carte Journal
2	BZ Review	169	\$342.00	\$2.02	1	Journal 1
3	International Jou	48	\$148.00	\$3.08	2	Journals 1-2
4	F Letters	167	\$611.00	\$3.66	3	Journals 1-3
5	AP Review	79	\$318.00	\$4.03	4	Journals 1-4
6	AM Journal	81	\$421.00	\$5.20	5	Journals 1-5
7	International Jou	54	\$324.00	\$6.00	6	Journals 1-6
8	International Jou	35	\$214.00	\$6.11	7	Journals 1-7
9	D Journal	29	\$235.00	\$8.10	8	Journals 1-8
10	BL Journal	39	\$354.00	\$9.08	9	Journals 1-9
11	AV Letters	17	\$158.00	\$9.29	10	Journals 1-10
12	The Internationa	71	\$677.00	\$9.54	11	Journals 1-11
13	AJ Journal	35	\$354.00	\$10.11	12	Journals 1-12
14	M Letters	27	\$342.00	\$12.67	13	Journals 1-13
15	U Review	13	\$167.00	\$12.85	14	Journals 1-14
16	The BG Journal	38	\$494.00	\$13.00	15	Journals 1-15

18. Name column G “Subscription Cost”, name column H “ILL Articles Purchased”, name column I “ILL Cost”, and name column J “Total Cost”.

19. Go to cell G2 and enter the formula =C2.

20. Go to cell G3 and enter the formula =G2+C3. Copy and paste the formula down the column. Note that cell G72 has the cost of buying every journal in the package a la carte.

- a. How much would it cost if you bought every journal at list price a la carte?

21. Go to cell H2 and enter the formula =sum(B3:B72), which is the total use for journals 2 - 71.

22. Go to cell H3 and enter the formula =H2-B3. Then drag this formula down the column to copy the formula down the column.

23. To calculate the ILL cost, we are going to assume ILL cost is \$18/article. When doing this analysis for your institution you will want to use your actual costs and it may vary by journal. In cell I2 enter the formula =H2\*18. Copy and paste the formula down the column.

24. Go to cell J2 and enter the formula =G2+I2 to calculate the total cost for going a la carte. Copy and paste the formula down the column.

Title	2022 Use	2022 Price	\$/Use	Journal Number	A La Carte Journ	Subscription Cos	ILL Articles Purcl	ILL Cost	Total Cost
BZ Review	169	\$342.00	\$2.02	1	Journal 1	\$342.00	1139	20502	\$20,844.00
International Jou	48	\$148.00	\$3.08	2	Journals 1-2	\$490.00	1091	19638	\$20,128.00
F Letters	167	\$611.00	\$3.66	3	Journals 1-3	\$1,101.00	924	16632	\$17,733.00
AP Review	79	\$318.00	\$4.03	4	Journals 1-4	\$1,419.00	845	15210	\$16,629.00
AM Journal	81	\$421.00	\$5.20	5	Journals 1-5	\$1,840.00	764	13752	\$15,592.00
International Jou	54	\$324.00	\$6.00	6	Journals 1-6	\$2,164.00	710	12780	\$14,944.00
International Jou	35	\$214.00	\$6.11	7	Journals 1-7	\$2,378.00	675	12150	\$14,528.00
D Journal	29	\$235.00	\$8.10	8	Journals 1-8	\$2,613.00	646	11628	\$14,241.00
BL Journal	39	\$354.00	\$9.08	9	Journals 1-9	\$2,967.00	607	10926	\$13,893.00
AV Letters	17	\$158.00	\$9.29	10	Journals 1-10	\$3,125.00	590	10620	\$13,745.00
The Internationa	71	\$677.00	\$9.54	11	Journals 1-11	\$3,802.00	519	9342	\$13,144.00
AJ Journal	35	\$354.00	\$10.11	12	Journals 1-12	\$4,156.00	484	8712	\$12,868.00
M Letters	27	\$342.00	\$12.67	13	Journals 1-13	\$4,498.00	457	8226	\$12,724.00
U Review	13	\$167.00	\$12.85	14	Journals 1-14	\$4,665.00	444	7992	\$12,657.00
The BG Journal	38	\$494.00	\$13.00	15	Journals 1-15	\$5,159.00	406	7308	\$12,467.00

25. Find the row where total cost is the lowest and highlight that row with yellow. That is your BATNA when negotiating a subscription.

a. Which journals are included?

b. What is the total projected cost for going a la carte?

