

**Regional Print Management Symposium: Right Scaling Solutions
OSU/OCLC/CIC**

Dublin, OH

March 27 – 28, 2014

Panel Remarks of Thomas H. Teper

Panel Topic: Operations and Services

Libraries do not exist for their own sake. They are libraries so that they can provide constituent populations with a set of services, and these constituent populations are not afraid to be vocal if we are not meeting their expectations. In many respects, the collections that we manage are, collectively or individually, the largest service that we offer to our local constituents, and their physical management is only a slice of that service.

The recently completed Ithaka S+R Faculty Survey conducted at the University of Illinois (2012) confirms this by noting that our library is, in fact, valued most significantly by our faculty as a provider of access. At Illinois, the faculty take pride in our collections and are very loyal to the Library as an entity that provides services that help them to be successful. The Ithaka S+R Faculty Survey noted that 93% of the campus' responding faculty (compared to 80% of a comparable national survey) indicated that they valued the Library's role as a "buyer." As a buyer of, repository for, or gateway to content, the Library ranked above national averages by 13%, 16%, and 10%. Our faculty members value those services; indeed, the local survey indicated that 74% of Illinois faculty (compared to 56% of the national average) viewed the facilitation of access as the primary responsibility of the Library. We are not, however, just a warehouse of books and gateway to bytes. We are an enterprise that provides our constituents with services. And, decisions that may change those services are (almost) always weighed against the principal of not diminishing services that are currently

offered to those constituent populations. The caveat to that, however, is that the services that we offer at our library (and I'm sure many of yours) are not pure implementations. They are often locally manipulated ecosystems in which the specific combination of many parts result in a whole that best meets local needs.

The process of developing and implementing print management programs, especially for monographic literature, is one in which local entities will seek to integrate multiple localized services (including direct and mediated collection development, collection management, and ILL/DD services among others) into a pan-institutional operational model. As we know from those programs that have developed around serial literature, there are questions about how bibliographic holdings will be represented, how (and to whom) ILL/DD services will be provided, who is allowed to access the print copies, etc.... These are being resolved, and they are being resolved in a variety of ways, whether they be pure instances of the stock models, hub models, flow

models, and distributed models outlined by Lavoie, Malpas, and Shipengrover or other combinations of them.

