ISC14D030

Title:	**Collection development policy consultation**
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Issue

Statement of progress on project to review Library Collection development policy.

Recommendation

Recipients are invited to note the discussion paper attached. The consultation methodology was an item for discussion at the LLR Forum meeting on 15th May 2015 and the approach taken was endorsed.

Resource Implications

The consultation has no resource implications but the final policy may do so depending on the recommended approach.

Risk Implications

Low – the consultation process is asking for input in shaping the future direction for collection development in the library. Depending on the trajectory chosen, different models of resource to support research and teaching will be presented.

Equality and Diversity

Equality and diversity issues are considered for all aspects of Library services. It is also important to ensure that any additional needs are reflected in the final policy.

Timing of decisions

Consultation period is mid-May – end of July.

Background and discussion

The Library's eight year old Collection Development policy is being updated to reflect the inevitable movement there has been towards more online provision, and to address issues around space and budgets.

For strategic input, the consultation paper (appendix A) has been set to all Head of Schools, Associate Deans of Learning and Teaching and Research. We have created 4 questions (page 1 of appendix A) which we are asking recipients to consider when assessing the discussion document.

For input from the wider community, Faculty Librarians will be contacting Library Reps and asking them to consult with colleagues and students in their school. Views from both consultation strands will be feedback to the Library to consider.

The discussion paper (appendix A) contains an overview of background and two future policy trajectories for consideration. Both policies will have advantages and disadvantages and are deliberately juxtaposed to stimulate debate. Possible differences in approach between disciplines are also noted.

Differences between the two policy proposals are also presented in tabular format for ease of comparison and discussion.

Attachments

Appendix A: UEA Library – Collection development policy consultation.

UEA Library – Collection Development Policy consultation

Issue:
The Library's current Collection Development policy needs to be updated to reflect recent changes to the information environment, space availability and future budgets. This discussion paper has been written to stimulate debate and discussion during a consultation period running from mid-May to end of July 2015.

Consultation questions:
Recipients are invited to comment on the discussion paper attached and consider the following key questions:

1. Looking at the table which compares the two policies (page 7 onwards), from the perspective of your School or Faculty, which policy, A or B, do you have most affinity with and why? Which approaches would you prioritise?

2. Within your chosen policy trajectory (A or B), are there any approaches you do not agree with or would want to change?

3. For the policy trajectory you did not choose, are there approaches which you agree with and would like to see in the overall policy.

4. Are there approaches you would urge the Library to take that are missing completely from these two policies?
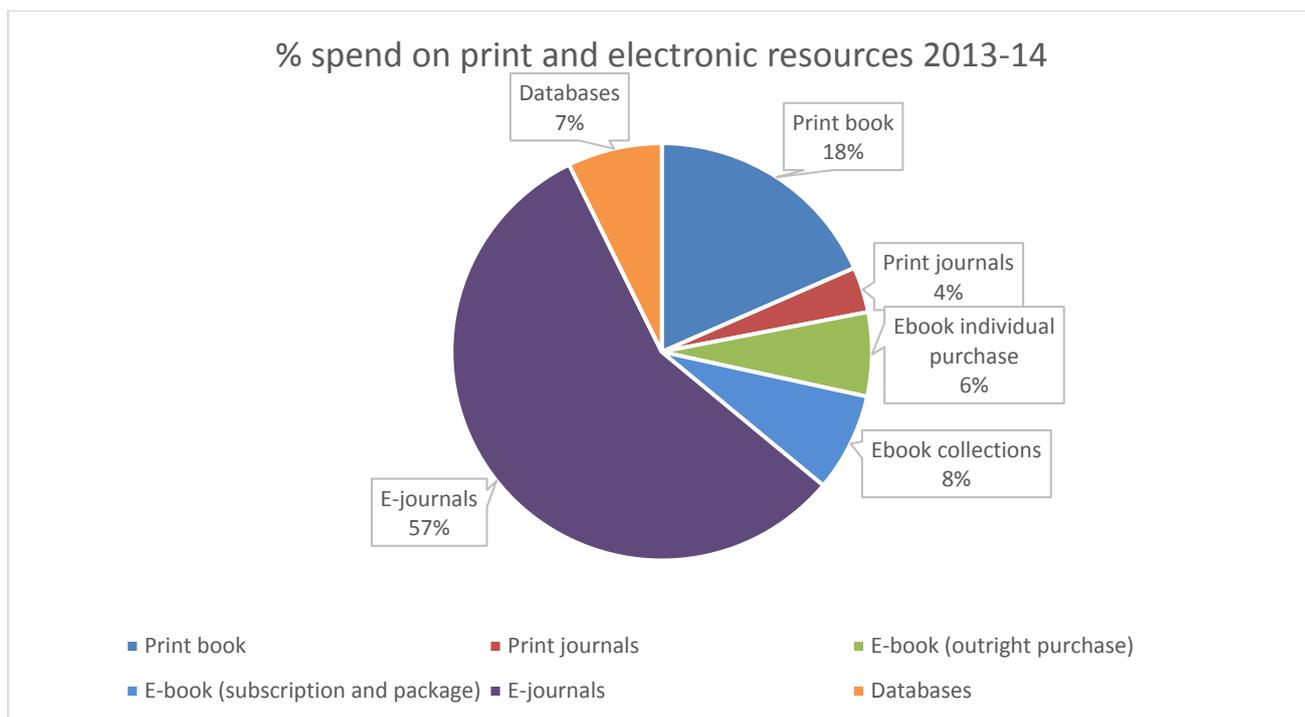
Discussion:
The purpose of UEA's Collection Development Policy is to provide a context in which future decisions about the Library and its physical and online collections can be made consistently. We have chosen to review this policy now owing to two significant changes: firstly, the existing library space for collections is at 100% capacity. Secondly, like other departments across the University, we are facing a recurrent reduction in our budgets which challenges us to think how we can manage our collections more efficiently and effectively.

