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May 10, 2013

Flying Solo, Economy or Business Class Through Collections in the Cloud

Christine N. Turner, *University of Massachusetts - Amherst*

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A study of electronic resources collection development and acquisitions activities among academic library consortia

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ACRL/NEC Annual Conference, May 10th, 2013

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Time for a Trip?

"In these difficult economic times leveraging our resources to expand the breadth of our library resources is essential...[Five College Librarians Council] propose centralizing their back office operations of acquisitions, cataloging, and materials processing to the greatest degree possible."

Message from 4 College Presidents, UMass Chancellor to Five College Community, April 9, 2009

"The next area ripe for investigation is electronic resource management..."

Five Colleges Librarians Council, April 22, 2010

"Shared Collections: includes a shared Commons budget, maximizing the size of the Commons, moving toward consortial licensing, continued consolidation of vendors, and a shared vocabulary around e-resources."

R2 Consulting LLC report "Five Colleges - Shared Digital Collections - Phase One" Fall 2010

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The Destination

"Cooperative arrangements and consortia are further reshaping the institutional environment. Economies of scale, aggregated expertise, new synergies and unexpected opportunities, and strengthened political coalitions and operational capacities are among potential benefits. Local autonomy is less possible or desirable than ever – even as institutional competition remains a hallmark of American higher education."

Dan Hazen, "Rethinking Research Library Collections: A Policy Framework for Straitened Times, and Beyond," Library Resources & Technical Services 54, no. 2 (2010): 117.

... & Here

Centralized Purchasing Authority Essential in Deriving Savings from Library Consortia

"Most academic libraries are involved in consortial partnerships in which resource, service and infrastructure costs may be shared. Contacts from libraries, publishers, and vendors alike reported that truly substantial savings require a greater degree of both financial and organizational centralization, as well as a larger membership ... than is typical with most consortia. Many contacts are planning to share an increasing number of resources and back-end systems among institutional partners in the near future."

University Leadership Council, Redefining the Academic Library: Managing the Migration to Digital Information Services (Washington, D.C.: The Advisory Board Company, 2011): x.
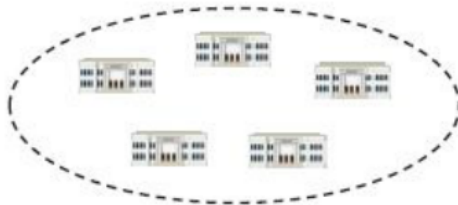
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nomies of
unexpected

Economy v

Beyond
Centralized Purchasing Author

Economy vs. Business Class

Beyond the Buying Club
Centralized Purchasing Authority Essential for Driving Licensing Savings

Shortcomings of Typical Consortia

- Loose affiliation of autonomous institutions
- Costs distributed across members based on size or usage
- Any member can opt out at any time
- Time spent on coordination often exceeds money saved
- Little savings for publisher due to loose coordination, relatively low level of aggregation

Attributes of Ideal Centralized Organization

- Highly centralized organization of institutions in a single state system
- Centralized funding from state
- Central decision-making authority
- Large utilization gives purchaser leverage in negotiations
- Publishers save time and money reducing coordination costs

University of California
CDL
California Digital Library

OhioLINK

Source: Education Advisory Board interviews and analysis.

University Leadership Council, Redefining the Academic Library: Managing the Migration to Digital Information Services (Washington, D.C.: The Advisory Board Company, 2011): 37.

How are You Traveling?

Image credit: http://thraciangirl.com/?p=178
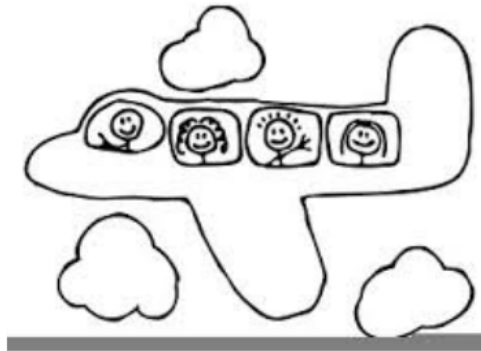
- Solo = Individual library
- Economy = Buying club
- Business = Shared resource, service & infrastructure costs

Flight Plan Research

Library Consortia

- Term "library cooperation" found in literature back to 1880's
- Triangle Research Libraries Network one of oldest, formed in 1935 between presidents of UNC and Duke
- Several growth spurts, including in late 1980's and 1990's - new technologies, networking, fiscal pressures
- Formation of ICOLC in 1996 signaled maturation and influence
- Organizations vary, from loose affiliations to highly centralized
- Formed on basis of geography, type of user, size, funding source, etc.

