

# **Shifting Course, Managing Change: Transitioning to a New Resource Acquisition Model**

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**IUPUI University Library**

**Electronic Resources & Libraries Conference**

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# Who we are

**Tina Baich**  
**Senior Associate Dean**



**Katharine V. Macy**  
**Collection Assessment  
Librarian**



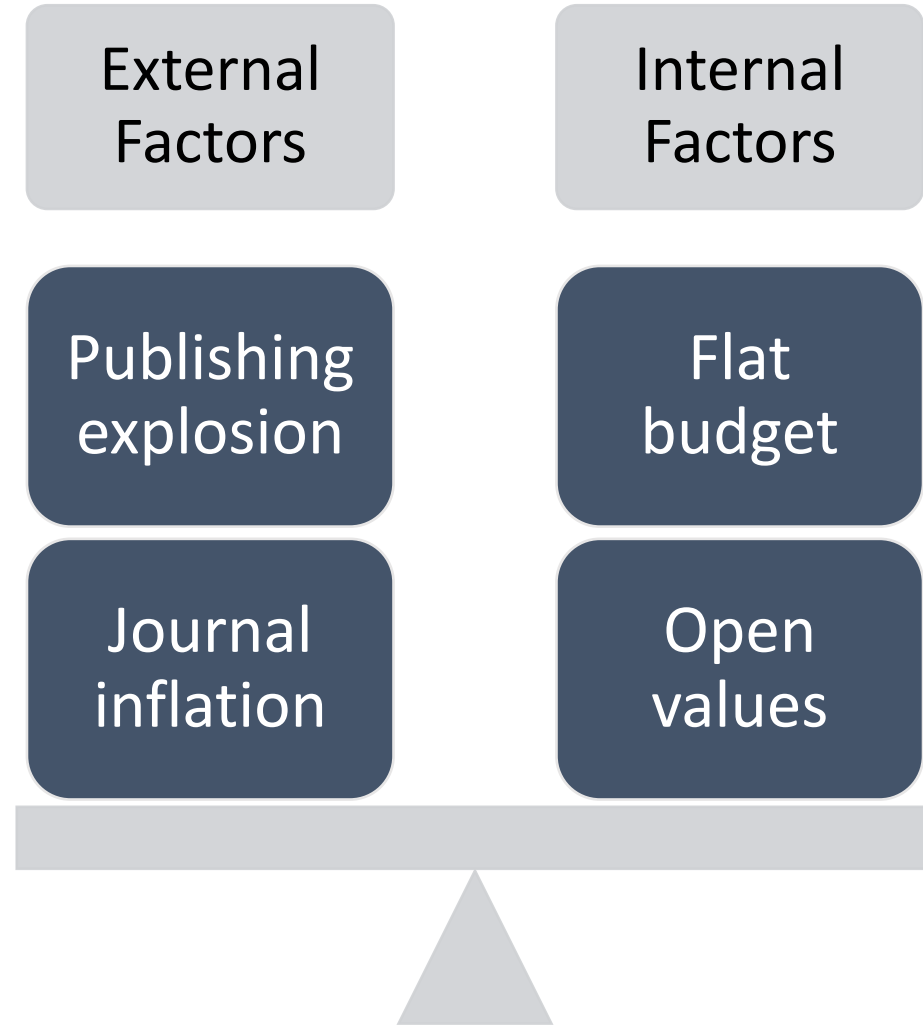
**Willie Miller**  
**Associate Dean**



# Who we are

- Urban, R2 higher education institution
- Approximately 30,000 undergraduate & graduate students, 10,000 faculty and staff
- 17 schools & 2 colleges from IU and Purdue

# Seeking balance



# Existing course

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- Bifurcated budget School-based funds
- % of materials budget = % of library budget received from school assessment
- “Fair share” model
- Selection by librarians



# Shifting course

- Consolidated budget
- 5 broad collections budget categories
- Selection by librarians and users



# Starting line

## Making Academic Change Happen workshop

**Problem:** UL's current financial model for collections is not sustainable, either in terms of allocation structure or overall level of funding.

**Goal:** Create a more sustainable financial model for collections that moves us toward our strategic directions while maintaining current level of funding.

