

The Invisible Mainstream:

E-Resources in Workflows and Organizations

Electronic Resources & Libraries

February 11, 2009



R2 Consulting LLC

Matt Barnes

Agenda

- 1. A little about R2 Consulting***
- 2. The Invisible Mainstream***
- 3. Taming the Print Beast***
- 4. Decloaking Electronic Resources***
- 5. Questions***



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A LITTLE ABOUT R2 CONSULTING



R2 Consulting LLC

R2's Focus

- Library workflow analysis and redesign
- Organizational redesign
- Onsite change management
- Product analysis & development for the academic library market
- Accelerated Strategic Planning
- Sustainable Collection Development



R2 Principals

Rick Lugg



- MLS, Simmons College
- Approval plan management (1989-1995)
- ILS Liaison (1995-1998)
- Designed & implemented Library TS Division

Ruth Fischer



- M. Ed, Penn State University
- Product Manager: GOBI
- Product Designer: GOBI 2
- VP, Library Technical Services Division



R2 Experience

Libraries

- Auraria Library
- Davidson College
- Rollins College
- UC-Santa Cruz
- UC-Riverside
- University of Oxford
- DePaul University
- Portland State University
- University of North Carolina
- University of Colorado
- Arizona State University
- MIT Libraries
- University of Utah
- Wesleyan University
- University of Texas at Dallas
- University of Miami
- East Carolina University
- George Washington University

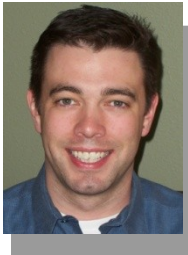
Vendors

- ABC-CLIO
- Blackwell Book Services
- Casalini Libri
- CAVAL Collaborative Solutions
- Common Ground Publishing
- Eastern Book Company
- EBL
- Follett Library Resources
- HARRASSOWITZ
- Innovative Interfaces
- Ingram Digital Group
- OCLC
- RR Bowker
- Sage Reference
- University of California Press
- Credo Reference)
- YBP Library Services



R2 Team

Matt BaRnes



- MBA, Washington State University
- Joined R2 Consulting in March 2007
- Blackwell Book Services (5 Years)
- VP, Sales & Marketing at Blackwell

Sally Metheany



- B.A. Philosophy, Tufts University
- YBP Library Services (8 Years)
- Customer service bibliographer and team leader at YBP



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THE INVISIBLE MAINSTREAM

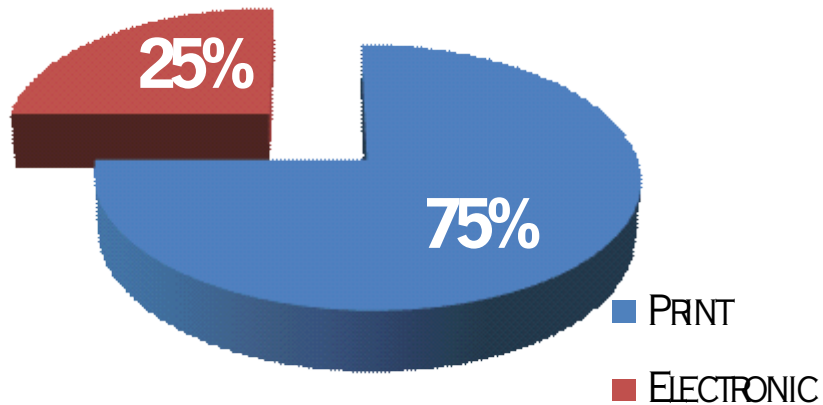


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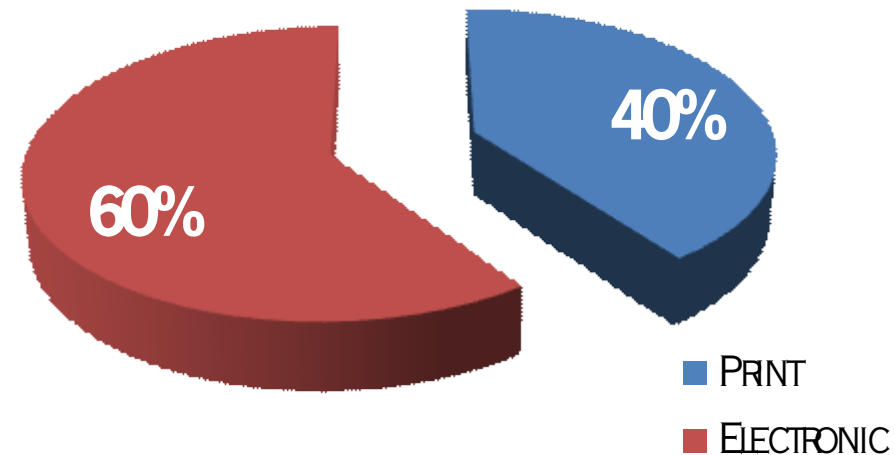
The Print Inversion Paradox

...another way of saying: why aren't more folks reassigned from legacy print to manage high demand electronic resources?