26. In cell A73, enter "Total". Highlight row 73 and change the text formatting to **bold**.

27. Total column B, enter the formula =sum(B2:B72) into cell B73.

28. Total column C, enter the formula =sum(C2:C72) into cell C73.

29. In D73, calculate the list price \$/use using the formula =C73/B73.

30. In cell A74, enter "2022 Package Price", then enter the package price paid in 2022, which is \$18,500 into cell C74.

31. In cell D74 calculate the \$/Use for the package using the formula =C74/B73

	A	B	C	D	E	F	G	H	I	J
66	The Internationa	1	\$516.00	\$516.00	65	Journals 1-65	\$28,013.00	9	162	\$28,175.00
67	N Review	2	\$1,035.00	\$517.50	66	Journals 1-66	\$29,048.00	7	126	\$29,174.00
68	The Internationa	2	\$1,050.00	\$525.00	67	Journals 1-67	\$30,098.00	5	90	\$30,188.00
69	BH Journal	2	\$1,108.00	\$554.00	68	Journals 1-68	\$31,206.00	3	54	\$31,260.00
70	AX Journal	1	\$604.00	\$604.00	69	Journals 1-69	\$31,810.00	2	36	\$31,846.00
71	BR Review	1	\$630.00	\$630.00	70	Journals 1-70	\$32,440.00	1	18	\$32,458.00
72	BA Journal	1	\$788.00	\$788.00	71	Journals 1-71	\$33,228.00	0	0	\$33,228.00
73	<b>Total</b>	<b>1308</b>	<b>\$33,228.00</b>	<b>\$25.40</b>						
74	2022 Package Price		\$18,500.00	\$14.14						
75										
76										
77										

Note: This analysis looks at only 1 year of data. In the real world, when you decide to go a la carte you may want to take additional steps to make sure there isn't historically higher data for any of the journals you are considering cutting if going a la carte.

32. Name columns K, L, M, 1-year, 2-year, 3-year. These columns will help you evaluate which is better, the package or going a la carte. You are going to enter formulas that allow you to compare which is better, signing the package or going a la carte depending on the length of the agreement. As a reminder here are the three package options:
  - a. 1-year: \$19,750 (6.8% increase)
  - b. 2-year: \$19,250 for year 1, \$20,000 for year 2 (4% annual increase)
  - c. 3-year: \$19,000 for year 1, \$19,500 for year 2, \$20,000 for year 3 (2.7% annual increase)
33. In cell K2 enter the formula =if(J2>19749,"package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This is an IF formula that shows if the total cost of going with the A La Carte model is greater than \$19,749 (the 1-year deal), then the package is the better option. If it is less, then going to an a la carte model is the better option.
34. In cell L2 enter the formula =if(J2>19249,"package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This IF formula shows that if the total cost of going to an A La Carte model is greater than \$19,249 (the 2-year deal), then the package is the better option for the next year. If it is less, then going to an a la carte model is the better option.
35. In cell M2 enter the formula =if(J2>18999,"package","alacarte"). *Type this formula in by hand - don't copy and paste from these instructions, or it will create an error.* Copy and paste the formula down the column.
  - a. This IF formula shows that if the total cost of going with an A La Carte model is greater than \$19,000 (the 3-year deal), then the package is the better option for the next year. If it is less, then going to an a la carte model is the better option.
36. Now that you have completed your analysis, examine columns K2-M2 and compare the total cost for going a la carte versus the package. Using this analysis, you can determine whether you think the vendor has proposed pricing is appropriately valued.