It is important that, as far as possible, the policy that emerges matches with the strategic direction of the University as a whole as specified in the emerging UEA Plan (UEA 2030) and in the ISD strategy[1]. The policy needs to support both research and teaching, appropriate to the research-led foundations on which UEA has been developed and which we anticipate will continue to inform University strategy into the 21st century.

For the consultation, we present two outline policies – Policy A and Policy B - for discussion which highlight some of the choices to be made. At present, UEA's current collection development policy includes elements of both these policies. Both policies will have advantages and disadvantages and are deliberately juxtaposed to stimulate debate.

Policy A reflects the fact that UEA Library has already become an increasingly online library with approximately 78% of its annual resource budget spent on electronic resources with just 22% on print (Appendix A: figure 1).

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[1] https://portal.uea.ac.uk/information-services/strategy-planning-and-compliance/isd-strategy-2014-19

% spend on print and electronic resources 2013-14

Databases 7%
Print book 18%
Print journals 4%
Ebook individual purchase 6%
Ebook collections 8%
E-journals 57%

- Print book
- Print journals
- E-book (outright purchase)
- E-book (subscription and package)
- E-journals
- Databases

This 22% spend on print has been predominantly on undergraduate textbooks and on selective research-related book purchasing in liaison with faculty. Whilst the NSS survey over the last 4 years suggests this policy has been relatively successful in meeting student needs, Postgraduate and ISD surveys continue to highlight the need for more journals for research and more copies of books for undergraduates despite the fact that these already account for the highest proportion of expenditure (57% and 18% respectively).

In addition, investment in study spaces for undergraduates and more recently, postgraduates has had to be met through extensive reorganisation of the physical stock although relatively little material has actually been withdrawn.
The move to the electronic library has continued to be most prevalent in the area of electronic journals whilst e-book growth has been relatively modest. Also the pace of physical book and journal withdrawals at UEA have not in any respect kept pace with the corresponding growth in online provision.

So Policy A takes its lead from the underlying borrowing statistics which show that only 46%[2] of the collection was borrowed in the last 5 years (see Appendix A: figure 2 for each main subject area and graphical representation). It looks to refocus more of the Library's expenditure on the electronic library and looks to an enhanced interlending service to address gaps in provision, moving to more of a 'just in time' rather than a 'just in case' library in terms of its provision.

Specifically the policy looks to withdraw infrequently borrowed materials, especially as the Library is almost completely full and there is ongoing pressure for study spaces. Under this scenario and policy, research collections are still important but are largely based online which may be more in line with the evidence for where the future of academic library provision may reside. Universities such as the Open University, Leicester University and most notably Manchester and Imperial have invested

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[2] 46% utilisation over five years is not atypical for a research library – in 2010 Colorado State University Library noted 40% of its stock never circulates Morgan Library makeover moves out miles of books | coloradoan.com | The Coloradoan," http://www.coloradoan.com/apps/pbcs.dll/article?AID=20109230376

heavily in the electronic library for their research collections, also combining this change of emphasis with major library refurbishments.

Policy B outlines approaches we could take if the University wanted its Library to appear more in line with traditional Russell Group institutions which tend to place a greater emphasis on the ongoing value of the physical research collections recognising their implicit value as well as the investment the University has put into these collections over the years. Whilst some of the approaches remain similar to Policy A, the trajectory is quite different.

