

Disruptive Library Landscape

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Disruptive Forces

- Return on Investment (ROI)
- Legal Challenges
- MOOCs
- Digital Preservation

How do Presidents/Provosts Think about Libraries?

- Education Advisory Board's *Redefining the Academic Library: Managing the Migration to Digital Information Services*. 2011.



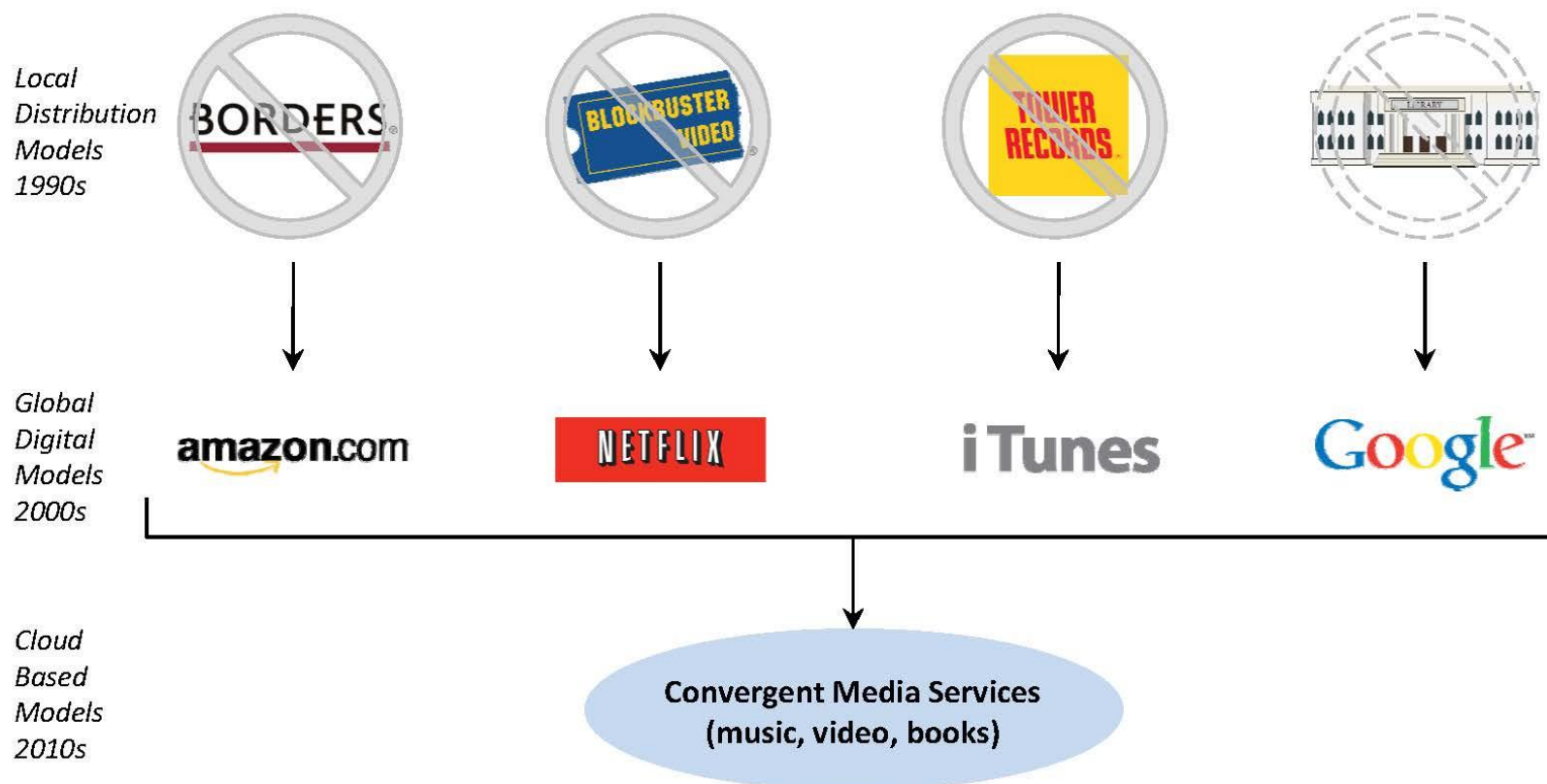
Redefining the Academic Library
Managing the Migration to Digital Information Services



With Us or Without Us

Many Predict Libraries Will Be the Next Media Outlet to Be Disintermediated

**Local Physical Distribution Models Displaced
by Remote and Fully Digital Approaches**



Writing Our Own Obituary

Library Professionals Themselves See Abrupt End to Traditional Models



"A community of Associate University Librarians and Associate Library Deans challenging the traditional boundaries in libraries"

By 2015...

