

The Academic Library Landscape

Traditionally, academic libraries have attempted to acquire all the scholarly resources - both books and journals - required to support the teaching, learning, and research missions of their universities. The publishing explosion and the unprecedented inflation of journal subscription costs in recent decades make this traditional purchasing mindset unsustainable. The University of North Texas succinctly describes some of the problems with traditional methods in its 2014 white paper.¹

*“Overwhelming academic output and limited resources make it impossible to accurately predict and fulfill user needs on a title-by-title basis. Selection of specific materials excludes other materials, effectively denying users access to needed items. In other words, as selectors deplete their allotted budgets on specific items, the “pool” of materials available to our researchers shrinks; eventually, the library cannot purchase needed items but must find alternate means of access such as interlibrary loan.” ...
“Traditional subject funds create artificial barriers between increasingly interdisciplinary areas, causing gaps in the collection...” (p. 2).*

As a result, many academic libraries, University Library included, have turned to more innovative, access-based approaches to meeting the information needs of their constituents. In 2015, Dean David W. Lewis introduced IUPUI University Library’s [Strategic Directions](#) for the subsequent three to five years. These directions move the library on a trajectory away from the acquisition of general collections and toward the curation of unique collections of value to IUPUI and its surrounding community. In order to effectively manage this shift, it is necessary for University Library to reassess its existing method of allocating funds for resource acquisition.

Existing Allocation Method

For many years the University Library has had a school-based model for research resource acquisition budgeting, including both monographs and serials acquisition in print and electronic formats. The Library allocates its resource acquisition dollars to school-based funds based as closely as possible on the percentage of money it receives from each school via the campus assessment. For example, if the School of Liberal Arts assessment provides 12% of the Library’s total budget, then the amount the Library allocates to research resources to support the School of Liberal Arts is approximately 12% as well. This is one measure by which the Library attempts to provide each school with its “fair share.” Though this school-based model has served well in the past, it does not account for the difference in the cost of resources across disciplines and can result in funds in one discipline sitting unused while other disciplines do not have sufficient funding to obtain needed resources. This problem as well as the issues outlined below in the Rationale for Change have led University Library to propose a new resource acquisition model.

Rationale for Change

University Library’s mission is to inform, connect, and transform by promoting excellence in research, fostering civic engagement, and supporting student success. We achieve this mission by holding true to the core values of librarianship – everyone has a right to equitable access to information and should have the skills to use information responsibly. University Library (UL) has a three-pronged approach to operationalizing its mission and values.

¹ Laurel Crawford et al., “White Paper: Redefining Collection Development at University of North Texas Libraries,” Paper, May 2014, <http://digital.library.unt.edu/ark:/67531/metadc335286/>.

IUPUI University Library Resource Acquisition Model

1. To inform through its information literacy and other educational services;
2. To connect by delivering on demand access to needed resources; and
3. To transform how scholars use and share information through the services offered by the University Library Center for Digital Scholarship

UL's current financial model for resource acquisition is not sustainable either in terms of allocation structure or overall level of funding. The cost of owning all the resources our constituents might need is prohibitive in terms of both direct (i.e. the cost of a book) and indirect costs (i.e. the cost to store a book). Faced with this problem, how does UL deliver research resources effectively in light of static budgets and increasing costs? A Working Group has developed a more sustainable model for resource acquisition that both allows us to fulfill our mission and moves us toward our [strategic directions](#). UL's new model uses existing funding more strategically and flexibly, allowing the library to better meet the needs of *all* IUPUI constituents.

This new resource acquisition model will fit under the larger umbrella of the library's collection development strategy, which places greater focus on curating unique physical and digital collections, particularly in University Library's areas of specialization. University Library intends to provide access to more generalized content through a combination of purchases, licenses, and resource sharing services. By limiting purchases and providing more content on demand, the Library will be able to provide access to a greater number of resources. More detail regarding these strategies can be found in the library's [strategic directions](#) (#2-4, 6-7).

Though this document focuses solely on resource acquisition, it fits into the larger picture of library services. Under the current financial model, there is a tendency to equate school assessments directly with the materials purchased for that school. However, each school's assessment pays for far more than resources. Schools also receive subject librarian expertise, instruction, and consultation and an array of other services, including digital scholarship and resource sharing.

Finally, we anticipate this new model will allow us to continue providing access to resources until changes in scholarly communication reach critical mass and create more open access to information. Achieving these changes will require action by faculty outside the library.

Timeline

The transition to UL's new resource acquisition model will take place over the course of the next three-five years with full implementation no later than the FY23 planning cycle. Incremental steps, which are outlined below, will be taken and then evaluated as we move toward the new model.

New Resource Acquisition Model

All resource acquisition funds will be centralized into a single resources budget. Though funds will be centralized, the resources budget will be allocated across five areas.

