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# Biz of Acq — Mainstreaming “E”: Integrating Print and Electronic Journal Acquisition and Management

by **Lynda Fuller Clendenning** (Associate Director, Technical Services and Head, Acquisitions, Indiana University Libraries, 1320 E. 10th Street, Bloomington, Indiana 47405; Phone: 812-855-1673; Fax: 812-855-3072) <lfclende@indiana.edu>

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**Column Editor’s Note:** At Indiana University Libraries, Lynda Clendenning integrated management of electronic and print journals in one Serials Acquisitions unit. She describes preparations for the use of an **Electronic Resources Management System (ERMS)** at Indiana University Libraries, to consolidate sources of information on the Libraries’ electronic resources. She also discusses the Libraries’ participation in the **LOCKSS Alliance**, which provides for the archiving of electronic copies. — **AF**

## Introduction

All libraries face the challenge of organizing serials acquisitions operations to manage the continuing evolution of electronic journals. As publishers unlink online journals from their print subscriptions and offer electronic journal packages based on total subscription “spend” levels, experience and expertise in both print and electronic serials become critical. Serials acquisitions staff are taking on management of A-Z lists, MARC record profiles, access problem



resolution, and linking services, adding new technical skills to their print acquisitions skills. This article tracks the changes in acquiring electronic journals at one university and their impact on its Serials Acquisitions unit.

## Creating an Electronic Resources Unit

Like most libraries, **Indiana University Libraries** (Bloomington) created a new unit to handle the acquisition of electronic resources when it became evident that special procedures and skills were needed. Electronic resource license negotiation and complicated pricing and access issues required specialized professional skills. In 1999, to meet this challenge the Libraries created a unit called **Electronic Resources Acquisitions (ERA)**. Staffed by a professional-administrative (PA) staff member, the **ERA** unit handled licenses and orders for electronic

databases, journal packages and individual electronic journal orders, and eBook packages and individual eBook orders.

## Integrating Print and Electronic Journal Acquisitions

Mirroring the experience at other libraries, the electronic resources workload expanded quickly, and the library responded by adding a half-time support position in the fall of 2000 and assigning a librarian to head the unit in July 2001. That fall, the PA became the head of the Serials Receiving unit but continued to work in **ERA** half-time. As the new Head of the Acquisitions Division, I merged the serials ordering function with the receiving unit in July 2003, forming the **Serials Acquisitions** unit headed by the PA who continued to support **ERA** functions. The merger fulfilled my desire to integrate electronic and print journal management in the Serials Acquisitions unit by laying the groundwork for moving electronic journal management from **ERA** to **Serials Acquisitions**.

Why move electronic journal management to the **Serials Acquisitions** unit? Managing print subscriptions and their related publisher electronic journal packages became nearly impossible with the libraries’ print subscriptions distributed among three vendors based on a journal’s place of publication. To improve the workflow, I changed the basis for journal vendor assignments from imprint to publisher group. For example, the libraries stopped assigning its **Elsevier** US, UK, etc. orders to vendors by place of publication. The Libraries’ **Science Direct** orders were consolidated with the subscription agent assigned to handle all **Elsevier** print and electronic orders. Additionally, a subscription order and renewal default of print + free electronic was set. Once established, the order default increased the number of electronic journals available to users and significantly reduced the task of making title-by-title decisions, saving staff time in both Collections and Acquisitions.

Over the next year, **Serials Acquisitions** staff took over ordering both print + electronic and electronic-only subscriptions, taking over electronic journal ordering from **ERA**. In 2005, **Serials Acquisitions** staff began activating electronic journals, resolving access problems and updating the e-journal holdings data service database which includes the MARC record profile for records loaded into the online catalog. Assigning the management of all jour-

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“...my obsessive nature took over. I pretended to be cheerfully busy, entering information into the computer, dusting and ordering the shelves, but in fact my new, rather prurient interest was looking up people’s reading habits.”

“I’d always felt safer with stories than with flesh and blood.”

