Road Map for Discussion

1. Transformational Change in the Information Landscape

2. From “Just-in-Case” Collections to “Just-in-Time” Services

3. Overview of Best Practices
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.”
This Time It’s Different
Transformation of the Academic Library Likely to Happen on Your Watch

The Four Horsemen of the Library Apocalypse

Unsustainable Costs
Viable Alternatives
Declining Usage
New Patron Demands
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

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

Journal Costs Crowding Out Books

Serials Costs Rising Faster Than Library Budgets

Expenditures in ARL Libraries

Median Values for 124 ARL Members,
Unadjusted Millions of Dollars

Serial Expenditures
Monograph Expenditures

7.1% CAGR
2.5% CAGR

Median Shares of Total Library Budget for
124 ARL Members

Salaries
Serials
Operating
Monographs

51% 45% 44%
30%
24% 13% 12% 11% 11% 9% 8%

Are Rising Journal Costs Justified?
Librarians and Publishers Increasingly at Odds

Librarians Bemoan Predatory Pricing

- Prices outpacing inflation
- Bundled deals limit ability to cancel titles
- Risk losing access to back catalog
- Publisher owns copyright
- Costs would be lower in a non-profit model
- “Our faculty did the research, why should we have to pay so much to access their work?”

Publishers Point to Explosion in Scholarly Output

- Research output has increased significantly
- Cost per download has actually gone down
- Bundles give institutions wider access at a discount
- Transition to e-journals required massive investment in new infrastructure
- “We are willing to try open access models as long as we can continue to cover our costs.”

Prescription: 
Support open access journals

Prescription: 
Find new sources of funding

Source: Education Advisory Board interviews and analysis.
Scale Beyond Imagining

Fastest Growth, Broadest Access Now Outside of Academic Libraries

A Library to End All Libraries?

“Google’s mission is to organize the world’s information and make it universally accessible and useful.”

15 M Scanned Books
7.5 M Print Titles
4.8 M Ebook Titles
3.5 M Articles
959 K Volumes
190 K Volumes
140 K Volumes
53 K Volumes

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The Thousand Year Plan
Why Academic Libraries Will Never Beat Google

Estimated time to scan all of their 7 M volumes
1,000 years

Actual time for Google to scan 7 M volumes
6 years

A Devil’s Bargain?
“The prospect of mounting a book-digitization project at the scale of Google’s never seemed within the capabilities of research libraries until an outside partner with seemingly limitless resources emerged. But this outside partner has often seemed more focused on its commercial interests than on meeting scholarly needs.”

Roger Schonfeld
ITHAKA S+R

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

Local Distribution Models 1990s

BORDERS

BLOCKBUSTER VIDEO

TOWER RECORDS

Global Digital Models 2000s

amazon.com

NETFLIX

iTunes

Cloud Based Models 2010s

Google

Convergent Media Services (music, video, books)

Unsustainable Costs >> Viable Alternatives >> Declining Usage >> New Patron Demands

Source: Education Advisory Board interviews and analysis.
Even Librarians Concede

“The new consumer utopia of instantly available digital books is leaving the library behind as a relic of a bygone age when users were not self-sufficient and when the information or book a user wanted was not simply a click away.”

*Dennis Dillon, Associate Director for Research Services  
University of Texas at Austin Libraries*
Patrons Switching Faster Than Libraries
Faculty and Students Already Looking Elsewhere for Search Help

Where Do Students Start a Search?

<table>
<thead>
<tr>
<th>Search Engine</th>
<th>83%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wikipedia</td>
<td>7%</td>
</tr>
<tr>
<td>Social Networking Site</td>
<td>2%</td>
</tr>
<tr>
<td>E-mail</td>
<td>1%</td>
</tr>
<tr>
<td>E-mail Subscription</td>
<td>1%</td>
</tr>
<tr>
<td>Online Database</td>
<td>1%</td>
</tr>
<tr>
<td>Ask an Expert Site</td>
<td>0%</td>
</tr>
<tr>
<td>Library Website</td>
<td>0%</td>
</tr>
</tbody>
</table>

$n = 2,229$

Where Do Faculty Start Their Research?

| A specific electronic research resource | 37% |
| A general purpose search engine | 21% |
| Your online library catalog | 18% |
| The library building | 13% |

$n = 3,025$

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The Lonely Reference Librarian