Fundamentally? Deliver needed resources to IUPUI constituents.

quite into history.

How did we reach current model?

Have we ever had a different model?

What factors have led to unsustainability?

Need to understand what stakeholders see as benefits to current model.

Difficulties in addressing:

range

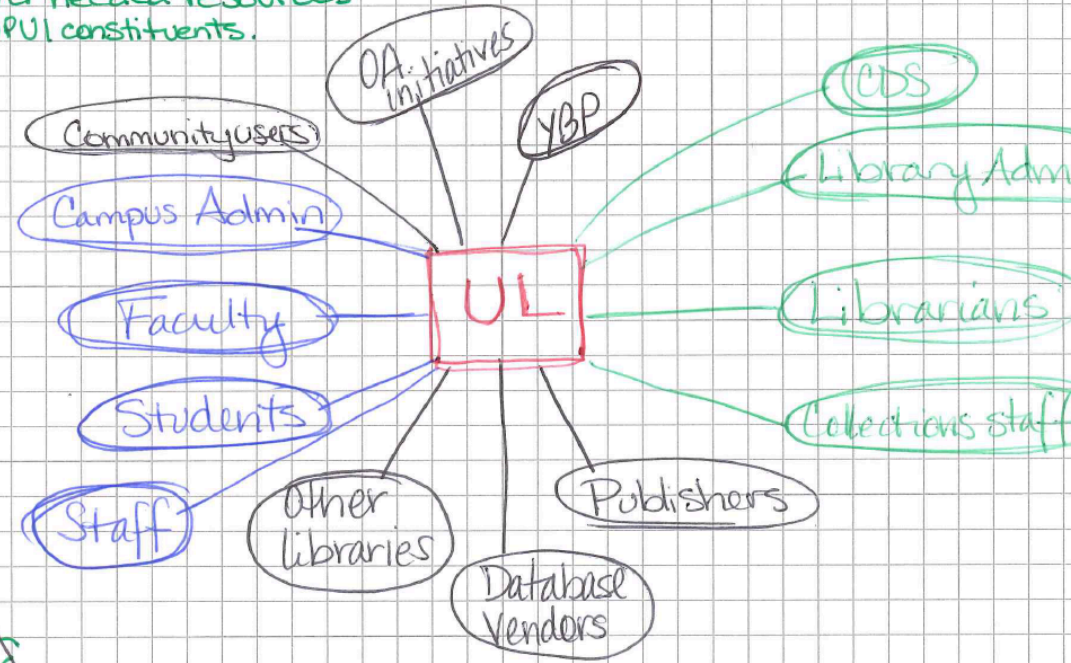
quality expectations

communicating problem + need for change

shift from "traditional" mindset

communicating value of services, personnel.

Communicating how academic libraries are changing (+ scholarly communication)



Are there models we can follow? → Operationalize D → MIT

- Stagnant budgets → State funding, campus + univ p
- Rising journal costs → inflation outpacing everything  
↳ other rising costs?
- ⇒ Unawareness / lack of understanding of faculty + campus
- Differentials in cost across disciplines.

# Potential speed bumps

- Perceptions of faculty
  - Library as buyer and keeper of “stuff”
  - Equating school assessments directly with “their materials”
- Perceptions of librarians
  - Collection development as part of identity
  - Loss of control
  - Managed funds are “their” money (and their faculty’s money)
  - I know best.



