Managing a Crisis: Ways to Develop Library Services in Changing Times

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1. Joint Procurement

- JISC Collections procures digital content for UK HE
  - JISC Electronic Information Resources Working Group acts as Steering Group for this activity
    - Chaired by Dr Hazel Woodward
- JISC Collections oversees Big Deal purchases for the Higher and Further Education communities
  - Rationale is that the bigger the consortium which comes to the table, the bigger the saving that can be made
  - Efficiency gains of £50 million for members in 2009-10
Recent successes

- Hardline negotiation with academic publishers
  - One publisher wanted c. 25% increase in one year
  - Average price increases being negotiated is c. 2-2.5% a year
  - Explicitly because of the economic downturn

- New features to negotiated deals
  - Single payment, with JISC Collections paying the invoice to the publisher and collecting the dues from participants, who opt in to the deal
  - Invoices being paid in £ sterling, not € euros
Challenges and Opportunities

- UK model is an opt in model
  - Challenge is getting agreement from 170+ universities
  - Different Universities want different things – e-only/print; research content or teaching and learning materials

- What is the way forward?
- To change the model…
Opportunities and Benefits

- Think of a truly national deal for a European country
  - Cross-sectoral
    - Higher Education, Further Education, National Health Service, Small and Medium-Sized Enterprises (SMEs)
  - Centrally funded by Government
    - Research funding top-sliced from Higher Education Funding bodies
    - Other Government Departments top-sliced to provide funding for their constituencies
Opportunities and Benefits

- Identify ways to re-balance costs so that research-intensive universities and teaching/learning institutions each pay an equitable share
  - Re-balancing done at top-slice level, not at University level
- Bigger constituencies for content mean that costs per subscriber should come down
- More people get access to key content
- Publishers increase their market
- So, will this work......??
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2. Innovation through Collaboration

- New developments
  - Can provide innovations in service delivery
  - Sharing costs
  - Collaboration is the key to successful delivery

- DART-Europe E-Theses portal
  - [www.dart-europe.eu](http://www.dart-europe.eu)
DART-Europe

- Agricultural University of Athens
- Aristotle University Of Thessaloniki (AUTH)
- Athens School of Fine Arts (ASFA)
- Athens University Economics and Business (AUEB)
- Democritus University of Thrace (DUTH)
- Harokopio University
- Hellenic Open University
- Ionian University
- National and Kapodistrian University of Athens
- National Technical University of Athens (NTUA)
- Panteion University of Social and Political Sciences
- Technical University of Crete (TUC)
- University of Crete (UOC)
- University of Ioannina
- University of Macedonia Economic and Social Sciences
- University of Patras
- University of Peloponnese
- University of Piraeus (UNIPi)
- University of the Aegean
- University of Thessaly (UTH)
- University of Western Macedonia

- 230,973 Open Access theses (as of 10.11.11)
- From 20 European countries
- and 362 Universities
- 21 of these Universities are from Greece aggregated via HEDI
- A LIBER service for members
DART-Europe
E-theses
Portal:
Architecture

http://www.dart-europe.eu
Innovation through Collaboration

- Portal run and maintained by UCL (University College London) on behalf of LIBER
- Metadata for new research theses aggregated overnight
- How much do members pay for having their metadata aggregated
  - £0 / €0
- What are extra costs for UCL to run the portal
  - £0 / €0
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3. Fundraising

- New sources of income to support developments
- Contracts
  - UCL Library Services has more than doubled its income from the National Health Service in the last 2 years
    - Health spending is relatively well protected in the UK
- Project funding from the EU
  - A major source for development
    - New FP8 Framework Programme, Horizon 2020, has €80 billion available
Fundraising

- EU projects require partners from across Europe
- LIBER has 420 members from across Europe
  - A source for network building and collaboration
- LIBER has a full-time EU Projects Officer and, from January 2012, an EU Projects Communication Officer
- Current LIBER EU Projects portfolio has grown from zero in the last 3 years
LIBER’s EU Project portfolio

- Europeana Travel
  - Finished May 2011 with 1,000,000 digital objects added into the Europeana portal

- Europeana Libraries
  - €4,000,000
  - Output will be a new aggregator to aggregate metadata and full-text from Europe’s research libraries into Europeana
  - 5,000,000 new digital objects from research libraries to be made available in Europeana by 2012
LIBER’S EU Project portfolio

- **APARSEN**
  - Looking at the start of preparation of stakeholders across Europe for digital curation. Builds on LIBER’s input into the US Blue Ribbon Taskforce on Economically-Sustainable Digital Curation
  - See [http://brtf.sdsc.edu/](http://brtf.sdsc.edu/)

- **ODE**
  - Opportunities for Data Exchange. Looking at the level of preparation in Europe for research data curation and re-use. LIBER will manage the input of European research libraries
LIBER’s EU Project portfolio

- Newspapers Online
  - Starts January 2012
  - 29 million pages of European newspaper content to be added to Europeana

- MEDOANET
  - Starts December 2011
  - To facilitate Open Access policies and strategies in Mediterranean and neighbouring countries
  - Kick-off meeting in Athens in January 2012
LIBER’s EU Project portfolio

- For all LIBER’s confirmed projects, and projects under consideration
  - Income is €521,597
- Issue is always the % of total costs to be paid for by the Commission
  - LIBER will only bid for projects which are 75% - 100% funded
- All LIBER members can become partners in LIBER projects
  - Membership fee is €425 per year
Fundraising

- Philanthropic giving
  - Major activity in North American libraries and in the UK
  - Less developed on the continent of Europe

- Targets
  - Alumni
  - Philanthropic givers who share the vision and the ideals of the University
    - Individuals, Corporations, Trusts
Fundraising

Keys are:
- Relationship building
- Shared vision

How long does it take to build and nurture this relationship?
- Possibly 20 meetings over a prolonged period
- With an ‘ask’ at the end, only when you are sure you know what the answer will be
- Giving should be in line with University’s ethical policy on giving
Fundraising

- Popular targets for fundraising
  - New or refurbished buildings, especially when donor can name the building
  - Digital library developments, perhaps a digitised collection in a subject area which is of interest to the donor
  - Naming opportunities for staff posts
    - Common development in North America

- Targets of fundraising activity
  - Need to be visible, in line with University strategy and sustainable
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4. Evidence-base for decisions

- Cuts are inevitable in a time of economic turmoil
- Decisions for cuts need to be anchored in a firm evidence base
- Make sure that your Management Information is robust and that you can use it to ask and answer difficult questions
- Example from UCL (University College London)
  - Opening Times in UCL Main and Science Libraries
Occupy on Weekdays
Average of the First Five Weeks of Term 1

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<tr>
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<td>484</td>
<td>537</td>
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<tr>
<td>Science</td>
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<td>785</td>
</tr>
<tr>
<td>Total</td>
<td>1207</td>
<td>1322</td>
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</table>
Evidence-base for decisions

- What does the graph show?
  - That use of Science Library in 2010 was bigger than in 2011
  - Is it safe to reduce opening times in the Science Library and so save money?

- No
  - Number of places available in 2011 increased over 2010
  - Figures in the graph are %, not raw totals

- Decision
  - Not to reduce library opening times
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Conclusions

- Joint procurement can deliver savings
  - Different models can deliver different levels of savings
  - The bigger the model, the more difficult it is to manage
- It is possible to do more with the same level of resource
  - DART-Europe shows that, but it is not a common model
- There are several news sources of income
  - But this may well require a change of culture in your organisation
- If you have to cut, make sure your decision is based on evidence
If you have been…

- Thanks for listening
- Happy to answer questions