Patrons Go Elsewhere for Information

"Our users will meet more than 90% of their information needs from sources that are not directly connected to the library."

No Need for Traditional Librarians

"Successful libraries will be those that have managed to turn over the majority of their staff or reassigned staff to different roles within the library."

A Space for More Than Just Books

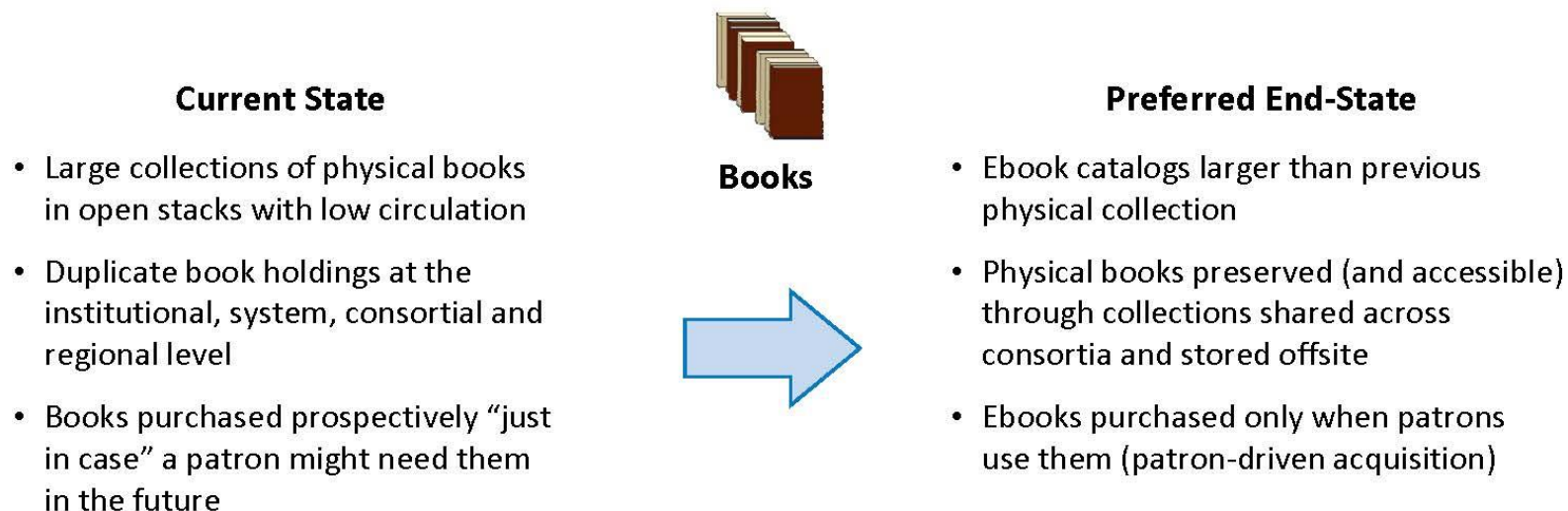
"Most library space will be taken over by functions that have nothing to do with library collections or services."

Return on Investment Metrics

- Size of collection

From Ownership to Access

Reducing Collections While Expanding Access to Books



Barriers to Change

- Copyright prevents access to orphan works and scanned material
- Ebook versions of academic monographs not yet universally available
- Ebook procurement more complicated than traditional purchasing
- Current DRM restrictions limit how patrons can use ebooks

Too Rich Even for the Deepest Pockets

Even Top Institutions Pushing Back on “Best Library at Any Cost” Model

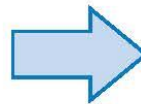


16.3 M Physical volumes

100 K+ Serial titles

1,200 Full-time library employees

\$159 M Annual operating expenditures



Limits of the Ownership Model

“Given these potent trends, the Harvard libraries can no longer harbor delusions of being a completely comprehensive collection, but instead must develop their holdings more strategically. To do so, Harvard will need to embrace a model that ensures *access to*—not necessarily ownership of—scholarly materials needed by faculty, students, and other library users, now and in the future.”

*Library Task Force Report
Harvard University, 2009*



From Assets to Liabilities

“Unless this transition is proactively managed by library directors and supported by the academic institutions they serve, there is a strong probability (not to say certainty) that the legacy print collections we have long cultivated as institutional assets will eventually be regarded local liabilities.”