Circulation and Reference Requests Down Across All Institutional Types

Declining Circulation
Average General Collection Circulation

-34%

18,5287

122,850

17,270 12,164
15,766 13,928
35,878 23,726

Associates Bachelors Masters Doctorates

-30% -12% -34%

Declining Reference Requests
Average Weekly Reference Requests

-71%

2,031

592

298 259
184 146
375 186

Associates Bachelors Masters Doctoral

-13% -21% -51%

The Library as a Social Learning Space

New Libraries Support a Range of Academic Activities

Lemieux Library & McGoldrick Learning Commons, Seattle University

Media Resources

Learning Commons

24/7 Study Lounge

E- Lobby

Campus Reading Room

Connection Café

Media Development Lab

Source: Cannon Design.
Opportunity and Uncertainty Ahead

*Should Libraries Do All of These Things?*

**Onsite Services**
- Teaching and Learning
- Collaborative Study
- 24/7 Access
- Tutoring
- Café

**Web Services**
- Databases
- Search
- Chat reference
- Mobile Access

**Instructional Support**
- Multimedia Production Support
- Instructional Design
- Information Literacy

**Research Support**
- Copyright Advising
- Publication Support
- Data Curation
Straddling Two Eras

Traditional Library Unsustainable, but Digital Services Still Unready for Prime Time

Managing the Migration

- **Books**: Move to e-formats and user-driven acquisition more difficult than anticipated
- **Journals**: Rising prices spurring new, but unproven alternatives to the Big Deal
- **Space**: Collections limit ability to accommodate demand for learning space
- **Staff**: Tied up in traditional activities with declining demand
Road Map for Discussion

1. Transformational Change in the Information Landscape

2. From “Just-in-Case” Collections to “Just-in-Time” Services

3. Overview of Additional Best Practices
From Ownership to Access

Reducing Collections While Expanding Access to Books

**Current State**

- Large collections of physical books in open stacks with low circulation
- Duplicate book holdings at the institutional, system, consortial and regional level
- Books purchased prospectively “just in case” a patron might need them in the future

**Preferred End-State**

- Ebook catalogs larger than previous physical collection
- Physical books preserved (and accessible) through collections shared across consortia and stored offsite
- Ebooks purchased only when patrons use them (patron-driven acquisition)

**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

Source: Education Advisory Board interviews and analysis.
The Ebook Tipping Point

*With Commercial Take Off, Can Academic Ebooks Be Far Behind?*

**Ebooks Sales on Amazon**

- **Nov 2007** Kindle eReader launched
- **July 2010** Ebooks outsell new hardcovers
- **April 2011** Ebooks outsell all print books

**Ebooks as a Percentage of Academic Library Acquisition Budget**

*Survey of 136 Colleges and Universities*

- **57%**
- **40%**
- **15%**
- **2%**

0% | 1%-10% | 11%-25% | 26%-50% | 51%-75% | >75%
---|---|---|---|---|---
10% | 15% | 9% | 4% | 0% | 4% | 1% | 4%

The Promise of the Cloud
Leveraging Ebooks and Shared Repositories to Reduce Local Holdings

HathiTrust Offers Collaborative Digital Library for the Academy

• Began in 2008 as collaboration of CIC, the University of California system, and the University of Virginia to establish a repository to archive and share digitized collections
• Now involves 52 partner libraries
• Includes both in-copyright and public domain materials digitized by Google, the Internet Archive, Microsoft, and in-house initiatives
• Bibliographic and full-text search are available for all volumes
• Public domain volumes are freely accessible to the public and can be downloaded in their entirety with authentication by persons affiliated with partner institutions

Scaled, Digital Collections Will Free Up Significant Local Resources

• Nearly 1/3rd of content purchased by research libraries in the US has already been digitized and is preserved in HathiTrust
• More than 60% of retrospective print collections held in ARL libraries will be duplicated in HathiTrust by June 2014
• Median space savings that could be achieved at an ARL library is more than 45,000 assignable square feet (ASF).
• Total annual cost avoidance that could be achieved is between $500,000 and $2 M per ARL library

“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”
A Matter of Time

Resistance to Ebooks Persists, But Likely to Fade as Technology Improves

“The narrow path still leads, as it must, to crowded public rooms where the sunlight gleams on varnished tables, and knowledge is embodied in millions of dusty, crumbling, smelly, irreplaceable documents and books.”