Cooperative Collection Development

- With space and budget limitations, provide more comprehensive collections together than any one library could offer alone

- Print collections - division between core set of heavily used materials owned by each library and unique materials purchased by individual library and shared among partners

- E-resources -
  - focus on acquiring what is in high demand for all/many partners
  - access limited by license terms

Acquisitions Processes

- Parties
  - Library staff, subscription agents, publishers, aggregators, consortial staff and partners
- Negotiating Terms
  - Content included
  - Pricing (& billing)
  - Access ("seats," ILL, authentication, walk-in, etc.)
- Models:
  - "Big Deal" - e-journals and e-books
  - Subscription or purchase by title (w/perpetual access, ?)
  - Pay-per-view (articles), demand driven (books), usage-based

Advantages of Consortial E-Resource Activities

- Access to more content which was unaffordable flying solo, ie. bulk discount
- Low cost/benefit ratio
- Stronger negotiating position on license terms, discounts, smaller increases
- Advocacy and distribution of labor

Challenges for Consortial E-Resource Collection Development & Acquisitions

- Complicated and time-consuming communication & coordination
- Loss of local autonomy over budget, priorities
- Less flexibility w/acquisition funds
- Balancing demands of multiple consortia
- Affects on scholarly communication marketplace
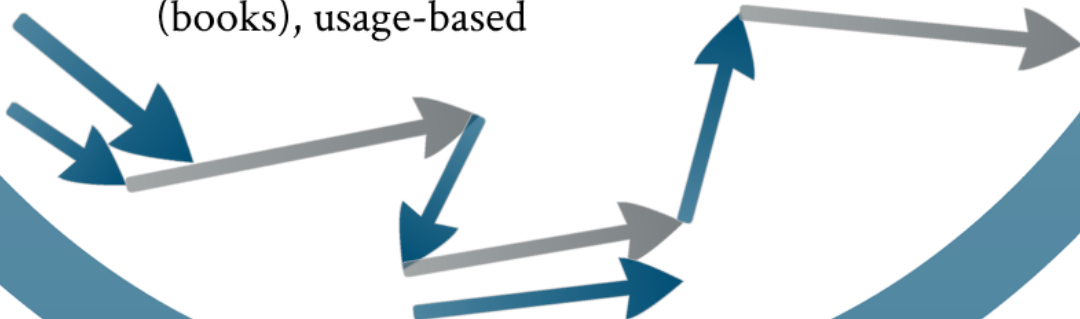
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How Do We Get There?

A study of other academic library consortia

Criteria

- Number of members
- Mix of types of academic institutions (liberal arts, research, etc.)
- Mix of size of member institutions
- Geographic proximity of members
- Consortium funded through member fees (not centrally or state funded)
- Types of current consortium activities

Subjects

- Colorado Alliance of Research Libraries
- Five Colleges, Inc.
- Orbis Cascade Alliance
- Triangle Research Libraries Network
- Washington Research Library Consortium

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Table 1. Consortium member composition, geographic areas

Consortium	Year Founded	# of Members	Member Institution Types	Geographic Area
Colorado Alliance of Research Libraries	1974	13	Community college, Large public library, Liberal arts/college, Research university	Northern Colorado, Southern Wyoming
Five Colleges, Inc./Five College Libraries	1965	5	Liberal arts college, Research university	Pioneer Valley, Massachusetts
Orbis Cascade Alliance	2003	37	Community college, Liberal arts/college, Research/university	Idaho, Oregon, Washington
Triangle Research Libraries Network	1984*	4	Research/university	Chapel Hill, Durham, Raleigh, North Carolina
Washington Research Library Consortium	1987	9	Research/university	District of Columbia

* TRLN's first Memorandum of Understanding was signed in 1984, though participating libraries collaborated back to the 1930's.