# Taking the curves

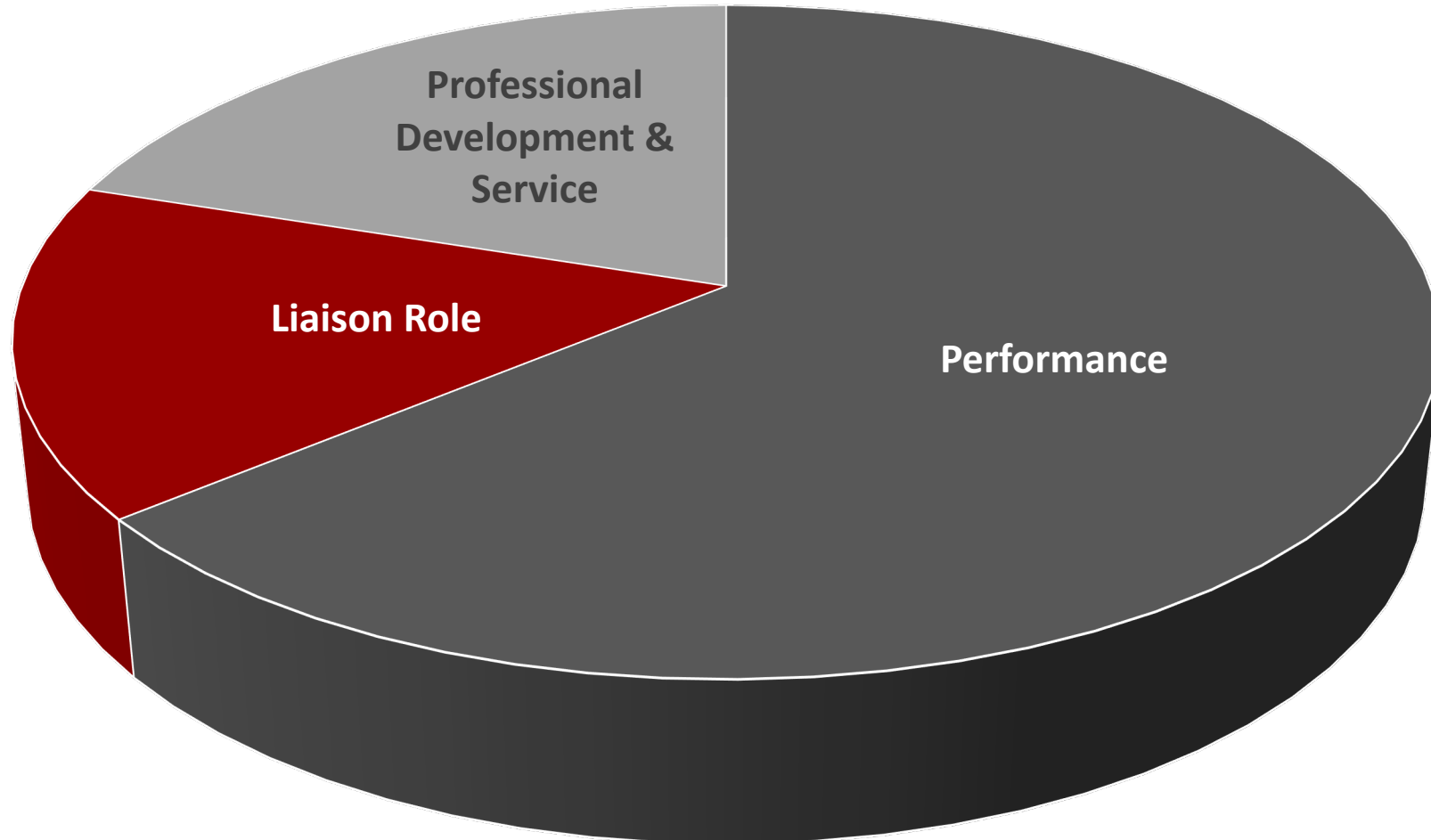
- Dispersed data
- Assessment is a process
- Service development and implementation
- Workflow development and revision
- Unknown financial implications of new services
- Communication, communication, communication

# Lap 1: FY18

- Complete a plan.
- Select **Resource Development Librarians.**
- Develop an initial internal **communication** strategy.



# Managing change: New roles



# Preparing the Pit: Internal communication

- All-staff workshop
- Communications toolkit
- Survey
- Regular communication and updates



# Lap 2: FY19

- Transition approval plans to “Books on Demand” patron-driven acquisition plans.
- **Assess** all journal and database subscriptions.
- Develop an external **communication** strategy.

# **Managing change: Assessment**

# Data-informed decision making

- Breaking down collection data silos
  - Collection Scorecard
  - Deep dives into qualitative data
    - **Prioritization** was key!
    - Used 80/20 rule to decide what resources needed in depth documentation. By end of 2019 the 20% of e-resources that made up 80% of the serial expenditure were documented.
    - Did four rounds.

