Preparing for negotiations

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In June 2018 we were in approximately the same place as you are now: we had reached an agreement across our 10 universities that we wanted to negotiate transformative agreements.

Now what? How to start those negotiations with selected publishers?

First, a report on key steps we took. Second, the recommendations in our Toolkit based on our experience.
1. Select negotiating team
Usually a small, permanent group in oUR consortium office (CDL) manages all subscription negotiations

These are different

Formed team representing coalition: faculty, senior library leadership, professional negotiators

3 of 6 were faculty

NB: Negotiations task force 2-3x as large to support the process: data analysis, licensing experts, liaisons to alt access and comms teams, more library directors
2. Establish clear roles
• Co-chairs

• All can (should) speak during sessions – but be clear on decision structure and who speaks for team

• Designate public spokespeople: who is authorized to discuss negotiations?
<table>
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<tr>
<th>Negotiation sessions</th>
<th>Communications</th>
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<td>Offer details, changes in negotiation position</td>
<td>Public media: designated spokesperson</td>
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<td>Questions, discussion about issues, sharing stakeholder views</td>
<td>On campus: designated spokesperson &amp; campus library communications lead</td>
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3. Preparation
Educate team on process and negotiating technique
Educate team on costs and usage (data analytics)
Make a high-level opening presentation
Final pre-meeting to review meeting objectives, presentation, roles

**High level opening presentation:**
- what are the negotiation goals,
- key arguments supporting (e.g., cost per download comparison to other publishers, Library budget history),
- partnership opportunity (what’s in it for publisher?)
4. Negotiation tactics
You are the customer
Establish who speaks for team
Toolkit recommendations

Don’t make decisions in the room
Pre- and post-meetings for every session
Respect, yes. But if “getting an agreement at any cost” is not a goal, then don’t feel you have to reach agreement -- walking away may be best short-run tactic.
Keep bringing discussion back to *your* goals

Psychological reinforcement of YOUR commitment

Makes it easy to walk away if necessary – retain their respect, good for public media statements
The tipping point is near!