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**REPORT OF THE NELSON POYNTER MEMORIAL LIBRARY  
COLLECTION COMMITTEE, UNIVERSITY OF SOUTH FLORIDA  
SAINT PETERSBURG**

Nelson Poynter Memorial Library.

Patricia C. Pettijohn

Kaya van Beynen

Allison Etzel

Gerald A. Notaro

*See next page for additional authors*

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**Authors**

Nelson Poynter Memorial Library., Patricia C. Pettijohn, Kaya van Beynen, Allison Etzel, Gerald A. Notaro, and Carissa Santana



REPORT OF THE NELSON POYNTER MEMORIAL  
LIBRARY COLLECTION COMMITTEE, UNIVERSITY  
OF SOUTH FLORIDA SAINT PETERSBURG

June 2011

Committee Members:

Patricia Pettijohn, Chair  
Kaya van Beynen  
Allison Etzel  
Gerald Notaro  
Carissa Santana

**EXECUTIVE SUMMARY**

This report began as a charge from the Dean of Library to investigate the anticipated costs of electronic resources required to support university teaching and research; including staffing, staff training, licensing and purchasing of data and resources, and the technology required to store, and remotely access resources. The committee also examined expenditures on electronic resources by other institutions, both within State of Florida public higher education, and in comparison to institutions similar in size and programmatic characteristics to USFSP. After considering the many factors that must influence the one-time and recurring expenses, the Committee concludes that to provide electronic resources to the students, faculty and staff of USFSP similar to those currently available would require substantial investment in technology, staff, and training, in addition to the cost of purchasing and licensing electronic resources. Staff and staff training costs are for two new staff, and are based on salary surveys and salaries of current job openings. Costs of electronic resources are based on current USF systems resources, with the understanding that costing models do not include all of the USF library systems costs.

**Costs Overview:**

Recurring Costs, Electronic Resources Licensing:	1,412,617.
One Time Costs, Electronic Resources Purchasing:	864,676.
Recurring Costs, Staffing (2 persons):	124,024.
Recurring Costs, Staff Training (2 persons):	11,206.
One Time Costs, Staff Training (2 persons):	8,000.
Recurring Costs, Technology:	36,518.
One Time Costs, Technology:	34,563.
Total Recurring Costs:	1,584,365.
Total One Time Costs:	907,239.
<b>Total Costs:</b>	<b>\$2,491,604.</b>

### **Charge and overview**

The Collections Committee is charged with reviewing the electronic resources currently available to USFSP through participation in the USF library system digital collections. To understand the costs of USFSP independently providing an equivalent electronic resource collection, the committee has considered the costs of purchasing and licensing the resources, the staff required to manage and maintain the digital collection, including training costs, and the costs of establishing and maintaining necessary IT hardware and software to support electronic resources. To accomplish this goal the committee emphasized the expertise and participation of all members, with IT staff exploring systems costs, the acquisitions unit exploring costs of resource licensing and purchase, paraprofessional staff collaborating with librarians to explore the costs of training and staffing, and all members networking with colleagues at similar institutions to assess how current costs compare.

Generally speaking, electronic resources are licensed, rather than purchased, with recurring annual costs that are subject to inflationary price increases. Those resources that are purchased, meaning that the library has paid a substantive one-time price for the content, must also be licensed, requiring the library to pay an annual fee for online access to the resource. This fee may be nominal, or be priced higher than the initial cost of purchase. The committee has attempted whenever possible to obtain quotes from vendors for licensing and purchasing resources based on the FTE of USFSP, both because it is more accurate, and because it exploits licenses where pricing is determined by institutional characteristics. Where quotes were not possible, pricing is based on State University Library (SUL) pricing formulas when available, previous costs paid by USF when available, or pricing paid by institutions similar in size or other characteristics to USFSP.

To enable smaller institutions to afford electronic resources, most vendors have devised pricing models that take into consideration the relative size of the institution, using a number of variables, such as student FTE or Carnegie classification, often creating institutional categories, such as small, medium, or large, with different pricing structures. However, while this often results in lower total pricing for smaller institutions, the licensing cost per FTE is generally higher. Larger institutions enjoy other price advantages, in addition to lower per FTE costs: increased leverage in negotiating license terms and pricing, and application of economies of scale when costing staffing, training and technology hardware and software.