# Collection Scorecard 1.0

TITLE	Example Journal/E-book Database		HISTORICAL							
			YEAR	2012	2013	2014	2015	2016	2017	2018
PHASE ONE RESOURCE:	Yes		PRICE		\$ 40,000	\$ 42,000	\$ 42,500	\$ 45,000	\$ 48,000	\$ 52,000
FYE CANCELLED			USAGE	201,451	220,987	225,524	185,145	90,010	89,174	
			\$/USE	\$ 0.20	\$ 0.19	\$ 0.19	\$ 0.24	\$ 0.53	\$ 0.58	
CONSORTIUM	0		LIBGUIDE CLICKS					3,744	3,881	4,258
MULTIYEAR CONTRACT	0									
CONTRACT EXPIRATION	0									
			CONTENT			COMPETITIVE PRODUCTS				
ORDER ID	PO-555555		Index/Abstract Only	No	TBD					
VENDOR ID	ABCDE		Full Text Articles	Yes						
PUBLISHER	EBSCO*		E-Book	Yes						
			Primary Sources	No	UNIQUE CONTENT					
TYPE OF DATABASE	Articles		Guides/ Handbooks/ Standards	No	TBD					
HOW FUNDED	PO		Multimedia	No						
			Data & Statistics	No						
			Directory or Catalog	No						
% OF TOTAL SERIAL SPEND	2.00%		Encyclopedia or Dictionary	No						
PARETO FLAG (80/20 COST)	Yes		OVERLAP ANALYSIS			JOURNALS ONLY				
5-YR AVG PRICE INC/DEC	6.00%		Title Unique	76	DATABASES PROVIDING COVERAGE					
3-YR AVG PRICE INC/DEC	5.59%		Holding Unique	3						
			Total Unique	79						
			Full Holding Overlap	8,531						
			Partial Holding Overlap	18						
			Total Holding Overlap	8,549						
			Title Overlap	10						
			Total	8,638						
			Percent Full Overlap	99.09						
			Percent Unique	0.70	TBD					
*Note not an EBSCO title. All data is mocked up.										
Calculations										
5-YR AVG PRICE INC/DEC										
((2018 Price - 2013 Price)/ 2013 Price) / 5										
3-YR AVG PRICE INC/DEC										
((2018 Price - 2015 Price)/ 2015 Price) / 3										



# Deep dives into qualitative data

Collaborative project for Collection Working Group requiring outreach to subject liaisons

STEP 1. Review marketing materials and database content and document types of content offered, disciplines covered.

STEP 2. Locate database reviews and identify competitive products, duplicated content, and unique content.

STEP 3. Reach out to appropriate subject liaisons for their input on collected information, as well as how the database is used in research and teaching within their disciplines

# Challenge during deep dives

**Anxiety!** Subject liaisons continued to fear that data was being collected to make cancellation decisions, despite discussion of the project at a faculty meeting.

Mitigation Strategy:

- Email from Senior Associate Dean (Tina!)

Lesson Learned: People need to hear the message **multiple times** via different mediums (meetings, emails)

