



LIGUE DES BIBLIOTHÈQUES EUROPÉENNES DE RECHERCHE
ASSOCIATION OF EUROPEAN RESEARCH LIBRARIES

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

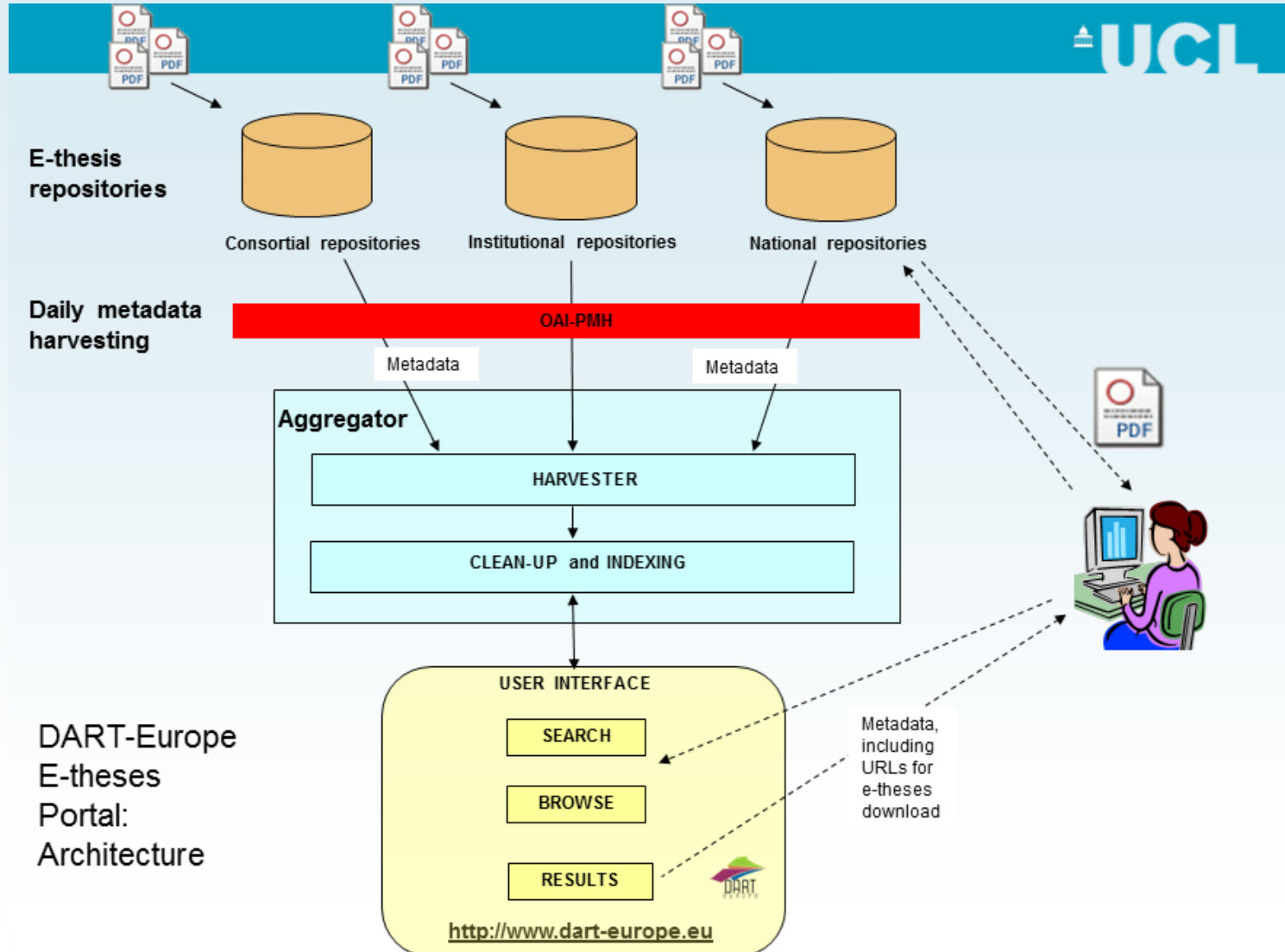


DART-Europe



- ▶ [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 Peloponnesse](#)
- ▶ [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





