COLLECTION CHANGE
is not a hoax: using assessment to promote
COLLECTION SUSTAINABILITY
COLLECTION CHANGE is not a hoax: using assessment to promote COLLECTION SUSTAINABILITY
Research requires the availability of past discoveries, and the traditional role of libraries in providing the record of those past discoveries is now fundamentally challenged.
The turmoil of the academic library world must be exhilarating when it is not terrifying.

John Lombardi
Library Assessment Conference 2012
Library collection needs are threatening other library priorities. Library collections are themselves being threatened. Can both be true?
COLLECTION CLIMATE CHANGE

Threats to Collections

$ Escalating costs & decreasing budgets

Preservation & storage

Access and rights management
COLLECTION CLIMATE CHANGE

Threats to Collections

4% decrease ($700K) in library budget 2012-2016

![Graph showing total library expenditure from 2011-12 to 2015-16 with a slight decrease over the years.](image)
Threats to Collections

5 Year Journal Price Increase
Per EBSCO 2012-2016 Report

Decrease in library budget 2012-2016
Threats from Collections

**Budget**
Increases in collection costs pressure other budget priorities.

**Personnel**
Are lost or diverted from other needs.

**Space**
Physical and virtual collections require increased storage.

**Collection growth**
pressures other parts of the library’s mission.
COLLECTION CLIMATE CHANGE

Threats from Collections

UL Budget 2012-2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Exp</th>
<th>Coll Exp</th>
<th>Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012-13</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2013-14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015-16</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Threats from Collections

51% → 58%

Collection expenditures as a % of the total budget 2012-2016
COLLECTION CLIMATE CHANGE

Threats from Collections

UL Total Staff, FTE 2012/2016

162
2012

130
2016
Threats from Collections

Unassociated costs
e.g. access, preservation, storage

Physical

Virtual
There’s no good news for UofL
SEEKING SUSTAINABILITY

Collection sustainability.

What does it mean?
Sustainability and environmental concerns in libraries since 1990’s

1. Sustainability of scholarship and collections
2. Green library operations and practices
3. Green library buildings
4. Measuring and improving sustainability

Jankowska and Marcum, CRL March 2010
Sustainability and environmental concerns in libraries since 1990’s

There is a need for an integrated and comprehensive framework addressing sustainability of print and digital resources and socially and environmentally responsible networking services and practices in a green library building measured by newly developed indicators of sustainable progress.

Jankowska and Marcum, CRL March 2010
SEEKING SUSTAINABILITY

Spheres of sustainability

Social

Economic

Environmental

Needs of the present

Not limiting the needs of the future
SEEKING SUSTAINABILITY

Spheres of sustainability

1. Social
   - UofL campus and research community

2. Economic
   - UL budget in context of UofL

3. Environmental
   - Libraries’ space, waste, emissions
Assessment supports evaluation and improvement
Collection Acquisition and Management

- Review
- Envision
- Communicate
- Negotiate
- Plan
- Improvement
- Evaluation
- Analysis
- Assessment Cycle
- Goals
- Measures
- Data

SEEKING SUSTAINABILITY
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL SPHERE
University teaching and research community
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL PROFILE

University of Louisville | University Libraries

Carnegie Classification

> Doctoral Universities: Highest Research Activity
> Comprehensive programs, with medical school

PhD programs and degrees

> No. of doctoral programs = 37
> No. of degrees awarded in FY 2016 = 567

Research Awards and Rank

> $147M award received in FY 2017
> Rank in top 50 public research universities

ARL Investment Index

> Rank 95th out of 117 academic research libraries
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL PROFILE

User demographics

Size and setting

- Public, KY commonwealth system
- Four-year, large, primarily nonresidential

User population

- 17,125 FT grad & undergrad
- 5,242 PT grad & undergrad
- 824 Instructional faculty
- 13 schools/colleges
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES
Quantitative use

Print Circ
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES

Quantitative use

Online Article Downloads

0 200,000 400,000 600,000 800,000 1,000,000 1,200,000 1,400,000

ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES

Qualitative information

Benchmark Surveys

Student Advisory Board
Meets twice a semester – collections a frequent topic

Faculty Advisory Board
Meets once a semester with reps from all schools – collections a frequent topic

Deans and Administrators
Libraries’ dean receives periodic feedback from the provost and other deans
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES

Resource Review (Databases, Journal packages, Journals)

- Faculty feedback
- Use
- Program need
- Duplication
- Discoverability
- Peers

Criteria

SharePoint Review process for Collections, Liaisons, and Admin.

Cost comes later!
ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES

What are we learning?

**The obvious**
- Research mission shapes the collection boundaries
- Researchers have a big voice
- Usage trends follow norms
- Resource sharing is imp.

**The less obvious**
- Understanding needs vs. wants
- How to communicate with users
- How to have meaningful engagement with users (& librarians) about broader acquisition and storage issues

**The uncertain**
- How to think about users’ future needs
- How to plan for legacy collections
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC SPHERE

UofL and University Libraries
ECONOMIC ASSESSMENT

The overall libraries’ budget declined, but collection spending increased 2012-16
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

The overall budget declined, but collection spending increased 2012-16

51% ⇒ 58%

Collection spending as a % of the total budget 2012-16
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

Collections as percentage of budget with benchmark institutions
ECONOMIC ASSESSMENT

Investment Index Rank relative to benchmarks

<table>
<thead>
<tr>
<th>University</th>
<th>2010-11</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>UPitt</td>
<td>36</td>
<td>33</td>
</tr>
<tr>
<td>UCinn</td>
<td>67</td>
<td>80</td>
</tr>
<tr>
<td>IL-Chicago</td>
<td>79</td>
<td>90</td>
</tr>
<tr>
<td>UofL</td>
<td>80</td>
<td>95</td>
</tr>
<tr>
<td>SUNY -Buffalo</td>
<td>81</td>
<td>82</td>
</tr>
</tbody>
</table>

ARL Investment Index Rank 2011-15
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

Annual library collections’ acquisitions as a percentage of award $ received.

