The Shifting Nature of Academic Library Collections

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Our World in a Word...
Our World in a Word...
Many of these Changes are Out of Our Control
Hyperinflation

*Includes electronic resources from 1999-2000 onward.
Hyperinflation

Last week, Harvard’s Faculty Advisory Council revealed that the school now spends $5.7 million annually on academic journal subscriptions. Why so much? According to the council, the price of some journals cost the school up to $10,000 every year, with the top publishers increasing the price of content 14% over the last six years.

This is troubling for a number of reasons. First, it is an age where the public can browse nearly 4 million articles for free on PubMed Central, a number that is only growing. Secondly, Harvard pays $520 a year to read on the latest scientific research that can expect to spend nearly $3,000 to $4,000 for a single article. For example, a number of researchers can now produce articles for free through the Open Access model.

Maybe it’s time for an Open Access Model, where academic journals are freely available to all. It’s time for Harvard to lead the way in this important conversation.
Explosion in Scholarly Output

U.S. Library Spending, R&D Spending, and Journals 1995-2007

From Outsell's Open Access Primer (Public Version), December 2009
Declining use of Physical Collections

Total Circulations
4 Year Colleges and Universities

Declining use of Physical Collections

Circulations per Student
4 Year Colleges and Universities

Declining Support for Higher Education

25 Years of Declining State Support for Public Colleges

March 3, 2014

Explore how state and federal support has declined as a share of overall revenue—putting a greater burden on students—at more than 600 four-year public colleges and universities since 1987.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Share of revenue coming from state support</th>
<th>Change in state support: 1987-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Mary’s College of Maryland</td>
<td>69.3%</td>
<td>-28.5 pts</td>
</tr>
<tr>
<td>St. Mary’s City, MD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate colleges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Baltimore</td>
<td>62.0%</td>
<td>-25.0 pts</td>
</tr>
<tr>
<td>Baltimore, MD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master’s colleges and universities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maryland at Baltimore</td>
<td>57.4%</td>
<td>-24.6 pts</td>
</tr>
<tr>
<td>Baltimore, MD</td>
<td></td>
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</tbody>
</table>
Smaller Piece of the Pie for Academic Libraries
Smaller Piece of the Pie for Academic Libraries

Library Expenditure as % of Total University Expenditure
(Average of 40 US Institutions Reporting Since 1982)
But, at the same time...
Opportunity is Knocking
Opportunity is Knocking

- Technology
  - Internet
  - Mass Digitization
  - Proliferation of Online resources

- Providing the opportunity to think differently about libraries.
Frenzied finance
Lawson, Thomas William, 1857–

3 p. l., v–xix, 559 p. front. (port.) 21 cm.
Reprinted from Everybody’s magazine.
No more published.

In the Past: We Built Stand-Alone Collections

Frenzied finance

Lawson, Thomas William, 1857–


Reprinted from Everybody's magazine.
No more published.

Difficult to Know what Others Owned
Expensive and Time Consuming to Get Items from Other Libraries
Purchased Just in Case...

- Attempted to anticipate needs
- Tried to build comprehensive collections
  - Why volume count was so important
The Problem

We’re not good at guessing...

• Kent Study: **40%** of books never circulated
• Cornell: **55%** of books published since 1990
• SCS Monographs Index: **40%**
  • **75%** 3 or fewer circs


The Problem

And it’s expensive to keep these things on our shelves

• Myth of the one-time cost
  • $4.26 per year per volume
  • Costing us time, space, money and opportunity


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Complicating Things: How Collections are Used

The Long Tail
Why the Future of Business is Selling Less of More

CHRIS ANDERSON
Complicating Things: How Collections are Used

• Not a new concept in libraries
  • Trueswell’s 80-20 rule
  • Updated in 2011 by an OhioLink study
    • 80-6 rule


Complicating Things: How Collections are Used

6% of books in Academic Libraries account for 80% of the use
On top of that: a steady decrease in use

Circulations per Student
4 Year Colleges and Universities

“Houston,
we have a problem.”

A RON HOWARD FILM

APOLLO 13
Instead of Building Collections...

Libraries today must figure out how to provide access to the resources people want and need.
How are some libraries doing this?
Exploiting eBooks

• Overcome limits of time and place
• Can be more cost effective
  • Costco Model
  • Data Driven Models
Exploiting eBooks

• Not without limits
  • DRM
  • Licensing restrictions
  • User preference
“There is no observable trend towards a format transition for monographs.