“None of the books had been touched for some time. As a librarian I could gauge such things, what was in use, what wasted away.”

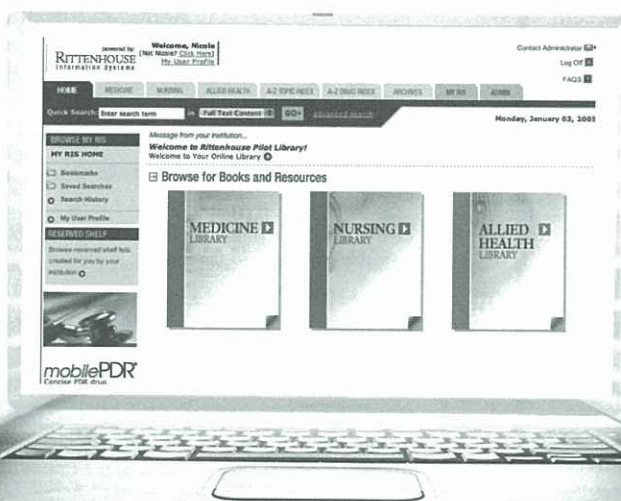
As the story moves along, the protagonist is eventually struck by lightning. This event provides, among other things, the catalyst for an emotional thaw. She becomes enthralled

with the mysteries of lightning, and also becomes fascinated by a local farmer, a person who came back to life after being struck dead by lightning. She becomes obsessed with the appropriately named **Lazarus**, who contributes further to her healing and transformation.

To quote the review by **Donna Seaman**, *Booklist*, **American Library Association**, found at **Amazon.com**: “As **Hoffman**’s spellbinding and wonderfully insightful tale unfurls, she pays charming tribute to librarians, revels in metaphors of hot and cold, and poetically explores the meaning of trust, the chemistry of healing, and the reach of love.”

For more information about the author and this novel, and others by **Alice Hoffman**, check out her official Website at [www.alicehoffman.com](http://www.alicehoffman.com) or the Website for her publisher, **Little Brown**, at: [www.twbookmark.com](http://www.twbookmark.com).

# Expand Your Library Beyond the Bookshelves



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nal subscriptions to the **Serials Acquisitions** unit guaranteed fewer dropped titles when print orders are canceled and reordered as electronic. **ERA** and **Serials Acquisitions** must maintain a very close working relationship, especially in the area of journal packages which are often purchased through consortial arrangements. Complementing the libraries' organization, subscription vendors, specifically **EBSCO**, **Swets**, and **Harrasowitz**, report that they handle print and electronic orders without regard to format. Change in the libraries' approach to its **Blackwell Publishing** package provides a specific example of how integration works. Beginning in 2006, all subscriptions were "flipped" from print to electronic subscriptions. **Serials Acquisitions** identified all of the print subscriptions as well as new subscriptions acquired by **Blackwell Publishing**. The list of subscriptions is crucial as no subscriptions can be canceled within this consortium package. All print titles were canceled by **Serials Acquisitions** and new electronic only subscriptions were placed. **Serials Acquisitions** also handles the Deep Discounted Print subscriptions that package publishers offer when the primary subscription is electronic. Effective management of electronic subscriptions is based on experience with print subscriptions when the library requires individual collection program funding for each subscription in a package.

Staff experienced in activating electronic subscriptions can then easily learn to add packages and individual journal titles to electronic resources data and access systems such as **Serials Solutions** and **EBSCO A-Z** and **Knowledge Base** linking systems. **Serials Acquisitions** staff are now managing both groups of systems as they are most knowledgeable of the entire life-cycle of an electronic journal, from purchase to user access. They are in an excellent position to trouble-shoot access problems that occur from order and activation errors.