7.6% ($10M) spent on library collections

UofL Research Award Funding 2016

$134,597,657
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

Collection spending per capita

**Avg Per capita Coll Spending**

10,331 💰 Faculty

467 💰 Students
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

Resource cost per use

Reviewing all resources and establishing a cost per use based on searches, results and record views

<table>
<thead>
<tr>
<th>Resource</th>
<th>Cost – 2015/16</th>
<th>Searches</th>
<th>Result clicks</th>
<th>Record Views</th>
<th>CPU-Searches</th>
<th>CPU-Results</th>
<th>CPU-Records</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proquest Dissertations &amp; Theses Global</td>
<td>$15,235</td>
<td>60,276</td>
<td>19,084</td>
<td>27,064</td>
<td>$0.25</td>
<td>$0.80</td>
<td>$0.56</td>
</tr>
</tbody>
</table>
ECONOMIC ASSESSMENT

What does it cost to own, store and access??

Unassociated collection costs (estimates including operating and capital expenses)

<table>
<thead>
<tr>
<th>Expense category</th>
<th>Cost Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical storage</td>
<td>$1,836,000</td>
</tr>
<tr>
<td>(Hybrid shelving model @ $1.53 per book per year)</td>
<td></td>
</tr>
<tr>
<td>Locally hosted e-collections</td>
<td>$200,000</td>
</tr>
<tr>
<td>(ebook est. of $0.15-0.40 per year)</td>
<td></td>
</tr>
<tr>
<td>Collection Access (LMS, etc.)</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

See: On the Cost of Keeping a Book. Paul Courant and Matthew “Buzzy” Nielson
CLIR publication No. 147, 2010
ECONOMIC ASSESSMENT

What are we learning?

The obvious
- The funding crisis is larger than UofL
- Our expenditures are not sustainable
- We have, and can make further short term adjustments
- Data helps (some) users and vendors

The less obvious
- Ownership, access and preservation costs are still deferred
- Are there better tactics in dealing with vendors and stakeholders?
- How to align with research budgets

The uncertain
- What is the path to sustainability for an institution like UofL with myriad funding challenges?
ASSESSING FOR COLLECTION SUSTAINABILITY

ENVIRONMENTAL SPHERE

Ekstrom Library | University Libraries
## ASSESSING FOR COLLECTION SUSTAINABILITY

### ENVIRONMENTAL ASSESSMENT

Why is this even important?

<table>
<thead>
<tr>
<th>Acquisition &amp; inventory process</th>
<th>Access and preservation</th>
<th>Space &amp; Storage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use resources that are often unaccounted for (physical and virtual)</td>
<td>Generate ongoing resource consumption</td>
<td>Physical and virtual space/costs are resources that need to be accounted for – growth continues</td>
</tr>
</tbody>
</table>
ASSESSING FOR COLLECTION SUSTAINABILITY

ENVIRONMENTAL ASSESSMENT

How to assess environmental impact

> Online tools/calculators
  e.g. University of New Hampshire
  https://unhsimap.org/

➢ Campus Sustainability Office –
  e.g. UofL’s Office generates an annual emissions report.
ENVIRONMENTAL ASSESSMENT

What is Ekstrom Library’s environmental impact?

Collections
Assigned ~103,375 sq ft
Generates ~2,119 MT eCO\(2\) annual est.

Public and Staff
Assigned ~177,625 sq ft
Generates ~3,641 MT eCO\(2\) annual est.
ENVIRONMENTAL ASSESSMENT

What are we learning?

The obvious
- All collections have some impact
- We will make better medium and long term collection decisions if we consider environmental impact.

The less obvious
- How to assess/ how to project (environmental) costs for storage and collection decisions

The uncertain
- How to get to a truly integrated framework for sustainability of collections and total library mission
COLLECTION SUSTAINABILITY

Summary observations

**Social**
Research intensive programs will set the boundaries for collection growth.

Emphasizing sustainability (along with open access) will help frame collection issues for users and stakeholders.

We need to find ways to better consider the user-need time horizon in making decisions.

**Economic**
The pricing and budgeting issues for collections are well known and well documented.

Data can inform and lead to a conversation about sustainable collection acquisitions.

Costs extend to long term ownership and access.

**Environmental**
Because they are hard to assess and review the environmental effects of collection storage, access and ownership are often overlooked in decision making.

Basic estimates and timeline considerations may support better decisions.
SEEKING SUSTAINABILITY

Spheres of sustainability

- Social
- Economic
- Environmental

Needs of the present

Not limiting the needs of the future
COLLECTION SUSTAINABILITY

Sustainable Collection
Acquisition &
Management Process

Review

Envision

Improvement

Goals

Measures

Assessment Cycle

Data

Analysis

Negotiate

Communicate

Plan
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