**Answer the following Questions:**

1. Where does it make sense to go to A La Carte versus renewing the package as initially proposed?
2. Determine your reservation price for signing for the package - this is the price where you could sign renewal or walk away from the agreement. (Hint: look at your answers under step 25.)
3. What is your ideal price?
4. Prepare a counteroffer. You have a few licensing priorities you'd like to also consider as you come to an agreement: striking the NDA (non-disclosure agreement), a clause allowing scholarly TDM (text data mining), and accessibility language, you understand that you are unlikely to get all three of these.





## 7 NEGOTIATION PLANNING PART 3

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*Created by Katharine V. Macy*

## 7.1 TO-DO LIST

- Watch, Listen, or Read
  - External Review
  - Finding Financial Data
- Review: Resources
  - Librarian's Guide to Understanding Library Publisher Financial Data
  - LOC Research Guide: Form 990
- Watch, Listen, or Read
  - Understanding Financial Data
- Check Your Understanding Quiz
- Review: Application within Libraries
  - What is Driving Publisher's Strategy and Actions
  - Library Journal Periodicals Price Survey
- Do: Research A Vendor
  - Exercise: Finding Vendor Annual Reports & 990's
  - Exercise: Finding Financial Information in the Annual Report and 990 of a Non-Profit Publisher
- Do: Negotiation Journal Reflection

## 7.2 EXERCISE: FINDING VENDOR ANNUAL REPORTS & 990'S

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: analyze your library's position in negotiations by helping learners evaluate vendor performance.

### Skills

The purpose of this assignment is to help you practice the following skills that are essential when planning for negotiations:

- Finding vendor financial information

### Tasks

1. Go to the website of the following publishers and find financial information (could be an annual report, 10-K, or 20-F). They will usually be found under the investor section of the website.
  - a. RELX (<https://www.relx.com/>)
  - b. Wiley (<https://www.wiley.com/en-us>)
  - c. Clarivate (<https://clarivate.com/>)

How difficult was it to find each vendor's reports? Add any other notes about this search you would like below.

2. Search EDGAR for Wiley 10-K. Search using the Ticker Symbol: WLY
  - a. Go to: <https://www.sec.gov/edgar/searchedgar/companysearch> and enter WLY into the search box.
  - b. What day was the 2023 10-K published? \_\_\_\_\_
    - i. The reason publishing date varies is because the period for a fiscal year can vary. Reports are typically published 2-3 months after the end of the fiscal year.
  - c. Open the 2023 10-K. What is the fiscal year for Wiley \_\_\_\_\_  
(Hint: the fiscal year end is listed on the first page of the report).
  - d. Look at Part 1. Item 1 Business. There are three business segments: Research, Academic, and Talent. Summarize each segment regarding what products and services these segments include.

i. Research

ii. Academic

iii. Talent

Which segments are most relevant to academic libraries?

- e. Find the segment operating results. What is the adjusted EBITDA % for 2023?
  - i. Research Segment \_\_\_\_\_
  - ii. Academic Segment \_\_\_\_\_

3. Locate the annual report and, if available, the 990 on the organizational websites for the American Chemical Society (ACS), American Psychological Association (APA), the American Medical Association (AMA) on their websites. The directions below are based on how the websites appeared in late 2023. However, the directions provide strategies that can be used to locate annual reports in the future if website architecture changes.
  - a. ACS (<https://www.acs.org/>) Search “Financial”. The annual report is called “Audited Financial Statements.”
  - b. APA (<https://www.apa.org/>) Click About APA. Find and click “Financial & Corporate Documents”.
  - c. AMA (<https://www.ama-assn.org/>) Search “Annual Report”. [The 990 is not made available on the AMA website.]