### Preparing for an ERMS

**Electronic Resource Management System** and **Electronic Journal Archiving** program development respond to the continuing evolution of electronic journals. Most libraries are looking at **Electronic Resource Management Systems (ERMS)** to consolidate the various sources of information and to deliver listings of electronic journal titles to users. An **ERMS** is a database in which each electronic resource has a complete record of its attributes: order, vendor, content provider, URLs, title list (if electronic journal resource), contacts, funding, troubleshooting information. The systems ideally allow for tracking an order from its initiation to its Internet activation. Communication mechanisms to all staff and users who need to know about the various stages of resource activation including trials and outages are components of an ideal feature of an **ERMS**. **Ellie Duranceau's** articles in *Against the Grain* over the past several years are an excellent source for reviews of **ERM** and **ERM Sys-**

**tems** (see Other Resources below). Although at **Indiana University Libraries Electronic Resource Acquisitions (ERA)**, the Libraries' **Electronic Resources Committee (BERSERC)**, and **Library Information Technology (LIT)** units developed several effective local mechanisms for informing users of the libraries' electronic resource holdings and tracking orders and payments, an **ERMS** is still needed, especially for sharing license information with all of the **Indiana University Libraries** and the IU campuses. Web pages, Access databases, paper files and the Acquisitions module of the LMS store data in too many places making information management difficult. Many libraries find they are completely overwhelmed by these tasks and need a solution such as **ERMS**.

However, implementation of an **ERMS** is a large task for a library where many different interests and needs must be met. As a stop-gap measure, I requested that the **University Information Technology** staff add new fields to our LMS acquisitions module order records: **PUBLISHER**, **FORMAT**, **CONSORTIUM**. Staff can now retrieve publisher and format data from this local internal system to track various orders by publisher and format. This information aids the libraries' move to electronic subscriptions when they cost less than print and begins to prepare **ERA** and **Serials Acquisitions** for the implementation of an **ERMS** that the libraries plans to have in place within a year. We are using this system to

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maintain lists of subscription titles in each of our large electronic journal packages. As we look at other publisher packages, we can easily pull the current subscriptions we hold published by this publisher. However, this system should last only until the library implements a full **ERMS** when all the information on any resources can be found in one place.

### And Even More Integration

Supporting efforts to create electronic journal archiving software and archive mechanisms, **Indiana University Libraries** is a partner in the **LOCKSS Alliance (LOTS OF COPIES KEEP STUFF SAFE)**. **LOCKSS** is software that “allows libraries to collect, store and maintain electronic copies they purchase,” according to **LOCKSS** director **Vicky Reich**. At **Indiana University**, collection managers select the titles the library will archive once they are available in **LOCKSS**. **Serials Acquisitions** staff then verify that the library has rights to “cache” the title. Caching the title occurs when the libraries’ **LOCKSS** system retrieves the issue from the publisher when it is published. For example, a free humanities title is available for caching and is selected; serials staff add the title to Libraries’ A-Z list of electronic journals. Thus, the libraries “acquire” the title as well as “cache” it. If the library subscribes to the electronic journal, then the library has the right to “cache” it, or archive it where the library can deliver it to users should the publisher’s Website go down or the libraries’ access to the journal be interrupted. Currently, over one hundred titles have been selected and are actively cached for **Indiana Library**. As more titles are added to **LOCKSS**, the library will expand the number of titles archived. Although the libraries are still in the experimental stages of archiving electronic journals in **LOCKSS**, I anticipate that **Serials Acquisitions** staff will be involved in processing selections for **LOCKSS** in the same way they process a new subscription for print or electronic journals. Once an **ERMS** is fully implemented, **LOCKSS** cached title decisions will, no doubt, be documented within the electronic resources records where the information will be available to all staff.

### Integration: The Key to Success

At **Indiana University Libraries**, integration of print and electronic journal management has been the key to developing the staff expertise needed to manage electronic journals, particularly publisher packages. With the additional responsibility for A-Z lists, linking software, access problem resolution, and archiving activities, **Serials Acquisitions** will oversee the entire lifecycle of an electronic journal as it makes the transition from a print to an electronic environment and moves on to its final resting place, the archive.