Anthony Grafton
Professor of History, Princeton University

Technology Won’t Be the Limiting Factor

Ebooks’ Varied Formats Make Citations a Mess for Scholars

Kindle Software Update

Patch #1:
Pagination now standardized, citations fixed

Ebooks Are Easy, Right?

Usage Restrictions from a Major Ebook Publisher

- Cannot download file more than 6 times
- Cannot move file to a different computer
- Cannot lend, sell, or give ebook to others
- Cannot copy the ebook
- Cannot copy or paste entire pages at a time
- Cannot copy or paste diagrams, figures, or artwork
- Cannot annotate text
Copyright Law Biggest Obstacle to Widespread Access

Google Books Legal Setback Temporarily Derails Prospects for Massive Digital Text Distribution

Original Settlement  
November 2008

• Google paid authors, lawyers, and publishers $90 M for rights infringements
• Google continues to digitize books on an “opt-out” basis
• Orphan works included, with $35 M fund for “Book Rights Registry” to compensate claimants

Settlement Rejected  
March 2011

• Court ruled that Google holds unfair monopoly over digitized works
• “Opt out” system contradicts purpose of copyright
• Back to the drawing board... and an opening for HathiTrust and others
Locked Up

Vast Majority of Content Inaccessible Due to Copyright Restrictions

Copyright Status of Volumes Held by HathiTrust

- In Public Domain: 27%
- Orphan Works (est.): 23%
- In Copyright: 50%

Orphan Work: In copyright, out of print, and copyright holder unknown

Status of Volumes Held by HathiTrust by Year of Publication

Source: http://www.hathitrust.org/statistics_visualizations
(statistics as of June 2, 2011)
From “Just-in-Case” to “Just-in-Time”
Patron-Driven Acquisition Offers an Alternative to Guesswork

Traditional Collection Built From Presumptions of Interest and Use

Selected New Monographs

Individual Selectors

Approval Plans

Collection

Patron Requests

Patron

Tomorrow’s Collection Built by Users Themselves

Ebook Catalog

Library contracts with aggregator

Virtual Collection

Books purchased only when requested by patron

Patron

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Source: Education Advisory Board interviews and analysis.
Refining the Purchasing Algorithm

*Triggers, Limits, and Mediation Standards*

**Initial Pilot Settings**

- 50,000 Ebooks
- < 5 minutes = free
- > 5 minutes = 1-day loan (10-20% of purchase price)
- Purchase on the 3rd loan
- Mediation on loans > $40
- Simultaneous access

- Titles loaded into catalog
- Avoid paying for brief browsing
  - Most users spend only 5 to 15 minutes in a book, and few books are used more than 3 times
- Books used more than 3 times are more likely to be widely popular
  - *Increased to 5 uses after analysis of savings threshold*
- Avoid overly expensive purchases
  - *Removed limit and mediation; cost savings not worth delay / oversight*
- “Non-Linear Lending” allows unlimited simultaneous access to all Ebooks

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Source: Education Advisory Board interviews and analysis.
Are Skeptics Right to Worry?
Lessons Learned from PDA Early Adopters

Concern:
“We’ll spend too much, too quickly”
(The $1,000 book problem)

Assessment:
Library retains control over purchasing strategy
• Budget caps
• Catalog listings (filtered by year, publisher, discipline, duplicates)
• Rent/buy triggers
• Usage definitions
• Price limits
• Librarian approvals/mediation

Concern:
“We’ll buy lots of titles we don’t really want”
(The Banana Book Problem)

Assessment:
Rent/buy triggers prevent overzealous acquisition
End-users better judges of needs and value
• “Unused books are bad books”
• Each PDA purchase has demonstrated demand
• User-built collection well-rounded and diverse, but unpredictable

Concern:
“We’ll have a shallow, narrow collection”
(The Barnes & Noble Problem)

Assessment:
Virtual ebook catalogs actually expand and revitalize the collection
• Discoverability no longer guided by physical ownership, proximity, or placement
• Catalog no longer subject to one-time selector decisions
• University press ebook sales rescuing the “backlist”
  • 90% at UNC-Chapel Hill Press
  • 87% at U of Kentucky Press
  • 70% at Johns Hopkins Press