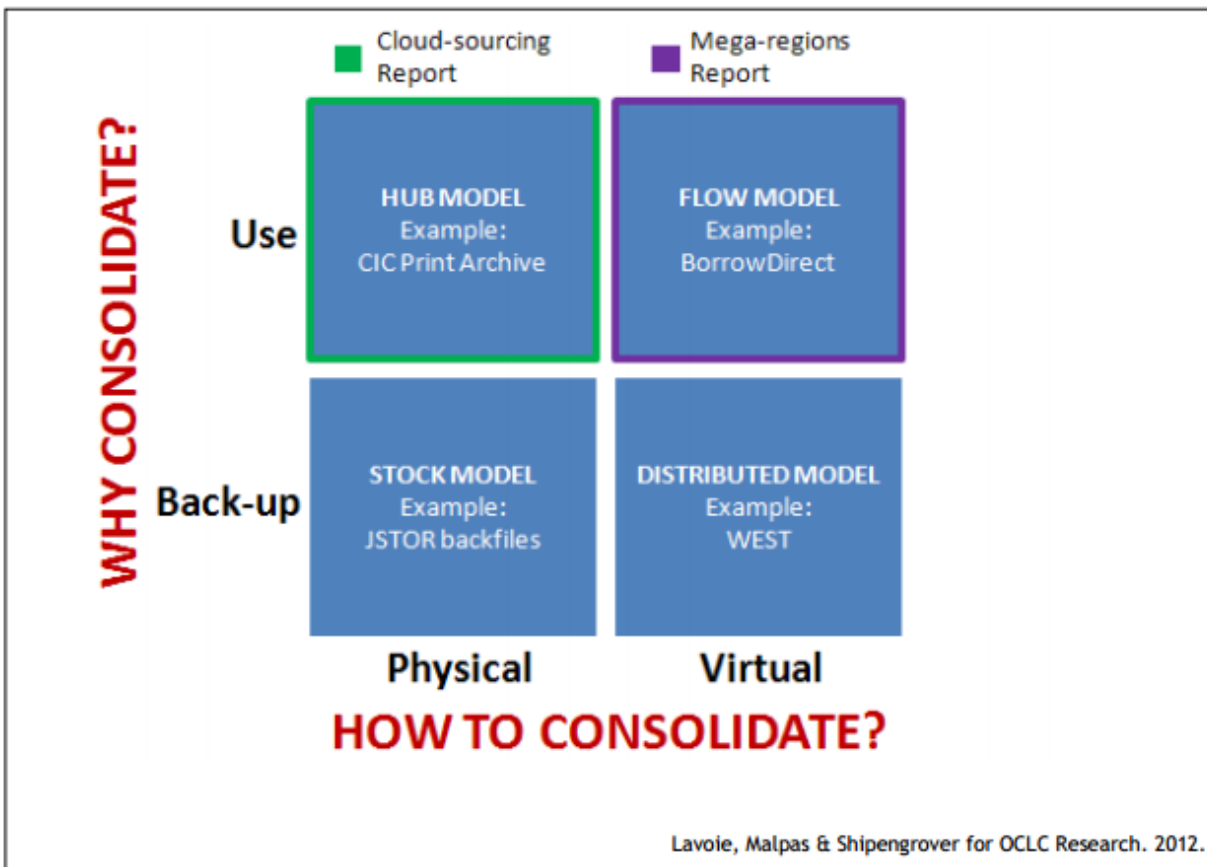


Figure 1. A framework for print collection consolidation

The most highly developed examples of regional print management for monographic literature are generally located outside of the United States and center on the collection and preservation of national heritage collections; as Roger noted earlier today, the most well-

developed operational models of cooperative print storage/management in the United States (perhaps with the exception of the UC system and other statewide efforts) largely focus on journal literature, what is, in essence, high return content that, because of the easy availability of backfile content, will not be perceived as damaging local services.

The “yes, but...” challenges to cooperatively developing, let alone managing, monographic literature are almost without bounds. They are lower-return projects that hold greater potential to be perceived as diminishment of local services. And, then, there is the recruiting issue. What faculty member is going to want to come to an institution that does not have the richest collection of monographs on (insert topic here).

These arguments are further enhanced by what we don't know about the collections that we hold and how they are used. That said, there are

some things that are fairly well established through empirical evidence and/or professional lore. And, if you are a fan of actual data, some of them have even been tested and replicated in academic studies of applied operations.

In addition to the fun data that Brian Lavoie and Constance Malpas shared with us yesterday, here are a couple bits of information that might inform the local implementations of cooperative print management at Illinois:

First, libraries have a history of over-buying for local (and even regional) need.

In recent years, Edward T. O'Neill and Julie A. Gammon's paper, "Building Collections Cooperatively: Analysis of Collection Use in the OhioLINK Library Consortium," demonstrated that statewide networks of libraries often over-acquired many monographic titles necessary to serve their user populations. While multiple holdings benefitted users

in some cases, usage indicated that significant bodies of material did not require duplicate holdings to serve a network as broad as the OhioLINK membership.ⁱ Lynn Wiley, Tina Chrzastowski, and Stephanie Baker applied the same model to the I-Share network in Illinois in 2001, receiving results that underscored many of O'Neill and Gammon's results.ⁱⁱ These studies point to two things:

- There is a middle ground in our acquisition patterns on a state-wide level that is unnecessarily redundant (data that appears to be further confirmed by Lavoie and Malpas' presentation yesterday).
- The long tail of our holdings – those items infrequently used and not needed for regular on-site reference-type consultation – could effectively meet most needs across a state if resource-sharing networks exist that facilitate access.