Faculty members’ preference for using scholarly monographs in various ways in print format rather than digital format has, if anything, increased since the previous cycle of the survey.”
What They Say vs. What They Do
Circulation by Patron Groups

Undergrads: Down 43%

Circulation by Patron Group
Undergrads: Down 43%

Faculty: Down 60%
Undergrads: Down 43%
Faculty: Down 60%
Grad Students: Down 66%
E-Book Usage by Package

2015: 986,737 Chapter Views

- EBrary: 609,563
- Springer: 134,113
- Elsevier Science Direct: 84,820
- Books-24x7: 46,945
- ACLS: 43,150
- Wiley: 41,783
- Safari: 14,559
- Project Muse: 11,804
Moving Away from Title-by-Title Selection

- Just-in-case collecting not effective
- Increasing and emerging demands on librarians
- Technology making this model obsolete
Moving Toward Just-in-Time Purchasing

- Purchase on Demand
  - Libraries have been doing this for a long time
    - Patron Requests
    - ILL Requests
- Technology is the difference
Just-in-Time Purchasing
Just-in-Time Purchasing
Just-in-Time Purchasing

- Ebook Patron-Driven Acquisitions
  - Immediate & seamless access
  - Cost effective
Harnessing Mass Digitization
Harnessing Mass Digitization

Journal Backfiles
- Immediate and easy access
- Meet users’ expectations
- Free up space
Harnessing Mass Digitization
Harnessing Mass Digitization

Bigger impact on users to date

Just beginning to figure out how this will impact libraries
Abandoning Ownership Imperative

- Relying on third-parties for access
  - For books and journals
  - Has taken form of electronic surrogates in most libraries
    - Databases like Academic Search Complete for journals or ebrary's Academic Complete for books
But what about print books?
Two Percentages...

• 50%
  • Even if we wanted to, we cannot solely rely on ebooks
  • Print remains necessary
Two Percentages...

• 6%
  • We need to make sure users have immediate access
  • For the rest...?
Cooperative Collections Strategies

- Libraries Cooperating Nothing New
  - Resource Sharing
  - Union Catalogs
  - Delivery Systems
- Not done in a systematic fashion
Cooperative Collections Strategies

- Systematic Approach
  - Entire Life-cycle—Selection to Withdrawal
- Cooperative Collection Management
  - Legacy Collections
- Coordinated Collection Development
  - Prospective Collecting
Coordinated Collection Development
Two categories

- Preservation
- Access (Two Goals)
  - Maintain access
  - Create space (withdrawal)
Programs for the Management of Legacy Collections

• Journals
  • Print preservation (WEST, CIC, CRL, JSTOR projects)
  • Electronic preservation
    • Portico, LOCKSS, CLOCKSS
  • Leveraging electronic surrogates for access
  • In some ways easier, some ways more difficult
    • Variant editions vs. Variant cataloging practices
    • Incomplete holdings in Print
Programs for the Management of Legacy Collections

• Monographs
  • Challenges
    • Digital surrogates not available (for access)
      • Copyright an issue
    • Editions
  • Opportunity is huge
Opportunity

System-wide distribution of library holdings for titles in HathiTrust Digital Library (June 2010)

74% of books in HathiTrust are held by 10 or more libraries

Constance Malpas, Cloud-sourcing Research Collections: Managing Print in the Mass-digitized Library Environment
Opportunity

Monographs Index (March, 2016)

179 Libraries

70 million holdings

76% of titles held by more than 100 libraries

1% of titles held by fewer than 5 libraries
Shared Print Monograph Projects

- Maine Shared Collections Strategy
- 2CUL
- EAST
- Michigan Shared Print Initiative (MI-SPI)
Coordinated Collection Development
Changing Acquisition Models

- Coordinating acquisitions
- Relying on partners for access
Changing Acquisition Models

Colby-Bates-Bowdoin
- Shared Approval Plan
- Shared catalog
- Regular delivery
- Common check-out periods
- Just-in-case collecting model
Changing Acquisition Models

Orbis-Cascade Alliance
- Limiting number of copies purchased in Alliance
- Shared vendor (YBP)
- Not a hard cap
- No way of identifying high-demand titles
What Should We Be Looking Toward?

• Data-driven approach
  • Identify high demand titles (The 6%)
    • Efficiently acquire them

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What Should We Be Looking Toward?

- Data-driven approach
- Predictive Analytics
What Should We Be Looking Toward?

- Data-driven approach
- Predictive Analytics
  - Amazon’s anticipatory shipping
What Should We Be Looking Toward?

• Data-driven approach
• Predictive Analytics
  • Libraries
    • Ebooks
      • APEX
    • Print Monographs
      • Leveraging Common Systems
      • Role in collection management
What Should We Be Looking Toward?

- Data-driven approach
- Predictive Analytics
- Tighter Integration
  - Policies & Loan Periods
  - Facilitating Discovery
What Should We Be Looking Toward?

• Data-driven approach
• Predictive Analytics
• Tighter Integration
• Investing in Delivery
What Should We Be Looking Toward?

• Data-driven approach
• Predictive Analytics
• Tighter Integration
• Investing in Delivery
• What we gain, not what we will lose
  • Libraries are our own worst enemies
    • Unwillingness to give up local control
    • Fear of the unknown
The Reality: We’re at a Crossroads
We can Continue on this Path

Mediocrity

Marginalization
Or we can Chart our own Course
Taking Advantage of Technology
Embracing More Efficient Collections Practices

High Efficiency
Working Together to Provide Access to Resources
You Create Savings
You Create Savings
You Create Savings
All of Which Adds up to...
OPPORTUNITY CENTER

FOLLOW PATH
Opportunity for the New Spaces

possibilities

SERVICES

Unknown Programs
It Starts by Stopping
By Being Willing to Take Risks
By Stepping out of the Boat
Questions?

the end