Collecting *for the* Future

UNIVERSITY
LIBRARIES

The University of Maryland Libraries:

COLLECTING FOR THE FUTURE

Ideal vision for the Libraries

The University of Maryland Libraries will leverage resources to meet increasing demand for timely access to relevant information to its users anytime, anywhere.

Current state of the Libraries

The University of Maryland Libraries, like most of its peers, has developed its research collections through a collaboration of library subject specialists, faculty, and students. The Libraries acquire most books either through an approval plan or by individual selection, attempting to predict use based on the needs of the curriculum and research enterprise of the University. Books are purchased "just in case," in the hope that a future researcher would use them. The Libraries acquire most journals as part of large, bundled publisher packages, again based on an attempt to predict user need. Library spaces are traditionally focused heavily on collections. Facilities occupy prime real estate in the center of campus, and spaces where students can research, study, and work collaboratively with faculty and with each other are at a premium. During the academic year most library facilities are packed, and cannot keep up with the demand for student space.

Challenges to realizing ideal vision

The traditional model of building library collections presents several challenges:

- Buying for "just in case" purposes results in collections in which a majority of items receive little or no use

- Most of the collections budget is tied up in expensive journal packages (called "big deals") in which a few journals receive heavy use but the institution is required to pay for a considerable amount of little-used content. While UMD has realized considerable cost avoidance from consortial licensing with the Big Ten Academic Alliance (BTAA), University System of Maryland and Affiliated Institutions (USMAI), and other partners, some of these licenses are for these types of big deals.

- Journals, including those in packages, are subject to inflation significantly above the national average, with about 7% being the average rate.

- Demand for information exceeds what the Libraries can afford to purchase

- The State of Maryland's fiscal situation has caused flat collections budgets over the past several years, resulting in declining purchasing power due to inflation

As a result of these challenges, the collection budget's spending power declines each year. Funds are tied up in acquisition of seldom-used materials, in funding large packages that restrict flexibility in spending, and in paying for inflation. This also greatly restricts the information that the Libraries provide to its users. Even the best-funded library can only acquire a tiny fraction of the knowledge that is available for students, faculty and other researchers.

Library facilities occupy prime real estate on campus. However, most of our current spaces focus on legacy collections rather than users. The majority of space in library facilities is occupied by increasingly dated and seldom-used materials. Students, faculty and library personnel do not have enough space for individual research and study, research consultation, instruction, and collaborative learning.

Opportunities

New and emerging technologies continue to transform how students, faculty, researchers, librarians, and other users can identify and access information. Most journals, reference tools and research aids are now available digitally. Libraries can now provide access to information in a wide variety of formats and material types, including digitized primary and archival sources, data sets, streaming media, data visualizations, and other resources. Publishers and other vendors of information are developing a new array of services to connect users with content in innovative and cost-effective ways. Demand driven acquisition (DDA) and other types of evidence-based collection development provide libraries with more leverage for their collections budgets by spending at point of need and by targeting funds towards materials that users actually use.

A wealth of material is now available through access rather than ownership. Libraries and their users no longer have to depend on only the resources that they can afford to purchase and house locally. Targeted direction of funds towards access rather than ownership greatly increases the content that libraries can offer their users, and open a whole world of information beyond the traditional stacks.

Open Access (OA) plays an increasingly important role in the future of library collections. Most academic publishing in the past century has followed a model which is ultimately unsustainable.

Universities, governments and grant agencies pay faculty to produce research. Faculty then give this research away to companies, which then sell the information back to universities. Simply raising funds to pay for ever-increasing serials inflation only exacerbates the problem. OA breaks this cycle at the source by making research open.