Finally, it must be remembered that the USF system has been acquiring electronic resources for many years, and has paid a number of large one-time payments for perpetual access to archival back files, and large datasets and databases, such as the JSTOR journal collection. The cost for USFSP to replace these resources would include substantive one-time costs—almost a million dollars without considering electronic books. Thus, start-up costs for acquiring content for USFSP would be considerable, combined with the anticipated initial costs for IT infrastructure investment, staff training, and new hires.

The committee has also examined expenditures on electronic resources by other institutions, both within State of Florida public higher education, and in comparison to institutions similar in size and programmatic characteristics to USFSP. After considering the many factors that must influence the one-time and recurring expenses, the Committee concludes that to provide electronic resources to the students, faculty and staff of USFSP similar to those currently available would require substantial investment in technology, staff, and training, in addition to the cost of purchasing and licensing electronic resources.

### **Licensing and Acquiring Electronic Resources: Migration from Print to Digital**

As the Nelson Poynter Library migrates from a print to digital environment, savings that result from canceling obsolete formats are offset by the costs of licensing and purchasing electronic resources. In addition, the costs of architecting, developing and implementing effective systems to support electronic resources includes both high start-up costs and considerable ongoing expenses, to host, maintain and provide authenticated remote access to, e-resources.

In many cases there is a direct replacement of print with an electronic counterpart, allowing the library to cancel, for example, standing orders for annual volumes in series, such as *Contemporary Authors*, instead accessing the same content online, as part of a literary database—a searchable, *MLA*-indexed, full-text literary database, with content from *Twayne's* and *Scribner* series, as well as *Contemporary Authors*, along with selected peer-reviewed journals. In this scenario, the library cancels dozens of standing orders, continuations, and journal subscriptions, and reallocates funds from print to electronic accounts, to pay for the electronic resource. Since academic journals and series alike have long been subject to relatively high rates of annual inflation in subscription costs, averaging 9% a year, libraries initially hoped long term savings would result as publications moved to a “born digital” environment.

As an example of this principle, in 2004, the library spent \$237,981 on print serials, and less than \$30,000 on electronic serials, while in 2010, the library spent less than \$35,000 on print serials. With an expected inflation of 9% annually, the cost of USFSP's print serials would have risen to \$399,117 by 2010. In addition, the library has cancelled all microform subscriptions, at a savings of \$25,000 annually. Thus, while the proportion expended on electronic resources has increased, expenditures on print and microform resources has dramatically declined.

Comparing expenditures on electronic resources by FTE to other libraries of the State University Library system shows that while USFSP expends approximately \$115 per FTE student for electronic resources, the breadth and scope of the resources made available through the USF system far exceeds the print resources previously accessible to USFSP students. Simply put, USFSP enjoys access to an electronic resource collection costing close to 5 million for less than \$300,000. This is due in part to economies of scale, where the weight of USF's purchasing power facilitates favorable license negotiations, especially where per FTE license fees decline as total FTE increases. The USFSP library not only saves money on electronic resources that replace existing print subscriptions, but gains access to a wealth of resources appropriate to a major research university, helping to attract and retain faculty and students.

## **Staffing**

Adequate support for autonomous electronic resource acquisition, cataloging and management requires the following core staff responsibilities:

- Create policies and procedures for electronic resource selection, acquisition, and cataloging
- Establish trials of e-resources, communicate with faculty about trials and new resources, and solicit feed-back for assessment of trials and new resources
- Initiate and sustain ongoing communication with major vendors, including negotiation of license terms
- Maintain a thorough understanding of digital license terms, clauses, standards and compliance issues
- Negotiate, revise and sign license agreements and other contracts
- Establish criteria for database renewal and retention decisions
- Collaborate with relevant consortia to leverage limited fiscal resources and benefit from shared services and pooled resources
- Oversee acquisition and implementation status
- Manage e-journal access and registration
- Manage publisher e-journal packages and bundled resources, including fiscal management and oversight
- Implement and manage access to electronic resources in compliance with license agreements, including access by Proxy and IP address ranges, and manage ongoing troubleshooting of electronic resource access.
- Implement and manage SFX or similar link resolution application
- Identify and monitor functionality of electronic resources
- Obtain, analyze and provide e-resource usage statistics, including links to statistical data at the title level
- Manage vendor updates, downtimes and announcements of general interest
- Obtain and provide acquisitions data for shared e-resource purchases
- Create and manage technical and bibliographic information and records
- Create, obtain and manage metadata that describes digital identifiers, providers, license agreements, terms of use, URI, and authorization information

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- Administer accounts, configuration, tech support, and contact information
- Analyze and design workflows for staff and departments managing electronic resources
- Create macro-applications and other tools to automate and manage workflows