Typical STAFF Allocation in Tech Svcs



Typical BUDGET Allocation



Given these levels...

It could be convincingly argued that 60 percent of the people in Collections and Technical Services should work ***exclusively*** on electronic resources.



Print is Tangible



Other Reasons...

- Inertia
- Change resistance
 - Fear of change
 - Inadequate skill set
 - Coasting
- Political resistance
- Nostalgia and romanticism about print
- Failure to recognize that electronic resources ARE the mainstream



The Impact

(Your ER Librarian)

- **Access Nightmares**
 - Out-of-date holdings
 - Broken links
 - Inconsistent discovery
- **Backlogs**
 - Order placement
 - Contracts
 - Configuration
- **Lack of visibility**
 - Order Status
- **Evaluation**
- **Etc.**



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TAMING THE PRINT BEAST



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Assumptions

- Patrons prefer electronic access in *most* fields of study
- Additional headcount is unlikely
- Those working on print usually don't feel that they have the time to help out
- Reallocating staff will:
 - Be politically sensitive
 - Be difficult due to skill sets
 - Take some time to do right



Five Steps of Workflow Redesign

- Understand the current environment
- Identify best “possible” practices
- Demonstrate the benefits
- Enable the organization
- Adjust and implement changes



What is the Workflow Saying?

- Let the workflow “speak”
 - Perform a workflow audit
 - Establish a “big picture” with flowcharts, key measures, specific costs
- What’s getting done? At what cost?
- What’s not getting done? At what cost?
- What are the Library’s priorities?



Traditional Print Workflow

- Resource Identification
- Selection
- Ordering and Order Maintenance
- Receiving and Payment
- Providing Access
 - Cataloging
 - Holdings Maintenance
 - Physical Prep



Traditional Print Workflow

- Renewal/Cancellation
- Transfers
- Withdrawals
- Offsite Storage
- Archiving
- Digitization
- Discard/Donate/Book Sale



E-Resources Workflow

- Resource Identification
- *Trials / Decision Tracking*
- Selection
- *License Evaluation / Negotiation*
- Ordering and Order Maintenance
- Payment / Pre-payment
- *Activation / Registration*
- Cataloging
- Holdings Maintenance
- *Resource Discovery*
- *Access Management*
- *Usage Tracking*
- Renewals / Cancellations



Print Monographs

- Maximize vendor consolidation
- Fully leverage approval plans
- Implement electronic selection & ordering
- Implement electronic invoicing
- PromptCat (WCCP) + shelf-ready
- Accept duplicate call numbers
- Control quality via sampling
- Reduce gifts



Print Serials & Periodicals

- Reduce print subscriptions
- Reduce check-in and claiming
- Reduce binding
- Bind incomplete
- Reduce effort on unsolicited titles
- Consolidate Standing Orders
- Outsource cataloging for reference
- Outsource shelf-prep for reference



“Discovery Happens Elsewhere”

- The library website is not the front door
- Connect multiple discovery environments to library fulfillment
- Put library resources in the user’s workflow
- Place library resources in places which aggregate demand

SOURCE: Lorcan Dempsey, OCLC



Cataloging & Discovery

- Accept DLC and PCC copy w/o editing
- Create an electronic review shelf
- Catalog to the level needed
- Outsource authority control
- Increase expertise with non-MARC metadata
- Control quality via sampling (Again)



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DECLOAKING ELECTRONIC RESOURCES



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Spectrum of ER Mgt. & Control

**Small,
specialized
group**



**Wide
Dispersion**

Hub Factor

Extreme

Moderate

None

**Process
Requirement**

**Less
Formal**

**Moderately
Formal**

**Very
Formal**

Scalability

Very Little

**Moderately
scalable**

**Very
Scalable**



Recognize the Mainstream

- Define the process that **is** and then define the process that **should be**
- Be quantitative:
 - Time
 - Direct and Indirect Cost
 - Backlogs: licensing, description, access, etc.
- Take patron preferences into account
- Take usage into account (demand)
- Establish shared vision and priorities



Selection, Trials, & Renewals

- Use a standard request form, not email
- Make the request queue and the status of each request visible to relevant parties
- Always set alerts for trials (e.g. ERMS)
- Publicize trials to patrons
- Set formal criteria for renewals
- Conduct “rolling” reviews of current subscriptions



Acquisition

- Licenses
 - Develop a means of prioritization
 - Make review as rules-based as possible
 - Negotiate a SLA with your OGC (if possible)
 - Track and report status
- Use a single general fund for large purchases
- Consolidate around a single workflow management tool (e.g. ERMS)
- Eliminate shadow systems



The ERMS in the Workflow

Enabled a Shared View

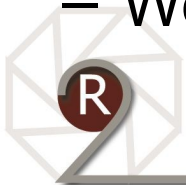
- Acquisition
- Licensing
- Workflow management
- Alerting
- Usage reporting

But...