The OA movement is still in its early stages. The UMD Libraries are a member of the Scholarly Publishing and Academic Resources Coalition(SPARC;
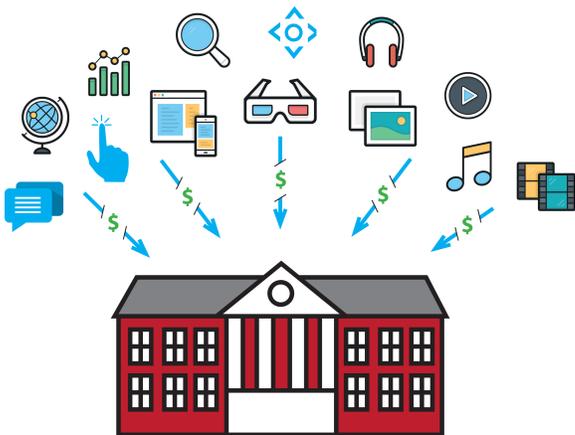
Information now comes in a wide variety of formats and material types

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https://sparcopen.org). SPARC "works to enable the open sharing of research outputs and educational materials in order to democratize access to knowledge, accelerate discovery, and increase the return on our investment in research and education" (https://sparcopen.org/who-we-are/). The Libraries do currently support OA through grants of funds to faculty and students to publish in OA venues. We also sponsor awareness events about OA. As the OA movement matures, there will be additional opportunities to participate in OA projects in partnership with the iSchool, the BTAA and other peer institutions.

Potential benefits, challenges, risks, drawbacks and tradeoffs

Some of these new opportunities come with some associated risks. Not all research materials are available on demand or at point of need, or such access may be prohibitively expensive. Many users, especially faculty in some disciplines, are heavily reliant on print and other analog formats. Some of these users may be hesitant to move to digital media, even when the content and functionality are as good as, or better than, the print version. Some big deals may be cost prohibitive to break up, or the vendor may refuse to negotiate smaller packages or reasonably priced individual subscriptions. Some OA materials do not hold the same quality standards as traditionally published and refereed materials, or at least may be perceived as such. The Libraries must analyze each of these challenges and make data-driven and user-focused decisions that best fit the needs of the University.

This new model requires not only a transformation in collection development philosophy and in how we allocate the collections budget. It also requires that we rethink personnel. The Libraries must provide its staff with the training and tools necessary to identify, acquire, describe, access and deliver content from this universe of knowledge. Implementing, managing and operating these new modes of access to information, as well as the new service models relating to this content, require highly trained personnel to design, create, implement, operate and manage new work flows and service models. This may require redirecting funds to personnel, services, and technology in these areas. For example, the Libraries may need to redirect funds from collections to personnel in Acquisitions and Interlibrary Loan to facilitate access to and fulfillment of information.

The table on the following page presents key issues that the Libraries face. It lists the current state, the new model, the benefits and tradeoffs between the two, and the information used to decide whether to implement the new model for that issue.

The Libraries do not need to make these decisions across the board. Rather, we can take into consideration the needs of specific disciplines and user groups.

The information landscape is rapidly evolving and new technologies are making more information available. The Libraries are doing everything we can to take advantage of new opportunities with available resources and a static collections budget allocation.

Current state	New model	Benefits of new model	Drawbacks of new model	How to decide?
Ownership	Access	Libraries can more effectively purchase access to more resources than they could ever afford to purchase for ownership.	Not all content is available via licensing; cost of access reaches a point where it is more efficient to purchase; could have implications for accreditation	Cost benefit analysis with cost per use/cost for access data; research accreditation requirements for individual academic units and disciplines
Just in case	Just in time	Users get what they need when they need it. We can say "yes" to more faculty and student requests.	Some content is not immediately available; some current journal issues have embargoes on new content	Requirements of individual disciplines (e.g. some STEM information dates very quickly)
Collections-focused facilities	User-focused facilities	Emphasis is on needs of current and future users, not past collection decisions	Traditional view of collections-focused library seen as high status by some faculty and administrators	Space requirements of print-focused disciplines and of current and future user needs
Print-centric	Digital	More access to more resources, 24/7 access, remote access	Digital divide; print and other analog still important for some disciplines; not all content is available in digital format	Research practices of individual disciplines (e.g. some humanities, visual and performing arts heavily reliant on print)
Copyright-controlled content	Open Access	Permits funding to be redirected from collections to personnel and services; better support for faculty who must comply with grant agencies requirements for data management and sharing the results of research.	Not all OA is high quality; some disciplines have little OA content	Assessment of OA outlets for impact factors and other quality indicators
Sole ownership of information	Shared access to information	Leverage of large scale pricing; access to larger collections	Not all content is immediately available; partners may not have same needs	Budget and pricing