How difficult did you find it to locate each vendor’s reports on the website? Add any other notes about these searches you would like below.

4. Locate the 990s for the American Chemical Society (ACS), American Psychological Association (APA), the American Medical Association (AMA) on their websites. Also use ProPublica's Nonprofit explorer to locate their 990s.

ProPublica Nonprofit Explorer: <https://projects.propublica.org/nonprofits/>

How difficult did you find it to locate each vendor's reports on ProPublica's Nonprofit Explorer? Add any other notes you would like below about these searches.

5. [Optional] You can also try searching GuideStar though note that their free access is extremely limited and requires you to register. You should be able to search one publisher and download up to 3 years of 990 with a free account.

GuideStar: <https://www.guidestar.org/> [if your institution has a subscription, you will have full access but if not, then you'll have to register and create a login]

How difficult did you find it to locate each vendor's reports on GuideStar? Add any other notes about these searches you would like below.

## Criteria for Success

Successful completion of this vendor research exercise should provide you with experience finding vendor financial reports and information. You should endeavor to find all the pieces of information requested under the tasks so that you may familiarize yourself with tools such as EDGAR, ProPublica's Nonprofit explorer, and GuideStar, as well as how to find this information on vendor websites which can vary widely. Learning how to find financial information feels a little bit like a scavenger hunt. An [answer key](#) is available for you to check your work.

## 7.3 EXERCISE: ANALYZING FINANCIAL INFORMATION OF A NON-PROFIT PUBLISHER

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: analyze your library's position in negotiations by helping learners evaluate vendor performance.

### Skills

The purpose of this assignment is to help you practice the following skills that are essential when planning for negotiations:

- Analyzing vendor financial data for trends

### Tasks

In this exercise you are going to learn how to analyze the financial information you can find for a nonprofit publisher, in this case, the American Chemical Society. You will be reading their annual report and 990, finding key pieces of information, inputting it into a spreadsheet analysis, and interpreting the data.

1. Use the [Vendor Financial Analysis Template](#) to complete your analysis.
  - a. Download the file and open it on your computer using Excel or Google Sheets. The instructions below assume that you are using Excel.
    - i. During this exercise, you will be entering information into the cells that are yellow. Please don't change the contents of any other cells.
  - b. You will be finding information about ACS. Those reports are linked below.
    - i. [Annual Report \(Audited Financial Statements\)](#)
    - ii. [990](#)
  - c. Examine the annual report and find the consolidated financial statements.
    1. How are the numbers reported? Are they in thousands (000) or millions (MM)? Enter the answer (thousands or millions) into cell B2.
    2. In the header of the consolidated financial statements, it should indicate the last day of the fiscal year. Enter the end date of the most recent fiscal year in cell B3.
      - a. If the fiscal year is different from the calendar year it may explain some differences in reporting when compared to the 990.
    3. In Cells B6 & C6 enter the dates (current year and prior year) from the report.
    4. On the annual report, find table that has the Change in Net Assets Without Donor Restrictions from Operations information. (Note: this