Source: “The E-Reader Effect,” Inside Higher Ed, June 1, 2011; Education Advisory Board interviews and analysis.
Moving Beyond the “Big Deal”
Creating a Broader Range of Options for Scholarly Communication

Current State

• Researchers transfer copyright to journal publishers
• Disciplinary societies contract with publishers for journal production
• Publishers sell access to libraries in bundles of journal titles
• Gaps in subscriptions filled by inefficient and expensive inter-library loan programs

Preferred End-State

• Authors retain certain aspects of copyright and deposit copies of articles in open access repositories
• Subscription model coexists with on-demand services and open access models
• Researchers have outlets for making data accessible, sharing pre-prints, and publishing non-article forms of scholarship

Barriers to Change

• Faculty tenure and promotion guidelines favor publication in selective journals (typically produced by a handful of publishers)
• Publishers hesitant to adopt open access models that threaten their financial viability

Source: Education Advisory Board interviews and analysis.
Pressure Mounting to Change the System

Gathering Calls for Open Access

- Cornell Bans Non-Disclosure Agreements
- U of California Stands Up to Nature Group
- U.K. Research Libraries Say “No” to Big Deals

Large Publishers Skeptical of Alternatives

- Be Our Guest
  “If libraries and universities think they can manage peer review, editing, publication, marketing, and distribution themselves, then why don’t they? No one’s stopping them.”
  - Executive Major Publisher

Institutions Unable to Effect Change Alone

- Knowledge Explosion Vastly Outstrips Purchasing Power

Source: Education Advisory Board interviews and analysis.
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
## Subsidizing Accessibility

**Four Ways to Unilaterally Encourage Open Access**

<table>
<thead>
<tr>
<th>UF</th>
<th>KU The University of Kansas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open Access Fee Subsidy</strong></td>
<td><strong>Institutional Repository</strong></td>
</tr>
<tr>
<td>• Modeled on <em>Compact for Open-Access Publishing Equity</em> (COPE)</td>
<td>• KU “ScholarWorks” hosts faculty e-prints and data</td>
</tr>
<tr>
<td>• Any UF faculty, post-doc, student, or staff can apply</td>
<td>• Available freely worldwide, Google-friendly (stable URL)</td>
</tr>
<tr>
<td>• Up to $3,000 in fee support</td>
<td>• Allows tracking of output, access, readership</td>
</tr>
<tr>
<td>• Must be published in open access journal</td>
<td>• Can negotiate with publishers for faculty backfiles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disciplinary Repository</th>
<th>Open Textbook Pilot</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ArXiv hosted by Cornell library, home to hard science e-prints</td>
<td>• 2009 Florida legislation spurred open textbook taskforce</td>
</tr>
<tr>
<td>• OpenFolklore hosted by Indiana U. library, home to free folklore journals</td>
<td>• Introductory calculus textbook commissioned by provost</td>
</tr>
<tr>
<td>• A model platform for future scholarly communication?</td>
<td>• Free to download, $35 for print</td>
</tr>
<tr>
<td></td>
<td>• Study suggested faculty worried about quality, recognition</td>
</tr>
</tbody>
</table>

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Source: Education Advisory Board interviews and analysis.
# Opening the Floodgates

*Digitization Transformed the Music Industry in Less Than a Decade*

**Digital Music Purchase Options**

<table>
<thead>
<tr>
<th>Ad Supported</th>
<th>Subscription</th>
</tr>
</thead>
<tbody>
<tr>
<td>PANDORA</td>
<td><strong>Rhapsody</strong></td>
</tr>
<tr>
<td>LIVE 365</td>
<td><strong>SiriusXM</strong></td>
</tr>
<tr>
<td>iTunes</td>
<td><strong>Radiohead</strong></td>
</tr>
<tr>
<td><strong>amazonMP3</strong></td>
<td><strong>Spotify</strong></td>
</tr>
</tbody>
</table>

**Pay-per-Song**  | **Free**  
(1999-2001)      |  

**Lessons from the Music Industry**

- **Long tail thrives**: Consumers have broader access and more purchase options.
- **Every musician a producer**: Musicians have more options for distributing their work.
- **More music, less revenue**: Total revenues from sales of CDs, vinyl, cassettes and digital downloads in the U.S. peaked at $14.6 B in 1999, may fall as low as $9.2 B.
- **Adapt or die**: Record companies and music retailers have struggled to adapt.
- **Music wants to be free**: Digital Rights Management (DRM) restrictions largely abandoned after 2007.