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



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LIBER'S EU Project portfolio

Sustainable Economics for a Digital Planet:
Ensuring Long-Term Access to Digital Information

❑ 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/>

❑ 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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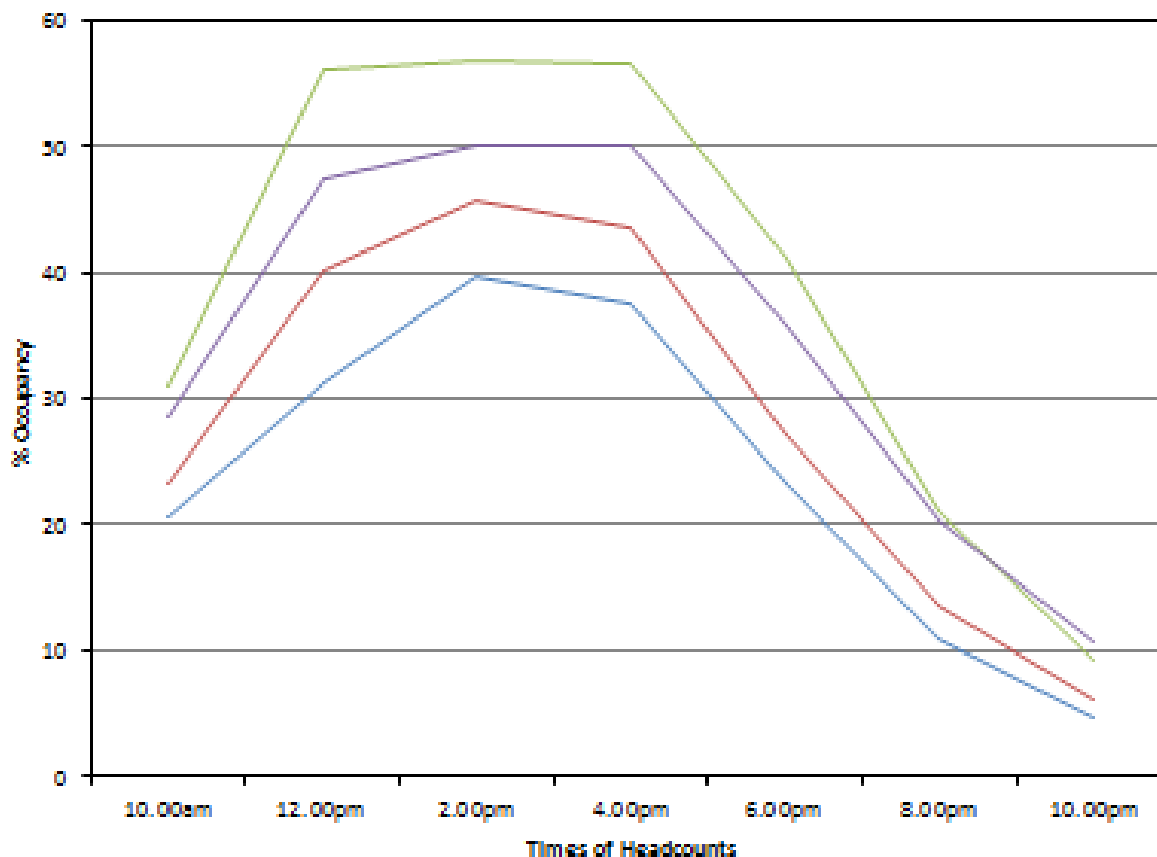


4. Evidence-base for decisions

- Cuts are inevitable in a time of economic turmoil
- Decisions for cuts needs 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



Occupancy on Weekdays Average of the First Five Weeks of Term 1



	2010	2011
Main	484	537
Science	723	785
Total	1207	1322



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



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If you have been...

- Thanks for listening
- Happy to answer questions