- table is the nonprofit equivalent to an income statement. In the video walking through this analysis, I called it an income statement). Use that information to enter the appropriate data into cells B7-B10 and C7-C10.
- a. You may have to do some calculations with the data from the annual report.
5. Determine what division of the organization handles publishing. Enter this information into cell A14.
    - a. If you are unsure of which division then you should look at “Notes to the Consolidated Financial Statements”. In this report, you will find this information under Revenue Recognition.
  6. Find the operating revenues for that division and the operating expenses from the tables on page 4 (Change in Net Assets Without Donor Restrictions from Operations). Enter the appropriate information into cells B16 and C16.
  7. Locate the operating expenses for the division that handles publishing under program activities. Enter information into cells B18 and C18 for the current and prior year.
  8. Look for a more detailed expense breakdown for the publishing division that handles scholarly publishing in the Notes to the Consolidated Financial Statements on page 34. Enter this breakdown into cells B26 - B31 (current year) and C26-C31 (prior year).
- ii. Now examine form 990.
    1. The worksheet will guide you through finding key information in the 990. During this exercise, you will be entering information into the cells that are yellow. Please don’t change the contents of any other cells.
      - a. The first page of the 990 file is the 8453-TE form, the actual 990 starts on the second page of the PDF and states Form 990 in the top left corner.
      - b. Using the first page of form 990 find the following information and enter it into the corresponding cells on the worksheet. Note: enter both current and prior year if available. Be careful because unlike the Consolidated Statements, the numbers are entered Prior Year then Current Year. Form 990 is reported in total US dollars so remember this when comparing the information in the annual report. The financial metric definitions are different so the numbers will not match the audited financial reports.
        - i. # of individuals employed for current year (cell B36)
        - ii. # of volunteers (cell B37)
        - iii. Program Service Revenue is the type of revenue that includes operating revenue. (cells B38 & C38)

- iv. Total Revenue (which includes other types of revenue such as grants and investments) (cells B39 & C39)
      - v. Salaries, Other Compensation, Employee Benefits (cells B40 & C40)
      - vi. Total Expenses (cells B41 & C41)
      - vii. Revenue Less Expenses (cells B42 & C42)
    - c. Examine Part VIII. Statement of Revenue (page 9).
      - i. Enter Total Revenue (cell B45) and Related or Exempt Function Revenue (cell B46)
  2. Examine Schedule I page 40 of PDF (page number at bottom is 60), you will find lists of grants provided to other organizations including universities. Is your institution receiving any grant money? If so, how much? Enter this information into cell B49. If your institution is not receiving money, leave this cell blank.
  3. Examine schedule O, pages 79-83 of the PDF (page numbers at the bottom of the page are 99-103) on the PDF which discusses highlights from the Information Services division. You may need this to answer questions in the next step. Make notes for anything you find particularly interesting.
2. Answer the following questions. The [Answer Key](#) provides the assignment designer's thoughts. There are not necessarily right or wrong answers.
  - a. Did you find anything particularly surprising from comparing the revenues and margins in the annual report and form 990? (Hint: This report covers the period of 2020 and 2021 - the height of the Covid-19 pandemic)

- b. Look at the relationship between the publishing division's operating margin and the total operating margin for ACS? What do these two numbers tell you?

- c. Why would looking at trends in expenses be important (going up or down)?

## Criteria for Success

Successful completion of this vendor research exercise should provide you with experience evaluating vendor financial information. You should endeavor to complete the spreadsheet so that you may familiarize yourself with finding financial data prior to looking at the [answer key](#), since discovering where to look promotes long term learning. Learning how to find different pieces of financial information feels a little bit like a scavenger hunt but once you become more comfortable with the structure of the reports it will be easier for you to locate answers to the questions that you have about the vendors you are negotiating with. Open ended questions in this assignment are designed to help you start thinking analytically about what the numbers you find mean. When writing your answers, the best response is one that you could use to explain the information to another colleague at a meeting.



## 8 ISSUES: ACCESSIBILITY

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*Created by Hana Levay and Sidonie Devarenne*

## 8.1 To-Do List

- Do: Pre-test Assessment
- Watch, Listen, or Read
  - Presentations (There is an alternate reading listed under readings instead of watching the first two presentations)
    - Overview of WCAG 2.1
    - How to use keyboard testing and VPATs in accessibility testing
    - Legal Topics in Accessibility
    - Quick and informal demonstration of keyboard navigation testing
- Readings
  - Alternative reading: “Accessibility and E-Resources: using a rubric to score platforms on their probability of inaccessibility”
  - Vendor Negotiation
  - Standardized Accessibility License Language
  - Resources to Support Your Learning
- Review: Application within Academic Libraries
  - UW Case Study
  - Conifer Case Study
- Do: Putting Your Learning into Practice
  - Practice navigating a resource using only the keyboard
  - Review VPATs
  - Write a script for communicating with vendors
  - Try to find VPATs and other accessibility documentation
- Do: Post-Test Assessment