There are immediate costs to this sort of over-buying. There are also longer-term costs from managing these collections that we should be

seeking to avoid before they become issues for Regional Print

Management programs to address on the back-end.

[slides]

Second, resource sharing for scarcely held monographs benefit broad communities beyond our region.

Hub model.... Flow model.... Distributed model.... Something in between.... It doesn't matter. What matters is, in large part, that there are discovery and service layers to facilitate access. Research by Lenkhart, Teper, Thacker, and Witt (and currently being peer reviewed) demonstrates that Less Commonly Taught Language materials (as identified by the National Council of Less Commonly Taught Languages: <http://www.ncolctl.org/>) from UIUC's collection are distributed far and wide through traditional lending networks. Even when the researchers removed loans to other institutions in Illinois in order to eliminate the in-state bias created by I-Share (more on I-Share later), institutions in the Midwest borrowed nearly 40% of the total number of LCTL

materials. The next highest borrower of LCTL materials was the Southern US, which accounted for nearly 24% of the LCTL items. The North Eastern US borrowed nearly 20%, and Western United States borrowed 17% of the LCTL language materials.

If you look into the history and purpose of area studies collecting, these are long-tail collections that were acquired for and made discoverable for broad populations by design.

TABLE 3					
Regional Totals (excluding Illinois)					
	LCTL Lending	Total Lending	% of Regional Borrowing of LCTL Materials	Regional % LCTL Borrowing	% of Total Borrowing to Region
Southern US	3,760	23,515	15.99%	23.88%	19.75%

North Eastern US	3,063	20,754	14.76%	19.45%	17.43%
Western US	2,750	15,490	17.75%	17.46%	13.01%
Midwestern US	6,174	59,296	10.41%	39.21%	49.81%
Total	15,747	119,055			

Lastly, if you provide smaller institutions with lightweight options to benefit from a combination Hub/Flow model, they will take you up on that.

I come from a land-grant institution that takes very seriously the service aspects of that mission. The Library has, in many respects, embodied that, having helped pioneer what eventually emerged as the I-Share

network in the late 1970s. Frankly, we have had a “Flow model” of fulfillment for over thirty years.

The I-Share system provides individuals at 86 member institutions of the Consortium of Academic and Research Libraries in Illinois (or CARLI) with direct access to locate and borrow items from other member libraries when those items are not available locally. Requested items are sent from the lending library to the borrower's library. That’s great, but not every one of those member libraries want to (or can) maintain all of the items that they acquired years ago on site. So, what are they to do as they deal with many of the same pressures for space that we feel at larger institutions?

CARLI and the University of Illinois at Urbana-Champaign implemented a voluntary last copy program that allows CARLI member libraries to identify “last copies” of monographs in Illinois and transfer them to us through the regular delivery network. Illinois verifies their status, and if

they are last copies, adds them to our collection and provides the entire CARLI membership with continued access to these last copies via direct borrowing. Accounting for those items that we have discovered were not, indeed, unique, we have added over 3,500 items in five calendar years. This is a lightweight program with little overhead that targets a very specific body of materials. But, it works, allows members to get beyond the paralysis of “what if I withdraw the last copy and someone needs it,” and ensures that services are not diminished in the state because, in the end, what will enable broad participation in the operations and services of a regional or cooperative print management scheme for monographs (or any cooperative program for that matter) is that the program is not perceived as diminishing local services.

ⁱ O’Neill, Edward T., and Julia A. Gammon. "Building collections cooperatively: analysis of collection use in the OhioLINK library consortium." In *Pushing the Edge: Explore, Engage, Extend: Proceedings of the Fourteenth National Conference of the Association of College and Research Libraries March 12–15, 2009, Seattle, Washington*, (2009), 36-45.

ⁱⁱ Wiley, Lynn, Tina E. Chrzastowski, and Stephanie Baker. "A domestic monograph collection assessment in Illinois Academic Libraries: what are we buying and how is it used?" *Interlending & Document Supply* 39, no. 4 (2011): 167-175.