To meet these needs requires both additional staff, and training for existing staff members. The cost of recruiting and retaining skilled information technology staff is especially challenging, as these workers are in high demand in private industry, where salaries are generally higher. While the library can offer training to existing staff, or reassign librarians and library staff to take on key roles in electronic resource management and information technology, added responsibilities will require additional personnel. Whether the library hires one or more highly skilled technicians and IT professionals, an Electronic Resources Librarian, or both, the costs for these hires generally will exceed those of entry level salaries. The Committee reviewed advertised position openings using the Chronicle of Higher Education, the American Library Association website, ALAjobs.com, and the Association of College and Research Libraries jobline to determine current salary ranges for library IT specialists of all kinds, from entry level information analysts and technicians to database administrators, metadata librarians, and library systems managers. The committee also reviewed salary survey results from the Association of Research Libraries *2009 Salary Survey* for relevant job descriptions, including that of IT functional specialists, such as web developer and IT programmer. Using the average minimal salary of 64,796 for a functional IT specialist and 59,228 for a metadata librarian or an IT systems specialist, gives a total minimal staffing cost of \$124,024, excluding hiring costs.

### **Training**

Electronic resource librarian(s) and supporting technical services staff require continuous training and continuing education. Relationships between electronic resource vendors, publishers, and libraries can be complex due to the negotiating, licensing, and copyright issues that are part of the acquisition and implementation of e-resources. In addition to these aspects of acquiring electronic resources, electronic databases and other e-resources require ongoing maintenance and troubleshooting by systems staff, especially as technology continues to evolve and change. Staff will need to evaluate e-resources based on IT functionality and interoperability, usability, usage statistical data, and licensing terms, as well as content. As organizing and cataloging electronic resources differs substantially from cataloging physical items, staff will need both start-up and ongoing classes in metadata and e-resource cataloging. Finally, decisions concerning the continuation of licenses and subscriptions require ongoing evaluation, as database content and interfaces frequently change.

An environmental scan was conducted to investigate the varieties of training available for individuals who may take on new job duties in the future and/or for new hires that must continue their education in these areas. Training topics include classes on electronic resource acquisition, focused on developing e-resource acquisition policies; digital licensing, a main component of acquiring electronic resources; and strategizing and negotiating as elements of digital licensing strategies, including tips for maintaining digital licenses. Electronic resource assessment courses provide insight into the components that go into

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selecting resources and vendors. Training courses in copyright issues focus on developing copyright policies included in the licensing negotiations. Training in technology and systems emphasize database maintenance, use of electronic resource management tools, implementing electronic resources into the library's current system, and gathering and analyzing user statistics. Cataloging classes prepare staff to identify and catalog integrating resources, and to perform original cataloging of websites, databases, online journals, streaming media and mixed media. Also included are fees for memberships and conferences for e-resource librarians and professional staff, as these conferences offer vital information, support, and training to those in charge of electronic resources and would benefit those who take on these positions.

Online training costs alone, without membership in user groups, conferences, or travel costs, will be high initially, as the learning curve for implementing full scale electronic resource management of a digital collection is steep. Recurring fees for membership in ELUNA, the Ex Libris user group in which the Aleph library management system is included, attendance at the annual ELUNA meeting, and technical pre-conference training sessions, cost \$2,415.00 for one person in 2011. Attendance at the Electronic Resources & Libraries Annual Conference is essential as well, since this is the major gathering of library technology staff, electronic resource librarians and electronic resource vendors, costing approximately \$2,550.00 for one person. Thus, start-up training costs of \$5,000.00, and ongoing annual training costing between five and six thousand, per staff member, can be expected.

## **FCLA**

Whenever possible, the committee has utilized FCLA pricing structures and considered resource sharing in pricing resources. Currently, FCLA provides customized catalogs for each university, including online renewal and request of materials, and shared licensing of the library management system, ALEPH, as well as SUS-wide consortial licensing of approximately various online indexes, abstracts, journals, books and other content. With the anticipated merger of FCLA and CCLA and the state mandated move towards state-wide licensing, USFSP would enjoy a number of advantages through participation in FCLA. FCLA also provides a variety of services related to electronic resources such as administering the licenses for a suite of library-funded electronic journal packages holding over 4,500 journal titles; collecting and aggregating usage statistics; and providing portals for concurrent database broadcast. The committee has used FCLA reports and data, including FCLA provided FTE for all institutions, and lists of electronic resources provided through FCLA and those not provided through FCLA.