- Not a complete selection to access solution
- Yet another database to be maintained
- Likely will not reduce staffing requirements

ERMS Options

- Commercial: III ERM, Ex Libris Verde, Serials Solutions
- Open Source: CUFTS, FreERMS, HERMES
- Web 2.0: Wiki, Google Docs (and some Imagination!)



Resource Discovery

- Make a strategic choice about the discovery gateway
 - Union catalog
 - WorldCat
 - Google Scholar / Google Book Search
 - Meta / Federated search
- Choose a single knowledgebase for linking
- If using OPAC: Move to multiple records for p and e



Access

Proactive

- Use link checking software (e.g. OCLC / Openly Informatics free ‘Link Evaluator’)

Reactive

- Use a trouble ticket system to track and report on access issues
- Add a ‘report a problem’ link to resources
- Report known access issues publicly using a blog



1. Problem
2. Assigned
3. Priority
4. Status
5. Notes

Report a problem

Monday, February 2

Production and Operations Management

Labels: [EBSCO EJS](#), [EJ 0 comments](#)

Problem: The EJS entry for Production and Operations Management indicates we have full text access through the present. But when followed the links do not display full text. The other links in the [Skyline record](#), [b2056925](#).

Assigned to: EJ
Priority: high
Status: in progress

Troubleshooting notes:
 Reported by a faculty member who needs the current content for research.

Posted by GB at [3:09 PM](#)

Thursday, January 29

AnthroSource

Labels: [Anthrosource](#), [check back in March 2009](#), [GB](#), [Low priority 2 comments](#)

Problem: When I attempt to view articles, PDF or html, in American Anthropologist or American Ethnologist that are newer they are visible as html or PDF. Some of the older articles that are linked to through JSTOR do not appear either as a PDF or in html. Instead I am sent to the AnthroSource homepage to seemingly start over again. Other older articles from the same time period that are linked through JSTOR seem to work correctly. The difference appears to be random.

Assigned to: gb
Priority: low
Status: in progress

Troubleshooting notes:
 2/3/09 - AnthroSource indicates the problem is related to multiple ISSNs for some of the journals that started as newsletters and thus have a different ISSN now than they did then. They are working on the problem. gb

Labels

- [.Aurproblem Email](#) (1)
- [.b record](#) (2)
- [.e record](#) (3)
- [229 field](#) (1)
- [AIP](#) (1)
- [AK](#) (1)
- [AL bad link](#) (1)
- [Alliance](#) (1)
- [Anthrosource](#) (1)
- [ARTstor](#) (1)
- [ASME](#) (3)
- [Available content](#) (1)
- [Blackwell](#) (2)
- [Book review index](#) (1)
- [brief bibs](#) (1)
- [browser issue](#) (1)
- [Cambridge Journals](#) (1)
- [CDE State CO](#) (1)
- [check back in March 2009](#) (1)
- [check Dec coverage load](#) (4)
- [check Feb coverage load](#) (4)
- [check Jan coverage load](#) (1)
- [check Nov coverage load](#) (3)
- [check Oct coverage load](#) (2)
- [CLERT](#) (3)
- [coverage load](#) (2)
- [CSA databases](#) (7)
- [date format](#) (1)
- [DOAJ](#) (1)
- [double links](#) (3)
- [DP](#) (20)
- [DZ](#) (6)
- [EBSCO](#) (2)
- [EBSCO EJS](#) (32)
- [Ebscohost](#) (1)
- [ECO](#) (1)
- [EJ](#) (29)
- [Emerald](#) (1)
- [EndNote Web](#) (1)
- [Euclid Direct](#) (1)
- [Euclid Prime](#) (1)
- [Factiva](#) (3)
- [Families in Society](#) (1)



http://aurproblem.blogspot.com/

Leveraging Vendors

- Systematically review vendor systems for new features
- Vendor-based reports can be enormously valuable
 - e.g. Harrassowitz LOOP report
 - e.g. Swets Publisher Policy Changes
- Consider workflow impact/cost before going direct to the publisher



Electronic Books

- Still waiting for the wave...
- eBooks cannot be easily slotted into traditional workflow channels
 - Bulk packages that require individual contracts = Serials Acquisitions
 - Individual eBooks purchased in perpetuity = Monograph Acquisitions
- Monograph vendors are making significant strides toward integrating eBooks



Vendor/Aggregator Partnerships

Book Vendor	Aggregator	eBook Services
Blackwell	EBL, ebrary	Firm
Coutt's	MyiLibrary	Firm, Standing Order, New Title Announcements
YBP	EBL, ebrary, NetLibrary	Firm, New Title Announcements
Dawson	dawsonera	Firm, New Title Announcements

- Serial vendors are also integrating eBook aggregators into their offerings
- Many publishers are integrating eBook packages with their journal platforms



-
- Screenshot omitted



-
- Screenshot omitted



Conclusions

- There is still an imbalance in resources dedicated to managing electronic resources
- Print workflows must be streamlined to free resources for the electronic mainstream
- Electronic workflows must be enhanced to improve efficiency and general visibility
- Expect the workload for those managing electronic resources to increase substantially in the next five years



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