R E C O M M E N D A T I O N S

A new model and vision for library collections

Fortunately, new technologies and innovative means for delivering content open up new paths for the Libraries. By developing a radically new user-focused model of collection development, the Libraries can better leverage its fiscal and personnel resources to provide our users with the information they need to achieve success. In the table above, the "New model" column presents the Libraries' recommendations for implementing this new model. This transformation will enable the Libraries to realize its vision for collections: The University of Maryland Libraries will leverage resources to meet increasing demand for timely access to relevant information to its users anytime, anywhere.

Why adopt the new model?

New technology makes an entire universe of knowledge available for our users. Digitized primary and archival sources, data sets, streaming media, interactive learning objects and other types of resources augment the collections of books and journals now available both online and in print or other analog formats. New acquisition models such as demand driven acquisition, in which content is acquired at point of need, make it possible to spend funds only when a user actually want a resource. Much of this new universe of knowledge is licensed rather than purchased. This shifts the focus from ownership to access. The Libraries no longer need to own a resource; we now often have the option of providing access to it at the point of need. This is a fundamental shift in the traditional philosophy of collection development. By freeing funds from large packages with high inflation we can redirect resources to acquire new material that better supports research and teaching. By focusing on access rather than ownership we can better leverage the purchasing power of our budget. And by moving from "just in case" to "just in time" we can focus our resources on materials that are actually being used. This new model will empower the Libraries to better leverage current resources to increase spending power and thus increase users' access to information. Shared access with BTAA, USMAI, and other consortia and institutions also permits us to leverage our budget's buying power by taking advantage of large scale discounts.

This new vision for library collections also offers the Libraries the opportunity to recreate its facilities and spaces. The needs of specific academic disciplines regarding collection size, user spaces and technology vary significantly. In many disciplines, print is a legacy format. Other

OLD Traditional collection built from presumption of interest and use

Dedicated funds for specific subjects
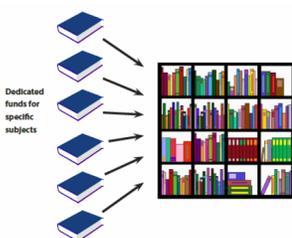
NEW Books purchased only when requested by patron

Work together as content curators and with faculty to optimize buying power across disciplines

fields of study still make heavy use of print and other analog resources. The Libraries can create both print and digital collections and technology-rich user spaces that support the curriculum and research enterprise of the University across all disciplinary boundaries, and will serve as a hub of institutional interdisciplinarity.

A PLAN FOR IMPLEMENTING THE NEW MODEL

What we have already done

- Implemented purchase of e-books and other digital resources

- Initiated demand driven acquisition of books and other materials

- Targeted lesser used subscriptions and moved to on-demand access via interlibrary loan and other types of document delivery

- Initiated purchase of e-books and other digital formats in place of print and analog when appropriate

- Participated in large scale purchasing and consortial licensing with BTAA to leverage shared access to information

- Identified important but lesser used print materials for transfer to Severn Library

- Implemented "just in time" shared access to the collective holdings of the Big Ten libraries via UBorrow for on-demand delivery of library material

What we are doing now

- Increasing acquisition of e-books and other digital content

- Expanding demand driven acquisition

- Investigating other innovative models for evidence-based collection development, including for streaming media and big data