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Source: Education Advisory Board interviews and analysis.
The Most Valuable Space on Campus

Converting Library Space to Meet Patron Needs

**Current State**
- Most library space taken up by physical books and journals in open stacks
- Typically 50% of volumes have never circulated (some institutions as many as 80%)

**Preferred End-State**
- Ebooks and e-journals provide instant access to needed resources
- Physical volumes are removed when possible to free up space for collaborative learning and other activities
- Other academic support services (e.g., teaching and learning centers) move into the library space

**Barriers to Change**
- Ebooks and discovery tools not yet an acceptable substitute for browsing open stacks
- Vocal groups of faculty strongly oppose reducing onsite physical collection
- Deselecting books and journals can be expensive and time-consuming
- Often expensive to renovate libraries to accommodate new uses

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Source: Education Advisory Board interviews and analysis.
Majority of Library Space Is Devoted to the Print Collection

Typical Space Allocation at a Mid-Size University Library
(in square feet)

- Collections: 102,195
- Study Space: 29,188
- Information Services: 11,790
- Instructional Space: 10,000
- Writing Center: 1,161
- Food: 397

No Room to Read

“Library after library has sacrificed reader accommodation to the imperatives of shelving. The crowding out of readers by reading material is one of the most common and disturbing ironies in library space planning.”

Scott Bennett
University Librarian Emeritus, Yale University

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

The Price of “Just-in-Case” Collections

Attachment to Open Stacks Comes With Significant Costs

The Cost of Keeping a Book

Yearly Cost per Volume

- On-Site Open Shelving: $4.26
- Off-Site High Density: $0.86

Books per Square Foot

- On-Site Open Shelving: 10
- Off-Site High Density: 150

A Cathedral for Books

University of Chicago Asserts the Continuing Importance of Print

The Joe and Rika Mansueto Library

• Opened May 16, 2011
• Construction cost $81 M
• Space for 3.5 M volumes in Automated Storage and Retrieval System (ASRS)
• Now houses more volumes (8M) under a single roof than any other university library

Building a Beacon for Scholars

“...[F]or all the talk about digitization, our flow of printed material into the library hasn’t diminished at all ... What if there were a dramatic move away from digitization? Our aim here was to be absolutely the top-notch university library.”

Richard Saller, Provost
University of Chicago
Repurposing the Warehouse

Top Trends in Next-Generation Library Space Planning

- Fewer physical resources
- Wireless connectivity and outlet access
- Comfort and collaboration
- Integration of academic support services
- Flexibility and modularity
- Food and drink
Coming Out from Behind the Desk

Library Staff Engaging Directly with Student and Faculty Needs

Current State

• Significant staff time devoted to cataloging and processing physical books and journals
• Declining utilization of circulation and reference services

Preferred End-State

• Librarians embedded in online courses, departments, and research teams
• Specialized staff lead campus efforts in academic technology, e-science, and digital information resources

Barriers to Change

• Some librarians lack skills, interest in providing new support services
• Faculty do not always see librarians as a useful resource for teaching and research support
Smarter Allocation of Staff Time

**Shelf-Ready Acquisition**

Staff required to process 30,000 books in time for library opening

- In-House
  - $35 Per Record
  - 25

- Outsourced
  - $4 Per Record
  - 2

**Tiered Reference Services**

- Reference Desk
  - Consulting by Appointment
- Front Desk
- Single Service Point

**Crowd-Sourced Reference**

- Cooperative, 24/7 reference service staffed by librarians
- Run by OCLC
- Participating libraries contribute portion of staff time

- 24/7 reference service funded by state of Ohio
- Free of charge
- Staffed by Ohio librarians
Information Literacy in the Age of Google

Tailoring Library Instruction to the “Instant Gratification” Generation

If You Can’t Beat It, Make It Better

A Look Inside Google Search

Learning First Hand

“If you can’t beat it, make it better”

According to Mahzarin Banaji, Psychology Professor at Harvard University, “Everyone in academe teaches. And the course provides an amazing moment, when you work with advanced undergraduates or grad students on writing assignments. What if we make working on Wikipedia part of those assignments?”