## 8.2 EXERCISE: PRACTICE NAVIGATING A RESOURCE USING ONLY THE KEYBOARD

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: describe current issues facing academic libraries and how they relate to negotiating with third party vendors to provide guidance and leadership within our organizations. This exercise will provide learners with the ability to understand how users navigate resources using a keyboard, which users with visual disabilities must do.

### Skills

The purpose of this assignment is to help you learn how to access the accessibility of a resource using keyboard navigation. You will learn how to:

- Navigate several resources using keyboard navigation.

### Tasks

In this exercise, we will visit websites and practice keyboard navigation. We will look at two example sites: one with good keyboard navigation and one without. Finally, we will consider the different experiences we had with each and make suggestions for improvements.

### Overview of keyboard navigation:

- **Focus:** The elements of a page that we can navigate to using a keyboard are called “focusable elements”. These tend to be things like links, input boxes, and menus. Exactly one focusable element can be selected at a time.
  - **Visual focus:** An accessible site will have a “visual focus”, which means there is a visible indication of which element has the focus at any time.
  - **Focus order:** The order that we can use to move through these focusable elements is called the “focus order”. An accessible site will have an intuitive focus order.
- **Tab:** Use tab to progress through the page. Tab will advance the focus through the links on the page. You can hold down tab to quickly advance through the page.
- **Shift-tab:** Press shift and tab simultaneously to change directions of the travel of the focus.
- **Arrow keys:** These will scroll the page one line at a time. If the focus is on a drop-down menu, the arrow keys will move through the menu. Note: depending on the coding structure used to build the site, you may need to use tab to move through menus.
- **Enter:** Enter will activate links and buttons.
- **Space bar:** Space bar may activate links and buttons or might scroll the page in large chunks.

## Activity 1: Use keyboard navigation to explore Wikipedia

### Initial navigation

1. Visit the site [https://en.wikipedia.org/wiki/Main\\_Page](https://en.wikipedia.org/wiki/Main_Page)
2. Without using your mouse at all, start by pressing tab once. As soon as you use tab for the first time, text will appear at the top left corner reading “Jump to content”.
3. While the focus is on the “Jump to content” link, press Enter. This will automatically move the focus to the “Welcome to Wikipedia” text box.
  - a. Note: Many sites will show this option once you begin using tab. This link is a handy way to skip past all of the menus that often appear at the top of the page. Sometimes, however, this will move you further down the page than you wanted.
4. Use tab a few more times and watch as the focus progresses through the page.

### Search Wikipedia

1. Depending on where focus currently is on the page, use tab or shift-tab to move the focus to the search box near the top of the page. You will know you have focused on the search box when you can see a cursor appear in the box.
2. Type “cat” as your search term. Press Enter to activate the search button.
3. Press tab once to activate the “Jump to content” link. Press Enter to activate the link.
4. Notice that focus has moved to the main text of the page. Use tab and shift-tab as desired to move through the document. Use arrow keys and space bar to scroll the page.

### Challenges:

1. Move the focus into the menu area on the left side of the page. Use the keyboard to activate the menu item “Interaction with humans”
2. Use a footnote link to jump to the bottom of the page. Then, activate the link shown in the footnote to go to a new site.

## Activity 2: Use keyboard navigation to explore the Accessible University website.

This website was specifically designed to be inaccessible, so this exercise will be much more difficult!

### Initial navigation

1. Visit the site <https://www.washington.edu/accesscomputing/AU/before.html>
2. Begin using tab to move the focus down the page. See if there is always a visual focus or if you lose track of the focus at times. Things to notice:
  - a. There is no “Jump to content” link, so the focus travels through all of the menu options.
  - b. Once you tab past the last menu option (Visitors>Parking), visible focus disappears. Eventually, it reappears at the video controls.