Table 2. Consortium Governance, Funding and General Activities

Consortium	Governance	Funding	Current Consortium Activities
Colorado Alliance of Research Libraries	Memoranda of Understanding, Governing Board	Member Dues	Digital Repository, E-Resource Management System, Licensing, Resource Sharing, Union Catalog
Five Colleges, Inc./Five College Libraries	Incorporated, non-profit 501(c)(3)	Member Dues, Grants	Integrated Library System, Licensing, Print Depository, Reciprocal Borrowing, Resource Sharing
Orbis Cascade Alliance	Incorporated, non-profit 501(c)(3)	Member Dues, Service Fees	Cooperative Collection Development, Integrated Library System (in development), Digital Depository, Discovery System, Licensing, Resource Sharing
Triangle Research Libraries Network	Memoranda of Understanding, Board of Directors	Member Dues, Grants	Cooperative Collection Development, Digital Projects, Discovery and Delivery System, Licensing, Reciprocal Borrowing, Resource Sharing
Washington Research Library Consortium	Incorporated, non-profit 501(c)(3)	Member Dues, Service Fees	Digital Repository, Print Depository, Reciprocal Borrowing, Resource Sharing, Union Catalog

Table 3. Consortium Organization for Electronic Resources Activities

Consortium	E-Resource/ Collection Development Coordinating Group	Consortium Staff Dedicated to E-Resources	Licensing Contact/Contract Signatory	E-Resources Currently Acquired
Colorado Alliance of Research Libraries	Shared Collection Development Committee	yes	Manager of Database Licensing/Executive Director	Databases, E-books, E-Journals, Reference Works
Five Colleges, Inc./Five College Libraries	Collection Management Committee	no	Member representative librarian or Executive Director/Executive Director	Databases
Orbis Cascade Alliance	Collection Development and Management Committee	yes	Electronic Resources Program Manager	Databases, E-books, E-journals
Triangle Research Libraries Network	Electronic Resources Committee	yes	Electronic Resources Committee/Member Institutions	Databases, E-books, E-Journals, Reference Works, Protocols
Washington Research Library Consortium	N/A	N/A	N/A	None

En Route

Image credit: http://www.loc.gov/pictures/resource/fsac.1a35135/

Collection Development & Acquisitions Processes
- Centralized? Coordinated? Distributed?

- What resources to collectively acquire
  - from individual librarian, consortial staff, consortial committee
- Criteria for selection
- Negotiating pricing & license terms
- Cost distribution
  - opt-in or commonly held?
- Payment processing

The View from Above

- Recent changes to e-resource acquisitions
  - Maturation of e-journals & databases
  - More standardized license terms
  - New products
  - Vendors < flexible
- Successes
  - Improved relationships
  - > $ value of products
  - > access
  - better terms
- Lessons
  - Very labor intensive
  - Need better communication w/cataloging from outset
  - Gap w/user expectations of shared collections
  - Libraries still need reminders to approach consortial partners first

Image credit: http://www.flickr.com/photos/[unclear]

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Image credit: http://www.flickr.com/photos/hyougushi/224472482/

Where Are We Going, Again?

**Breadth of Resources, Increased Access,
Substantial Savings or … Autonomy?**

- Autonomy = flexibility & …
  - \> costs
  - \< resources
- Breadth = unique, shared collections
  - print
  - ILL rights for "e"
- Increased access = > $$
  - In common or opt-in
  - "Big Deal"
  - DDA
- Substantial savings = > size, investment in shared:
  - resources
  - services
  - infrastructure
  - = > $$, at least initially?

Solo?

Economy?

Business?

Reality & Vision

- How do we provide more access with tighter budgets?
- How do we achieve "economies of scale"?

How do we get there?

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