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
Threats to Collections

5 Year Journal Price Increase
Per EBSCO 2012-2016 Report

Decrease in library budget 2012-2016
COLLECTION CLIMATE CHANGE

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.
Threats from Collections

UL Budget 2012-2016
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** in 2012
- **130** in 2016
Threats from Collections

Unassociated costs
- e.g. access, preservation, storage

Physical

Virtual
There’s no good news for UofL

<table>
<thead>
<tr>
<th>University</th>
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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 for academic libraries

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

- Social
- Economic
- Environmental

UofL campus and research community
UL budget in context of UofL
Libraries’ space, waste, emissions
Assessment supports evaluation and improvement
SEEKING SUSTAINABILITY

Collection Acquisition and Management

Envision

Negotiate

Plan

Communicate

Review

Assessment Cycle

Goals

Measures

Data

Analysis

Evaluation

Improvement

Collection Acquisition and Management
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

Research Awards and Rank

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

PhD programs and degrees

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

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

0 50,000 100,000 150,000 200,000 250,000 300,000 350,000

ASSESSING FOR COLLECTION SUSTAINABILITY

SOCIAL MEASURES
Quantitative use

Online Article Downloads

- 2012
- 2013
- 2014
- 2015
- 2016
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)

Criteria

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

Cost comes later!

SharePoint Review process for Collections, Liaisons, and Admin.
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
ASSESSING FOR COLLECTION SUSTAINABILITY

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

Benchmark comparison
ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

*Investment Index Rank relative to benchmarks*

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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
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>
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ASSESSING FOR COLLECTION SUSTAINABILITY

ECONOMIC ASSESSMENT

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

Unasssociated collection costs (estimates including operating and capital expenses)

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

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

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?

Acquisition & inventory process

Use resources that are often unaccounted for (physical and virtual)

Access and preservation

Generate ongoing resource consumption

Space & Storage

Physical and virtual space/costs are resources that need to be accounted for – growth continues
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.
ASSessing for collection sustainability

Environmental Assessment

What is Ekstrom Library’s environmental impact?

Collections
Assigned ~103,375 sq ft
Generates ~2,119 MT eCO² annual est.

Public and Staff
Assigned ~177,625 sq ft
Generates ~3,641 MT eCO² annual est.
ASSESSING FOR COLLECTION SUSTAINABILITY

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

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<th>Economic</th>
<th>Environmental</th>
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<td>Research intensive programs will set the boundaries for collection growth.</td>
<td>The pricing and budgeting issues for collections are well known and well documented.</td>
<td>Because they are hard to assess and review the environmental effects of collection storage, access and ownership are often overlooked in decision making. Data can inform and lead to a conversation about sustainable collection acquisitions.</td>
</tr>
<tr>
<td>Emphasizing sustainability (along with open access) will help frame collection issues for users and stakeholders</td>
<td>Costs extend to long term ownership and access.</td>
<td>Basic estimates and timeline considerations may support better decisions.</td>
</tr>
<tr>
<td>We need to find ways to better consider the user-need time horizon in making decisions</td>
<td></td>
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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 → Communicate → Plan → Envision

Goals
Measures
Data
Analysis
Evaluation
Improvement
Assessment Cycle
COLLECTION CHANGE is not a hoax: using assessment to promote COLLECTION SUSTAINABILITY