1. Subscriptions/Licenses (e.g. print and electronic journals, databases)
2. Patron-Driven Acquisition Plans (e.g. print and electronic monographs, Kanopy)
3. Resource Sharing Services (e.g. Articles on Demand, ILL)
4. Pilots (e.g. subscriptions, services)
5. Librarian Monograph Orders

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Model Logistics

While Subject Librarians will no longer have direct control of funds, they will control the title pool for Patron-Driven Acquisition Plans, recommend pilots/trials, and ensure that UL stays current regarding available resources. The new model will rely on Librarians' subject expertise.

All approval plans, both slip and auto-ship, will be converted to the title pools for the Books on Demand patron-driven acquisition (PDA) plans. The project plan for this conversion should consider how UL's specialized collections (e.g. philanthropy and art) will be handled. Other areas that may require special consideration include areas where specialized vendors are used (e.g. foreign languages) and the Pop Shop collection.

Subject Librarians will be able to place orders for resources not eligible for PDA pools (e.g. books with a cost that exceeds PDA cost limit). These orders will be filled from the 5% allocation for Librarian Monograph Orders. Orders will not be subject to review, but librarians should be cognizant of the limited amount of funds available in this area.

Subject Librarians will be able to request journal and database subscriptions. These requests will be evaluated against resource sharing request data. The Collections Working Group will decide whether to (1) add the title to the Articles on Demand service or (2) enter into a one- to two-year trial subscription. The resulting usage data will be analyzed and contribute to the decision whether or not to subscribe/continue to subscribe.

Two to three Librarians will be given increased responsibility for resource development. These librarians will

- have oversight of the resources budget in consultation with Acquisitions;
- make cancellation, subscription, and pilot recommendations to the Collections Working Group; and
- consult with individual Subject Librarians regarding resources in their area of expertise.

This shift in librarian responsibilities could be achieved in various ways.

1. Current librarians could be offered the opportunity to fulfill this new role. This would require the reassignment and/or reorganization of other responsibilities to create the capacity for this new role.
2. Future librarian hires could be given position descriptions with an increased focus on resource development with minimal instruction responsibilities.
3. Some combination of number 1 and 2.

We also recognize that the move to this new model will likely necessitate the restructuring of collections teams and/or workflows.

This new model will be achieved through a series of incremental steps between 2018 and 2023. Each of the incremental steps listed below will require an individual, detailed project plan prior to implementation that includes an assessment component.

Incremental Steps

Fiscal Year 2017/2018

1. **Complete this plan.**

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2. Develop a strategy for **internal communications** with librarians and staff.
3. Select 1-2 **Resource Development Librarians** (20% time allocation) to help facilitate calendar year 2018 incremental steps.

Calendar Year 2018

1. Transition all approval plans to "**Books on Demand**" patron-driven acquisition plans. (Fall 2018 implementation)
 - a. Subject librarian will be responsible for reviewing all of their approval plans in preparation for this transition.
 - b. The project plan should include plans for record removal as PDA records age (timeline, etc.).
 - c. Prior to implementation, Acquisitions will investigate the impact, if any, on YBP costs as a result of this shift.
2. The Collections Working Group will **evaluate all journal and database subscriptions** and reduce the number of subscriptions as much as possible.
 - a. An overlap analysis needs to be conducted to uncover hidden resources and multiple methods of access.
 - b. Evaluation of big deals and cost of subscribing to individual titles instead.
 - c. The model developed by Katharine Macy may be a useful evaluation and negotiation tool for the Collections Working Group.
3. Develop a **communication strategy** that shifts the idea of a school's "fair share" as being solely about materials to including services and expertise. The communication strategy should include talking points and instructions for subject librarians.

Fiscal Year 2018/2019

1. Survey librarians to determine whether there are current needs we are not fulfilling.

Fiscal Year 2019/2020

1. Determine best way to handle changes in fund structure and purchase requests logistically.
2. Create a more visible and robust purchase recommendation presence on the website.
3. Monograph funds will be centralized for the 2019/2020 budget. Subject Librarians will be given \$2,500 *[need to evaluate last few years firm orders to see if this is reasonable amount]* to purchase items not in a Patron-Drive Acquisition Plan pool. These funds cannot be used for ongoing commitments (e.g. subscriptions).

Fiscal Year 2020/2021

1. Ask Educational Services Charter Group to assess whether any changes to instructional practices are needed in response to changes in collections strategy.
2. Serials funds will be centralized for the 2020/2021 budget.
3. Evaluation of Patron-Driven Acquisition Plans and Librarian Monograph Ordering will begin.

Fiscal Year 2021/2022

1. Evaluation of Patron-Driven Acquisition Plans and Librarian Monograph Ordering will continue.
2. Evaluation of Subscriptions/Licenses purchasing under new model will begin.