- Feasibility study of canceling large journal packages using cost, usage and other bibliometric data

- Analyzing holdings of USMAI, BTAA and other partner institutions to make decisions about purchases and retention of physical holdings

- Evaluating several models for allocating collections budget across disciplinary areas and formats for better support of University's curriculum and research enterprise

- Funding OA publishing among UMD faculty and students

What we could do soon

- Discuss the issues presented in this paper, including requests, with the Provost and other members of the University administration

- Present the new collections model at a future University Senate meeting, followed by open forums for faculty, students, and other members of the University community to provide feedback

- Collaborate with iSchool, University Senate, and University administration to foster new vision of library collections and increase support for OA initiatives

- Renegotiate or cancel the Taylor & Francis journal package as a pilot project for breaking up big deals and freeing funds

- Aggressively move to e-preferred over print content except for specific materials supporting those disciplines that still rely heavily on print or when cost prohibitive

- In depth analysis of our holdings against those of partner libraries in USMAI and BTAA to make data driven decisions about retention and location of print and other analog formats and about future acquisitions

- Explore evidence based acquisition and access to big data and other emerging formats

- Implement new algorithm for allocating collections budget across disciplinary areas and formats for better support of University's curriculum and research enterprise

What we could do long term

- Create unique UMD-focused model for allocating collections budget across disciplinary areas and formats for better support of University's curriculum and research enterprise

- Collaborate with BTAA and other institutions to negotiate consortial agreements with publishers that permit greater flexibility and targeting of funds toward selected content

- Partner with iSchool, BTAA and other institutions to seek grant funding for investigating innovative ways to access and deliver information and increase support for OA

- Renegotiate or cancel additional big deals and redirect funds for access of targeted resources

- Renegotiate or cancel approval plan and redirect funds to access of targeted resources

REQUESTS

The Libraries request assistance from University administrators, campus governance, and other University leaders in several areas. These including help in fostering a new mindset about the Libraries, assistance in fundraising, creating innovative partnerships with other campus units, and identifying sources of revenue to support library collections and services.

Fostering a new mindset about the Libraries

This new model requires a new way of thinking about library collections, budgets, and services. In particular, the move from sole ownership to shared access and from "just in case" to "just in time" can be a sticking point for faculty and other researchers. This is where campus leaders

can greatly help the Libraries. We need advocates who will help us promote this new model to faculty, students and the University community. The President, Provost, ULC, University Senate, Student Government Association, and other leaders can help the Libraries to change mindsets about how to think about library collections, budgets, and services.

Development and fundraising

We need the support of the University administration to make the Libraries a fund raising priority. Most of our BTAA and other peer institutions have a robust program of development and fund raising focused specifically on creating world-class library collections, services, and facilities. At these institutions, senior university administrators, including the President and Provost, publicly identify the library as a priority for fund raising. Major donors are steered towards the library to support collections, programs and services in which they might be interested. Opportunities also exist for donors at lower levels to contribute toward major library projects as well. The University administration can help the Libraries increase funding by identifying us as a priority in the new capital campaign.

Partnerships

At many of our peer institutions, the library partners with athletics, the alumni association, and other university departments to foster support for the library. At one university, Athletics dedicated a percentage of each ticket sale to support the Libraries. At another institution, the alumni association conducted drives in which it solicited support for library collections and services. In many cases, academic departments and other university units routinely partner with the library to raise awareness about the library's needs and to direct support toward the library. The Libraries are eager to partner with other University units on fundraising and other programs of mutual benefit.

Identifying revenue to support library

Universities direct funds toward the library by identifying specific revenue to enhance the library's allocated budget. One source of such revenue is a student fee; this was implemented a few years ago at UMD as a supplement to the student technology fee. Another potential source of revenue is research funding. Many universities direct a percentage of overhead collected from grants and other revenue toward the library to fund collections, programs and services.