### Challenges:

1. Move the focus to the area called “Can You Spot the Barriers?”. Move the focus to the link in the sentence “For a cheat sheet of accessibility issues, click here.” Activate the link.
  - a. This will open a pop-up window, also known as a “modal”. Modals should be able to be closed by using the escape key or by moving the focus to a button which will close the window.
  - b. Can you close this modal using the keyboard?
2. Play and pause the video: move the focus to the video controls and press space bar or Enter to toggle play.
3. Change the volume of the video: move the focus to the audio control and use the arrow keys to adjust the volume.
4. Move the focus to the “Apply Now” form. Enter text in the form and activate the “submit” button.

Was it easy, difficult, or impossible to do the challenges? What would have made it easier?

Once you have gotten completely frustrated trying these challenges, try them again using an [accessible version of the same site](#):

1. Open the modal by activating the “Short list of accessibility issues” button. Close the modal using the escape key.
2. Play and pause the video
3. Change the volume on the video
4. Submit the “Apply Now” form.

The [info page](#) discusses all of the issues with the inaccessible version of the site. We focused on keyboard navigation in this assignment, so the “Keyboard” section of the info page is most applicable. If you were doing a full accessibility review of this site, you would find the other inaccessible elements discussed on the info page, but many of these findings require specific tools or specialized knowledge.

## Activity 3: Practice on your own

Select a resource offered by your library. See if you can use keyboard navigation to perform a search, browse the search results, and interact with one of the search results. For example, if it is a full text database, can you search for “cat”, select the third search result on the results page, scroll through the metadata page and view the full text.

What was painfully difficult to do? Was it satisfyingly easy to do? Did it take a couple dozen tabs, or hundreds of tabs? Did the focus get lost on the page? Did you encounter any deal breakers?

## Conclusion

Keyboard navigation is an easy way to get a feel for how accessible a website is and requires no specialized knowledge. When you do keyboard navigation testing on a website, consider what a visitor to the site would want to do there. Can those actions be accomplished using only the keyboard? If not, that site is inaccessible, and probably has many other issues besides keyboard navigation.

Finally, it is important to keep in mind that even if a site has good keyboard navigation, it may still be inaccessible for other reasons. However, given the constraints of time and expertise, it is a good way to quickly find some of the worst offenders.

## 8.3 EXERCISE: WRITE A SCRIPT FOR COMMUNICATING WITH VENDORS

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: describe current issues facing academic libraries and how they relate to negotiating with third party vendors to provide guidance and leadership within our organizations. This exercise will provide learners practice in advocating for accessibility with vendors

### Skills

The purpose of this assignment is to help you learn how to discuss accessibility issues and priorities with vendors. You will practice:

- Articulating the problems and issues they experience regarding accessibility and
- Advocaing for accessibility with vendors.

### Tasks

**Scenario 1:** You are at a library conference and approach a vendor booth where they are doing demonstrations of their product. Develop a script to get information about the accessibility of the product.

**Scenario 2:** You are in the process of renewing a product. Your internal testing has shown that the product is not accessible. Write a script to ask the vendor to incorporate accessibility language into the license agreement.

**Scenario 3:** During the renewal process, you have found a product to be inaccessible and the vendor is unwilling to provide a VPAT, will not agree to adding accessibility license language, and is not willing to commit to making improvements. Write scripts to use in the event of the decision to renew or to cancel.

*Renewal script:*

*Cancellation script:*

## 8.4 EXERCISE: TRY TO FIND VPATs AND OTHER ACCESSIBILITY DOCUMENTATION

### Purpose

This exercise supports the ONEAL (Open Negotiation Education for Academic Libraries) learning objective: describe current issues facing academic libraries and how they relate to negotiating with third party vendors to provide guidance and leadership within our organizations. This exercise will provide learners experience with finding accessibility documentation provided by vendors and evaluating that information.