# Collection Scorecard 1.2

Example Journal Database		HISTORICAL							
		YEAR	2013	2014	2015	2016	2017	2018	2019
PHASE ONE RESOURCE:	Yes	LIBRARY PRICE	\$ 40,000	\$ 42,000	\$ 42,500	\$ 45,000	\$ 48,000	\$ 52,000	\$ 55,000
FYE CANCELLED		CAMPUS PRICE	\$ 40,000	\$ 42,000	\$ 42,500	\$ 45,000	\$ 48,000	\$ 52,000	\$ 55,000
CONSORTIUM	0	USAGE	220,987	225,524	185,145	90,010	89,174	92,567	
MULTIYEAR CONTRACT	0	\$/USE	\$ 0.18	\$ 0.19	\$ 0.23	\$ 0.50	\$ 0.54	\$ 0.56	
CONTRACT EXPIRATION	0	LIBGUIDE CLICKS				3,744	3,881	4,258	4,500
ORDER ID	PO-55555	Permalink	[INSERT LINK TO DATABASE]						
VENDOR ID	ABCDE	Marketing Website	[INSERT LINK TO PRODUCT MARKETING WEBSITE]						
PUBLISHER	EBSCO*	Product Review	[INSERT LINK TO ANY PRODUCT REVIEWS]						
HOW FUNDED	PO	COMPETITIVE PRODUCTS							
% OF TOTAL SERIAL SPEND	2.00%	12345 Database.							
PARETO FLAG (80/20 COST)	Yes	DISCIPLINES COVERED							
5-YR AVG PRICE INC/DEC	7.5%	History, International Studies, Government							
3-YR AVG PRICE INC/DEC	7.4%	USE IN RESEARCH & TEACHING							
OVERLAP ANALYSIS		Used when teaching journal database research in IL sessions in freshman learning community classes. It is used by faculty to access academic research within the disciplines the database covers							
Title Unique	76	UNIQUE CONTENT							
Holding Unique	3	has exclusivity agreement to several journals (list of journals), which are critical for international studies for last 10 years. Subscribing to these journals on an individual basis has proven cost prohibitive, compared to package, and historical ILL use.)							
Total Unique	79	DUPLICATED CONTENT							
Full Holding Overlap	8,531	Has 80% overlap with 12345 database, other overlaps are spread across several databases.							
Partial Holding Overlap	18	TYPES OF CONTENT OFFERED							
Total Holding Overlap	8,549	journal articles, e-books							
Title Overlap	10	CONTENT DETAILS							
Total	8,638	Scholarly, trade, and popular journal articles. E-books in discipline areas.							
Percent Full Overlap	99								
Percent Unique	0.70								
CONTENT									
Index/Abstract Only	No								
Full Text Articles	Yes								
E-Book	Yes								
Primary Sources	No								
Guides/ Handbooks/ Standards	No								
Multimedia	No								
Data & Statistics	No								
Directory or Catalog	No								
Encyclopedia or Dictionary	No								

\*Not an EBSCO database, numbers have been mocked up.

# Values based policies & processes

Developing policies supporting our values and priorities.

- Database trials - Complete
- Data acquisition – DRAFT
- Overall Collections Policy

Values Supported	Strategic Priorities
<ul style="list-style-type: none"><li>✓ Advancement of Knowledge</li><li>✓ Diversity</li><li>✓ Equitable Access</li><li>✓ Great Service</li><li>✓ Student Success</li></ul>	<ul style="list-style-type: none"><li>✓ Data-informed Decision Making</li><li>✓ Resources &amp; Collections</li><li>✓ Scholarly Communication &amp; Open Culture</li><li>✓ Faculty Success</li><li>✓ Student Success</li></ul>

# **Managing change: External Communication**

# External Communication Strategy



- On Demand Webpages
- Marketing Campaign
- Targeted User Outreach (Faculty & Staff and Students)
- User feedback and surveys

# On Demand Webpages







<http://ulib.iupui.edu/on-demand>



The screenshot shows the top navigation bar of the IUPUI University Library website. It features the IUPUI logo (a Psi symbol) and the text "IUPUI" on the left. In the center, it says "University Library". On the right, there are buttons for "OneSearch", "IUCAT", and "Site". Below these is a search bar with the text "Search our discovery" and a magnifying glass icon. A horizontal menu below the search bar includes links for "Resources", "Guides", "Services", "Technologies", "About Us", and "Need Help?".

## On Demand Services

To keep up with the growing needs of IUPUI students, faculty, and staff, the Library is providing On Demand acquisitions of articles, books, films, and other items. Members of the IUPUI community can initiate orders of thousands of items, which the Library will purchase and deliver as soon as possible.