Constance Malpas
“Cloud-sourcing Research Collections”

Cooperative Collection Development

- Delivery mechanisms of collections & expertise
- Robust, real-time collection analysis tools
- Trust beyond a handshake
- Response of scholars

Return on Investment Metrics

- Size of collection
- Circulation

A Long Tail in the Stacks

Most Volumes Rarely Circulate, If Ever

A long-known problem

University of Pittsburgh
"Use of Library Materials"
 1979

- 40% of collection never circulated
- If a book did not circulate during first 6 years, chances of it ever circulating were 1 in 50



Now even worse

Cornell University
"Task Force on Print Collection Usage"
 2010

- 55% of books purchased since 1990 have never circulated
- 65% of books purchased in 2001 had not circulated by the end of 2009



13%

Average annual
circulation rate from
open stacks

1-2%

Average annual
circulation rate from
high-density storage

Source: Allen Kent et al., "Use of Library Materials: The University of Pittsburgh Study," Marcel Dekker, 1979; "Report of the Collection Development Executive Committee Task Force on Print Collection Usage," Cornell University Library, 2010; Paul Courant, "On the Cost of Keeping a Book," *The Idea of Order*, CLIR, 2010; Lizanne Payne, "Library Storage Facilities and the Future of Print Collections in North America," OCLC, 2007.

Patron-Driven Acquisitions

- Discovery mechanisms for what's available
- Buy or Borrow?
- Response time
 - Print on demand- Espresso Machines
- Long-term impact on collections

GIST GDM open source standalone software

User + Data + Streamline Workflow

The screenshot shows the GIST GDM software interface. Callouts point to various features:

- Select Donor:** Points to the 'Donor' dropdown menu at the top left.
- Select Donation Date:** Points to the 'Donation Date' dropdown menu at the top right.
- Wand in ISBN, or OCLC#, or do a Title Search for donation:** Points to the search input field on the left.
- Item Information: Author, title, series title, imprint, LC Call no. & Dewey:** Points to the item details section on the left.
- Item Information: Amazon Price; Full-text Google & HathiTrust; BetterWorld Books acceptance of Library discard:** Points to the 'Amazon Price', 'Google', and 'Better World Books' links in the item details section.
- Recommendation based on Conspectus and Weighting:** Points to the 'Conspectus' tab and the 'Recommendation' buttons (Do not keep, Keep, Override, Review) in the center.
- Item Views:** Points to the 'Collection', 'When Received', and 'Book Lists' tabs on the right.

Holdings Information:

- Held Locally – do you hold work (FRBR-ized)
- "IDS" or Group 2 is a configurable set of OCLC symbols like consortia or local area. (FRBR-ized)
- "NY OCLC ILL Libraries" or Group 3 is a configurable set of OCLC symbols like a state. (FRBR-ized)
- Local Catalog link and imprint to compare editions of gift & holdings.
- Worldcat Link to the right

ConspectusView: is your subject and configurable decision weighting tool

- Subject analysis matches on LC and Dewey; best matching conspectus values utilized.
- Collecting level evaluates item against configurable level of interest in growing the collection in this subject area.
- Uniqueness evaluates item against configurable level of interest in duplicating your holdings. (group 2 & 3 holdings matter to weighting, but not uniqueness)
- "If Newer Than" limits, by a factor or strictly, by the publication dates of donated works.
- "If Older Than" limits, by a factor or strictly, by the publication dates of donated works.
- As you process gifts, you can adjust factors and re-calculate the weighting to see the effect on the recommendation.
- The navigation bar at the footer allows you to view multiple conspectus values, if applicable.

Emerging Pay-Per-View Models

User-Driven Article Access Offers an Alternative to the “Big Deal”



“Get It Now” Service

An Alternative to Inter-Library Loan

- Can be directly user-driven or librarian-mediated
- Full PDF e-mailed to user within 5 minutes
- Avg. cost per article: \$24
- Articles shareable if institution adopts CCC Annual Copyright License



DeepDyve

Article Rentals for Knowledge Professionals

- Aggregates articles from partner publishers
- Users can browse and preview abstract for free
- 24-hour article rentals starting at \$0.99; Cannot print or download
- Tiered monthly plans available, allowing longer access

For this model to supplant subscriptions, publishers would have to...

- Accept lower profits (“Big Deal” dismantled)
- Migrate to usage micro-charges or direct-to-user sales model

Size Doesn't Matter

Librarians Struggling to Define Appropriate Performance Metrics

Traditional Metrics Measure Inputs and Size

- Number of volumes held
- Number of current serial titles
- Total expenditures
- Gate count
- Reference requests
- Presentations

Evolving Metrics Aligned With Value, but Hard to Quantify

- Impact on student enrollment, retention and graduation rates
- Impact on student learning
- Contribution to faculty research productivity
- Impact on faculty grant proposals and funding
- Support of faculty teaching

A New Proving Ground

"Community college, college, and university librarians no longer can rely on their stakeholders' belief in their importance. Rather, they must demonstrate their value."