### Skills

The purpose of this assignment is to help you learn how to accessibility documentation. You will learn how to:

- Locate ACRs (Accessibility Conformance Reports) for different vendors.
- Evaluate the ACRs for accessibility.

### Tasks

This exercise builds on the materials in the **Accessibility Conformance Reports** (ACRs) section of [Resources for this Module](#).

### Activity 1: Finding ACRs

#### Where to look

Sometimes ACRs are publicly available and easy to find on the resource’s website. ACRs for platforms owned by large vendors may be located on the parent company’s site. Look for an “Accessibility” link in:

- Site footers
- About sections
- Help pages
- Knowledge Bases
- FAQs

If you can’t locate an ACR by browsing, look for a site search or use Google.

### Tasks

1. Find an ACR for each of the listed resources (or any others of your choosing). These websites can be accessed and navigated with or without a subscription.
  - JSTOR: [jstor.org](https://www.jstor.org)

- Emerald Insight: [emerald.com](https://www.emerald.com)
  - Alexander Street Video: [video.alexanderstreet.com](https://www.video.alexanderstreet.com)
  - Annual Reviews: [annualreviews.org](https://www.annualreviews.org)
  - Chicago Manual of Style Online: [chicagomanualofstyle.org](https://www.chicagomanualofstyle.org)
2. Use the chart below to track your search steps as you work (e.g., “1. Opened home page, 2. Clicked on the Accessibility link in the footer...”).
3. After you finish searching, answer these questions using the chart on the next page:
- Were you able to find an ACR on the vendor’s public website?
  - Is the path to the ACR intuitive? Are the links clearly labeled?
  - Did you have to use Google to search the site?
  - Does the vendor provide an email address or contact form for accessibility questions and documentation requests?

the ONEAL Project: Foundations Workbook

Database	Steps	Notes
JSTOR: <a href="http://jstor.org">jstor.org</a>		
Emerald Insight: <a href="http://emerald.com">emerald.com</a>		
Alexander Street Video: <a href="http://video.alexanderstreet.com">video.alexanderstreet.com</a>		

Database	Steps	Notes
Annual Reviews: <a href="http://annualreviews.org">annualreviews.org</a>		
Chicago Manual of Style Online: <a href="http://chicagomanualofstyle.org">chicagomanualofstyle.org</a>		

## Activity 2: Evaluating report quality

### ACR quality indicators

1. **Complete:** All fields in all sections should be filled out.
2. **Current:** Reports older than one year are likely to be out of date.
3. **VPAT version:** The report should use the current VPAT version.
4. **Standards/guidelines included in report:** Vendors should be evaluating a product's conformance to the AA success criteria of the most recent version of WCAG, at least.
5. **Evaluation methods used:** The report should list specific assistive technologies and testing methods.
6. **Conformance Level, Remarks and Explanations**
  - Conformance Levels should be accompanied by supporting evidence in the Remarks and Explanations column. A blank Remarks and Explanation column may indicate that the product has not been thoroughly evaluated.
  - Vendors should report on their level of compliance with all applicable criteria. Answers of "not applicable" to clearly applicable criteria indicate that the report is inaccurate.

### Tasks

1. **Create a checklist for reviewing ACRs.**

You can base your checklist on the criteria listed above or come up with your own. Try to use clearly defined, objective criteria.

2. **Score the ACRs from Exercise 1.**

Use the checklist you've created to assign scores to the ACRs located in the previous exercise.

3. **Evaluate the checklist.**

Compare the different scores and reflect on your experience using the scorecard.

- Were you able to apply your criteria consistently?
- Do the scores capture the relative "quality" of each ACR?
- Could you use this score in your acquisitions or contract negotiation procedures?

## 9 IMAGE CREDITS

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