Shrinking horizons – or pushing boundaries?

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Challenges

Cardiff University Library Service/WHELF
Welsh context

• Education is a devolved power in Wales
  • Different student fees structure – now students paying £3,900 with top up paid by Welsh Government for all Welsh domiciled students, regardless of where they study. From 2018 students will pay £9K (no inflationary increases) but will have a maintenance grant of between £1K to £8K. Do use UK Student Loans Co.
  
• More money from Funding Council passed on to universities – at request of Universities Wales (subgroup of UUK) – so very little for central initiatives compared to England. Also overall funding is lower (according to our VC, Cardiff would be c. £40M better off if in England).
  
• Labour/LibDem government with strong social agenda – education for the public good and supporting the economy.
Changes afoot: New Welsh Government strategy

- *Prosperity for all: national strategy for Wales 2017*: requiring “integration and collaboration between services” and the development of a skills based economy

- *Well-being of Future Generations (Wales) Act 2015*: focus on ensuring that current policies and actions do not damage the future prosperity, health, environment and culture of Wales

- Welsh Language Act requiring 1 million Welsh speakers by 2050 (out of 3 million)

- HEFCW consulting on a Tertiary Education and Research Commission for Wales (TERCW) alongside FE and work-based learning. To include an audit and planning role, but to safeguard institutional autonomy. Universities expected to offer apprenticeships and possibly to sponsor schools

- TERCW would have a statutory committee ‘Research and Innovation Wales’ to create “a more dynamic and responsive-to-need research, innovation and knowledge translation environment in Wales”. Will retain UK-wide dual support system for research – so Welsh HE does participate in the REF

- Participation in TEF is optional – no link to student fees.
Challenges facing us all

- Students as consumers – know their power (NSS boycott); demanding more costs included in fees (reducing opportunities for income generation)
- Want personalised services – own textbook collections?
- Want 24/7 for everything
- Expect higher quality
- Want consistency (Google effect?) when accessing resources from different sources
More challenges

• Academic staff under pressure – improve student satisfaction; innovate in their teaching; produce research of international quality; demonstrate impact (especially social and economic in Wales)
  • Professional Services expected to help save their time

• Professional services staff under pressure – to do more (better) with less – benchmarking surveys driving change (eg Uniforum). Cardiff University participating with 17 other UK Russell Group universities and 24 others in Australia and New Zealand ...
  • Professional Services staff expected to save our own time and reduce costs
Do we work alone – or together?

• In Wales we have worked together to share resources and expertise since 1992. Recent projects:
  • WHELF joint procurement and shared implementation for LMS 2014-16
  • Benefits study shows financial savings of £226K in first two years, plus £55K on procurement. Enables consistent presentation of library resources across Wales. Joint training and support highly valued.
  • WHELF joint procurement for reading list software framework
  • WHEEL (Wales HE Electronic Library) has deals with a small number of major publishers which provide same access to resources to all HEIs in Wales

Cardiff University Library Service/WHELF
WHELF at Gladstone’s Library
Consortia can join up or work independently

- GW4/WHELF share training events/expertise
- WHELF/GW4 early adopters of Jisc National Knowledge Base
- GW4 Libraries Group highlights resources to researchers (special collections, research data management) to support collaborations. Appointing a Wikimedian to raise awareness
- WHELF used SUPC framework for books procurement (not HEPCW) to achieve greater leverage and avoid a separate exercise
But we need to decide which consortium to use ...

Current issue: shared storage: print and digital repository facilities

• Local – build/rent own space
• Regional (GW4) – shared research agenda; different countries
• National (Wales) – shared government agenda and availability of National Library of Wales
• National (UK) – UKRR; UKRR-M; British Library; Jisc Research Data projects
• Global – Hathi Trust; OCLC ...
And is consortial working sustainable?

- Frozen/reducing library budgets make consortial purchasing for new products difficult
- Shortage of staff time to invest in projects
- Risk aversion – focus on the local; unwillingness to invest
- Potential division between institutions with more or less capacity to participate – should we cross-subsidise?
- Can we rely on others when we are not keeping content ourselves? Eg how sustainable is document delivery from the BL? How reliable is post-cancellation access to purchased content?
Or, do shrinking horizons make collaboration more necessary?

• At global level
  • Is monograph publishing sustainable without collective action? Academic book of the future project showed that average sales are only 200 per title.
  • Is digital content being preserved? Are we ensuring that our own unique content is being backed up safely in a digital repository?
  • Are we willing to pay for new publishing models such as Knowledge Unlatched, Open Library of the Humanities, or collective digital insurance policies such as CLOCKSS, LOCKSS, Portico?

• At UK level:
  • Can UKRR achieve more significant space savings in libraries?
  • Will the proposed Monograph strategy (UKRR-M) be funded to safeguard last copies and release space?
  • Are we willing to fund work on Post-cancellation access rights eg via the Keepers’ Registry?
  • Are we willing to take risks to support the UK-Scholarly Communications Licence to reduce staff effort?

• At Welsh level:
  • Are members willing to invest more in a shared WHELF ‘Office’ to develop consortial working?
  • Are members willing to commit funds to a shared purchasing budget?
Are we brave enough to push our boundaries – to release capacity?

• David W. Lewis provides ‘Ten things to do now’ in *Reimagining the academic library* which include (paraphrased):
  • Retire/consolidate legacy print collections to release space
  • Reduce spend on materials budgets to make space for Open Access initiatives. Give up buying books/journals ‘just in case’. Switch to more document delivery/DDA.
  • Support the creation of, access to and preservation of the scholarly content created on your own campus (via repositories, Press, archives)
  • Invest in your special/distinctive collections
  • Have a plan to hire or develop the expertise your library will need
  • Support the development and sustainability of network level tools and services – by funding them (eg OLH, CLOCKSS/LOCKSS/Portico, OJS, Hathi Trust, Knowledge Unlatched)
  • Sell the change – to everyone
Case study of Cardiff University
Comparison with Russell Group by quartile in 2011/12
Three years later
Comparison with Russell Group (research intensive universities) by quartile in 2014/15
Where do we want to be in 5 years?

Quartiles

Loans/FTE
Libraries
Information resources
Workstations
ILLs
Collections
Downloads/FTE
Cost/lib staff
IL teaching

0
1
2
3
4
What else can we do?

• Exploit Open Access publications via reading lists, include in catalogues and use for ILL

• Look after our University’s outputs
  • Ensure that all publications are deposited into repositories
  • Establish or support an OA Press (new Open Access University Presses with library leadership include UCL, Huddersfield, WhiteRose and Cardiff University)
  • Ensure your University’s archives are well managed eg via Archives Accreditation
  • Ensure Research Data Management plans are in place

• Invest in our Special/Distinctive Collections
  • RLUK and TNA have done considerable work in this area.
Invest in our staff – and collaborate

• Ensure our service and our staff keep moving – find out what our customers want, make new offers to delight them, save time (theirs and ours) and reduce costs

• Work across teams in our own university and share skills across consortia; invest in work that reduces duplication of effort

• Encourage collaborative working on projects internally and externally

• Participate actively in organisations such as SCONUL/RLUK/CILIP/Jisc - and of course regional consortia
If we don’t …?

- Novel solutions?
- Sound global infrastructure
- Redundancy?
- Local excellence

Collaboration - high

Funding - low

Funding - high

Collaboration - low
Bibliography


• RLUK reports on Unique and Distinctive Collections http://www.rluk.ac.uk/publications/ Viewed 27 Oct 2017