## against the grain people profile

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Lynda Fuller Clendenning

**BORN & LIVED:** Born in Beech Grove, IN; Lived in NY, IL, MD, VA, and now in Bloomington, Indiana.

**EARLY LIFE:** I grew up in western New York a few blocks from the Erie Canal.

**FAMILY:** My husband and 91-year-old mother in Bloomington.

**EDUCATION:** BA **Franklin College**, IN; MLS and MA History, **University of Maryland**, College Park, and several courses in **Terry Belanger’s Rare Book School**.

**FIRST JOB:** Car-hop in Savanna, Illinois.

**PROFESSIONAL CAREER AND ACTIVITIES:** Worked many years in library support position in technical services and special collections; as librarian: Head of Serials, Head of Acquisitions and Preservation, Head of Special Collections at the **University of Virginia**; Head of Acquisitions and Associate Director of Technical Services, **Indiana University**.

**IN MY SPARE TIME I LIKE TO:** Garden and landscape and visit architectural sites and read about design.

**FAVORITE BOOKS:** *Pride and Prejudice* by **Jane Austen**, *Atonement* by **Ian McEwan**, and *The Death of a Nationalist* by **Rebecca Pawel**.

**PET PEEVES/WHAT MAKES ME MAD:** Colleagues who don’t share information.

**PHILOSOPHY:** Users are #1; Just say YES.

**MOST MEANINGFUL CAREER ACHIEVEMENT:** Various acquisitions innovations during my years at the **University of Virginia**: the **NY Times/Washington Post** program (books on shelves by time users see Sunday book review); filling user requests within seven days; implementing shelf ready monographs and direct selector ordering in vendor database in 1997. At the **University of Virginia** I co-curated an exhibit on popular fiction with **John Unsworth**, “Rave Reviews: Bestselling Fiction in America” [http://www.lib.virginia.edu/small/exhibits/rave\\_reviews/](http://www.lib.virginia.edu/small/exhibits/rave_reviews/).

**GOAL I HOPE TO ACHIEVE FIVE YEARS FROM NOW:** A fully automated and integrated print/electronic acquisitions.

**HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS:** Books and journals will morph into multi-media packages. (Note: our first orders and licenses for streaming video were placed at the end of 2005). 🐾

### Other Resources

**ERMS (Electronic Resource Management Systems):**

**Jewell, Timothy D, Ivy Anderson, Adam Chandler, Sharon E. Farb, Kimberly Parker, Angela Riggio, and Nathan D.M. Robertson.** August 2004. “Electronic Resource Management: The Report of the DLF Initiative.” <http://www.diglib.org/pubs/dlfermi0408/dlfermi0408.htm> [3 February 2006]. This report explains what librarians want and need in an **ERM System** in order to manage library electronic resources effectively.

**Duranceau, Ellen.** “Electronic Resource Management Systems Part II: Offerings from Serial Vendors and Serial Data Vendors.” *Against the Grain* v.17#3 (June 2005): p. 59. Note from the Table of Contents: “In the Sept. 2004 issue, **Ellen** reported on the **ERM** offerings of the major ILS vendors, and promised

to follow with a second article covering the **ERM** tools offered by other kinds of companies, primarily serials vendors or serial data vendors. Here is Part II.”

**LOCKSS (Lots of Copies Keep Stuff Safe) Electronic Journal Archiving System:**

**LOCKSS** [WWW home page of **LOCKSS Alliance**]. 3 February 2006. <http://www.lockss.org> [3 February 2006].

**Reich, Victoria.** “Victoria Reich: Director (and founder), **LOCKSS** — An interview Addressing the Challenges of e-Journals.” Interview by **Margaret Landesman** (28 February 2002). *Against the Grain* v.14#6 (December 2002-January 2003): p. 64-66.

**Eastman, Carrie.** “Here Today; Here Tomorrow?: Journal Archiving in the Electronic Environment.” *Serials Review* 31 (2005): 317-319. 🐾