Behind the Curtain

“Given their popularity with students, knowing more about how search engines work is vital to understanding information access in a digital age. Unfortunately, most students do not understand how Google and other search engines rank results.”

Paul Barron
Library Director
George C. Marshall Foundation

Going Where the Students Are
Embedded EBrarians Integrated into Online Courses

Bucks County Community College

Librarians participate in online chat and discussions

My Online Campus

COMP 111 (Fall Semester 2010)

Announcements
Assessments
Assignments
Calendar

Chat
Discussions
Learning Modules
Mail

Roster
Search
Web Links

English Composition II – Dr. Updike

Start Here  Course Work  Resources

Library Research Guide  Survey

This guide has everything you need to start your research for course assignments and the final essay.

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Source: Education Advisory Board interviews and analysis.
There’s an App For That
Mobile Information Services at Students’ Fingertips

NC STATE UNIVERSITY

As the world becomes increasingly digital and mobile...

• Students expect perpetual and instant access to resources
• The line between physical and virtual interaction becomes blurred
• Adoption costs come down, expanding user base
• Social networks make collaborative learning the norm
• Networks enable new possibilities for “augmented reality”

NCSU Libraries Mobile brings library to devices

• Search the catalog
• Locate available computers in library
• Locate available work space
  – GroupFinder
  – Study Room Reservations
• Real-time chat with librarians
• Hours and Locations of library branches
• Check the coffee shop line using live webcam

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Getting the Most Out of Special Collections
Vendor Partnerships in Digitization, Preservation, and Marketing

Special Collections
- Holocaust
- World War I

McMaster University

Publishers digitize, describe, market, and host 25-30,000 items for each project
McMaster retains ownership, gets free digital access and copies of scans
Portion of revenue from publishers returns to McMaster
Non-compete agreement allows publishers a negotiated period of exclusivity, after which the collections become public
Starting from Scratch

Building an Academic Library Based on Future Needs Rather than Past Precedent

Minimal Physical Collection
- 93 K print books
- 632 K digital books
- 56 K digitized journals

Outsourced Technical Services
- Use YBP Library Services
- Receive shelf-ready books that are already cataloged and labeled
- Sends gift book to OCLC for cataloging

Large Collaborative Collection
- Rapid access to 36 M physical books and 1.7 M digitized books held in UC libraries
- CDL handles licensing e-resources

Virtual Reference
- No reference desk
- Outsourced reference service through phone, e-mail, chat, workshops

Patron-Driven Acquisition
- Most purchases selected by patrons
- No subject librarians on staff

Automated Circulation
- Self-checkout
- RFID tags on all books

Transforming the Library

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

An Unsustainable Present State

- Proprietary collections arms race
- Acquisitions focused on collection building
- No alternatives to journal publishers
- Focused on “commodity” circulation and reference activity
- Space tied up in low-demand activities

Keys to Inclusive and Orderly Migration

- Preserving Access and Service Quality
- Rightsizing Proprietary Print Collections
- Open Scholarship Support
- Evolving Library Service Mix
- Redeploying Staff and Space

The Digital Information Services Future

- Collaborative collections and digital access
- Acquisitions informed by usage data
- Incentives for and promotion of open access models
- Trading up to unique student and researcher support services
- Space used for collaborative learning
Road Map for Discussion

1. Transformational Change in the Information Landscape

2. From “Just-in-Case” Collections to “Just-in-Time” Services

3. Overview of Additional Best Practices
Redefining the Academic Library
Managing the Migration to Digital Information Services

Sustainable Collection Management

I
Rightsizing the Print Collection
- Usage-Based Deselection
- Collaborative Collection Planning
- Item-Level Faculty Appeals

II
Aligning Purchasing with Demand
- Patron-Driven Acquisition
- Print-On-Demand Books

III
Reducing Scholarly Publishing Costs
- Centralized Licensing Structure (The Walmart Model)
- On-Demand Article Purchasing (The iTunes Model)
- Open Access Publishing (The Linux Model)

Redeploying Library Staff

IV
Externalizing Lower-Value Activity
- Shelf-Ready Acquisition
- Tiered Reference Services
- Integrated IT Services

V
Embedding High-Value Local Services
- Embedded eBrarian
- Multimedia Support
- Departmental Informationist
- Data Curation
- Shared Specialists