Megan Oakleaf
"Value of Academic Libraries"

Accreditors Can Pull in Both Directions

- Some libraries pressured to answer to new, "value-centric" standards
- Others limited by collection and staff size requirements
- Rapidly changing; depends on agency and individual teams



“Rochester Method”: Adopting methods from anthropology & ethnography to study library users

- What are the barriers to dissertation completion?
- What steps do undergraduate take in completing a research paper?
- Why are the faculty not using the institutional repository?
- Why do students continue to use the physical science library facility when so much of the science literature is now available online?

Legal Challenges

- Section 108- copyright exceptions for libraries and museums.
- Georgia State University- electronic reserves. “Reasonably priced, readily available license for digital excerpts”

MOOCs



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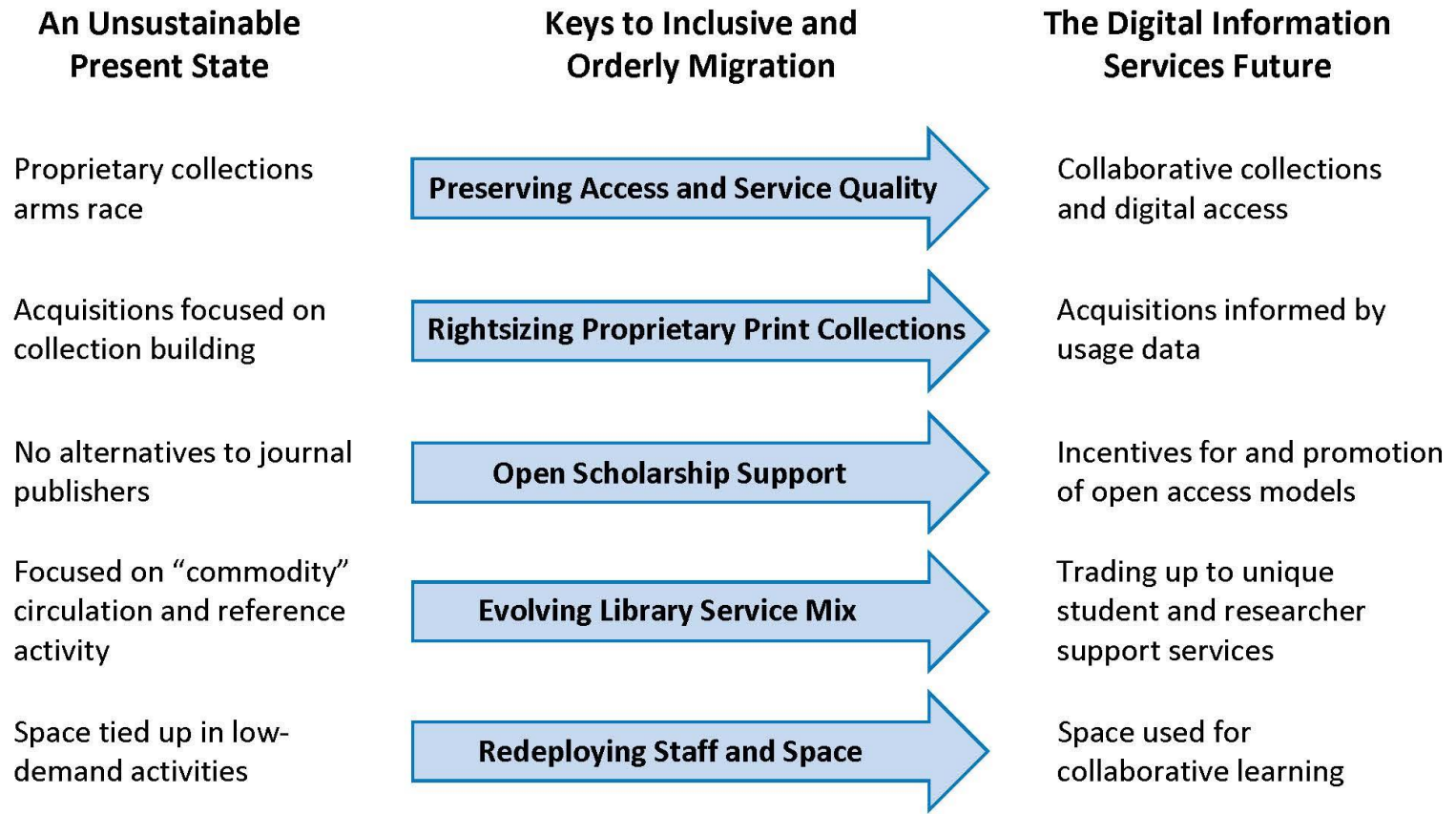
[How it works »](#)

LOCKSS and Portico Coverage Cornell data

- LOCKSS only: 3.9%
- Portico only: 14.5%
- LOCKSS and Portico: 7.6%
 - Not necessarily same holdings
- Total coverage: 26.1% of titles

Transforming the Library

Defining and Removing On-Campus Barriers to a Preferred End-State



Yale UNIVERSITY LIBRARY