 <p><b>Articles</b> Learn how you can request articles.</p>	 <p><b>Books</b> Learn how you can request we buy a book.</p>	 <p><b>Film</b> Learn how you can request streaming films.</p>
 <p><b>Purchase Requests</b> Request we buy other items.</p>	 <p><b>FAQ</b> We answer your questions.</p>	 <p><b>Feedback</b> Please share your experience!</p>



IUPUI UNIVERSITY LIBRARY

**MORE** *than ever before.*

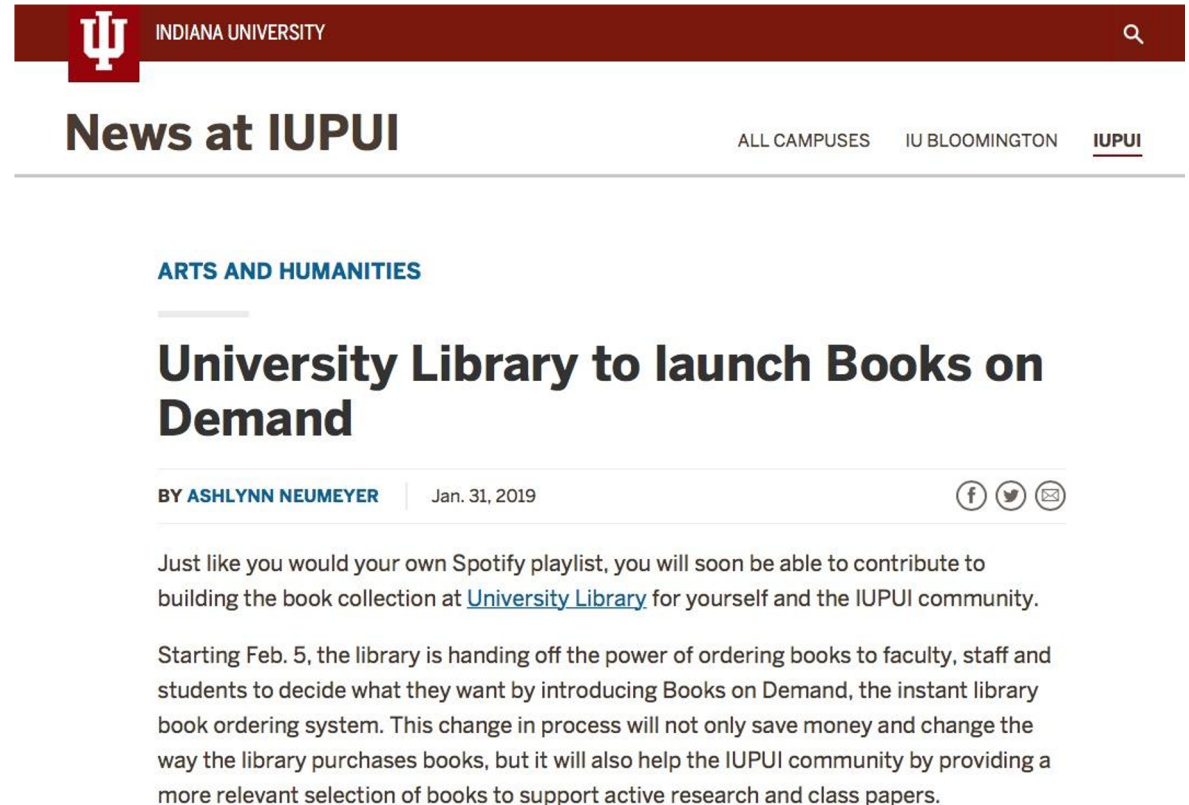
**External Communication:  
Marketing Campaign**





# Faculty & Staff Outreach

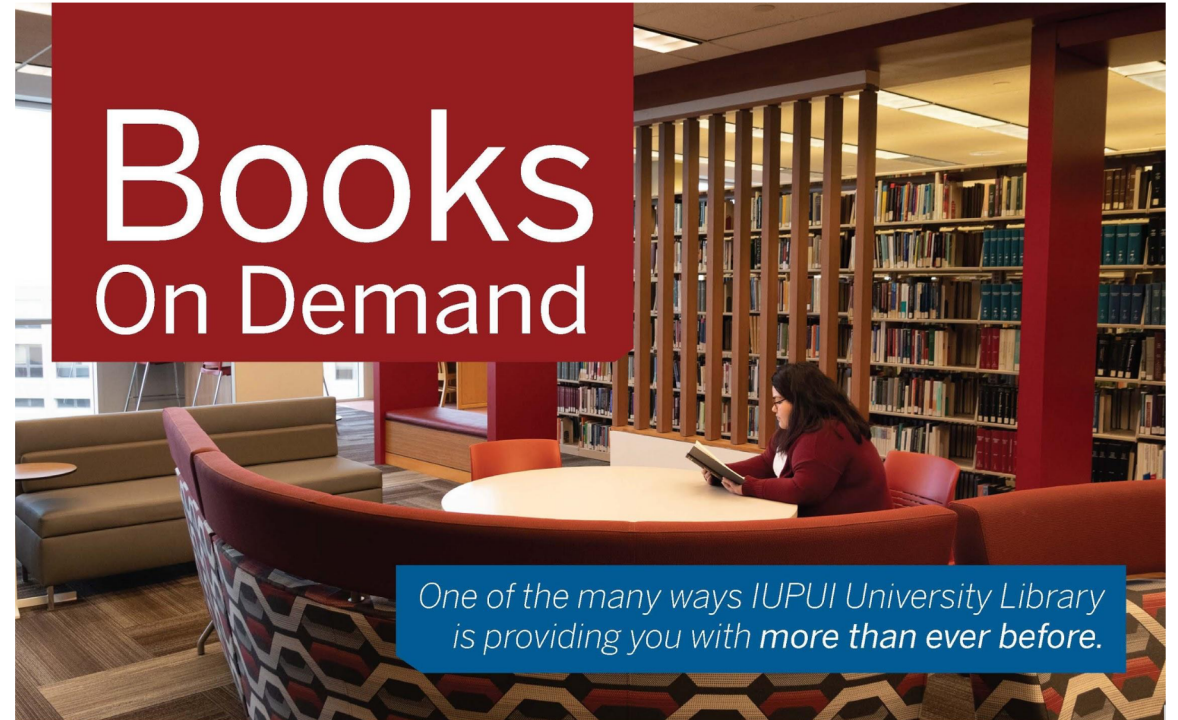
- Email
- Postcards
- Librarian outreach
- Presentations from Dean
- Earned media exposure



The screenshot shows the top portion of a news article on the Indiana University website. The header is dark red with the IU logo and 'INDIANA UNIVERSITY' text. Below the header, the page title 'News at IUPUI' is displayed, along with navigation links for 'ALL CAMPUSES', 'IU BLOOMINGTON', and 'IUPUI'. The article is categorized under 'ARTS AND HUMANITIES'. The main headline reads 'University Library to launch Books on Demand'. The byline is 'BY ASHLYNN NEUMEYER' and the date is 'Jan. 31, 2019'. There are social media icons for Facebook, Twitter, and Email. The article text begins with 'Just like you would your own Spotify playlist, you will soon be able to contribute to building the book collection at [University Library](#) for yourself and the IUPUI community. Starting Feb. 5, the library is handing off the power of ordering books to faculty, staff and students to decide what they want by introducing Books on Demand, the instant library book ordering system. This change in process will not only save money and change the way the library purchases books, but it will also help the IUPUI community by providing a more relevant selection of books to support active research and class papers.'

# Student Outreach

- Social media
- Librarian outreach
- Giveaways
- Earned media exposure



# User Feedback and Survey

- On Demand Feedback Page
- User Survey
- Faculty Survey



# Lap 3: FY20

- Transition art approval plans to “Books on Demand” patron-driven acquisition plans.
- **Assess** all journal and database subscriptions.
- Renew focus on internal and external **communication**.
- **Survey** librarians to determine current collection **gaps/needs**.
- Begin shifts in collections budget structure.

# Keeping an eye on the horizon



- Continuous assessment
- Continuous financial monitoring
- Continuous communication
- Continuous revisiting of the long-term plan

# Finish line

- Centralized collections budget encompassing materials and services
  1. Subscriptions & licenses
  2. Patron-driven acquisition plans
  3. Collections services
  4. Pilots
  5. Librarian monograph orders
- Shifted focus to on demand services (access and ownership) for general collection & building unique collections

# Grand prize

We are able to:

- Get users what they need.
- Reinvest in open initiatives and infrastructure.
- Advance open access to scholarly communication.



# Our winnings

- Expertise is essential.
- Communication is crucial.
- Prototyping works.
- It takes a village.
- Be willing to adjust course.





# Questions?

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