In this scenario, the discussion moves beyond simple borrowing statistics and reflects on the value of comprehensive collections, of browsing and serendipity[3], of tangible physical collections and of archival materials.
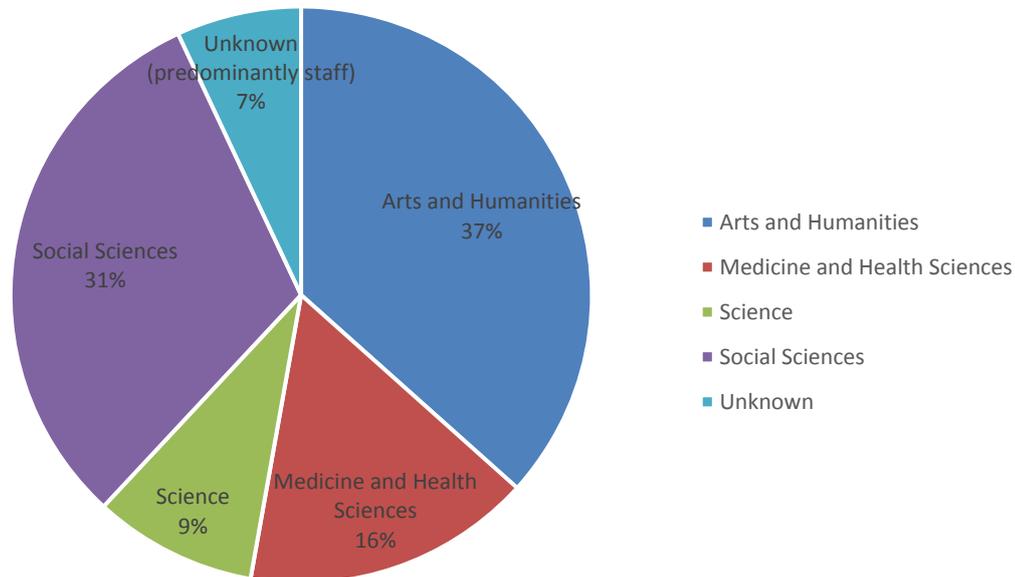
Such a policy also places importance on the intrinsic value of some materials in their own right, regardless of whether they are borrowed or not, and their value for the wider research community. Universities such as Durham, Sussex and Essex, have based their success on this kind of approach and policy, proactively looking to build up physical research and Special Collections over time to support their particular research strengths.

Policies A and B, whilst different, are not mutually exclusive and it is expected that a final written policy will combine elements of both.

Disciplinary differences

During the consultation we expect perspectives will vary considerably across disciplines so it is essential that we take the full range of views into account and not just make policy based on individual anecdote and preference. In this respect the Science faculty sits at one end of the spectrum. With most of its reading now being made available through the online web-based library, and accounting for only 9% of book loans, the Science Faculty's idea of what a research-based library looks like - almost entirely online - is inevitably very different from that of the Arts and Humanities Faculty, which in turn accounts for 37% of all physical loans, and the Social Sciences Faculty which accounts for 31% of physical loans: (Appendix A: figure 4).

% of borrowing over 5 years by Student Faculty and all staff: 2009 - 2014

- Arts and Humanities 37%
- Medicine and Health Sciences 16%
- Science 9%
- Social Sciences 31%
- Unknown (predominantly staff) 7%

Similarly there will be different perceptions of our collections from the students, some just wanting access "just in time", others, like PhD students, valuing a comprehensive physical collection to browse "just in case".

So in the consultation we need to encourage participants - academics, students and librarians - to think holistically rather than parochially to ensure that we set a policy suitable for an eclectic university, not just a policy suitable for one discipline or user group in isolation.

As a Library service, we must also recognise a wider responsibility as custodians of the existing collections, built up over 50 years, and not, as the result of this consultation, prematurely dispose of physical collections that may still have research value. Looking back at the history of the Library, we know that short-term underfunding did cause gaps in some collections and there have been couple of occasions since 2000 where the University then had to provide additional recurrent funding retrospectively (2001: £166k; 2013: £200k) to address gaps in both physical and online research collections.

There is clearly a balance to be struck in determining the final policy and this will require considerable foresight. It is also likely to require different approaches to funding and provision – both physical and online - to ensure the Library's collections and services remain relevant in the twenty-first century information environment. Where there is divergence between the aspirations of the final policy and space/funding constraints, business cases may have to be made for additional resources, acquisitions and/or space, if the policy is to be achievable.

For example, it may be beneficial to retain past collections of physical books in Social Sciences and Humanities, regardless of usage, to attract current and future PhD research activity and in depth research by other researchers including, for example, visiting CHASE or ARC students. If so, our approach to withdrawals will have to be lighter touch and plans for additional space provision

through additional rolling stack or a library extension will need to be drawn up and funded. Similarly if there needs to be greater investment in online journal collections and backfiles to support Science researchers, again a business case will have to be made.

Another perspective, though, would be to argue that trying to develop and retain a comprehensive physical and online collections is an unrealistic and unaffordable aim. Whilst large, well-funded research libraries might still be able to afford to build up such physical collections, UEA Library would need significant ongoing investment in staff, buildings and resources to come close to replicating a traditional Russell Group library, let alone make up for lost years of collecting.
Those holding such a view might also point out that at UEA only 14% of loans are to users not engaged in taught programmes (Appendix A: figure 5).
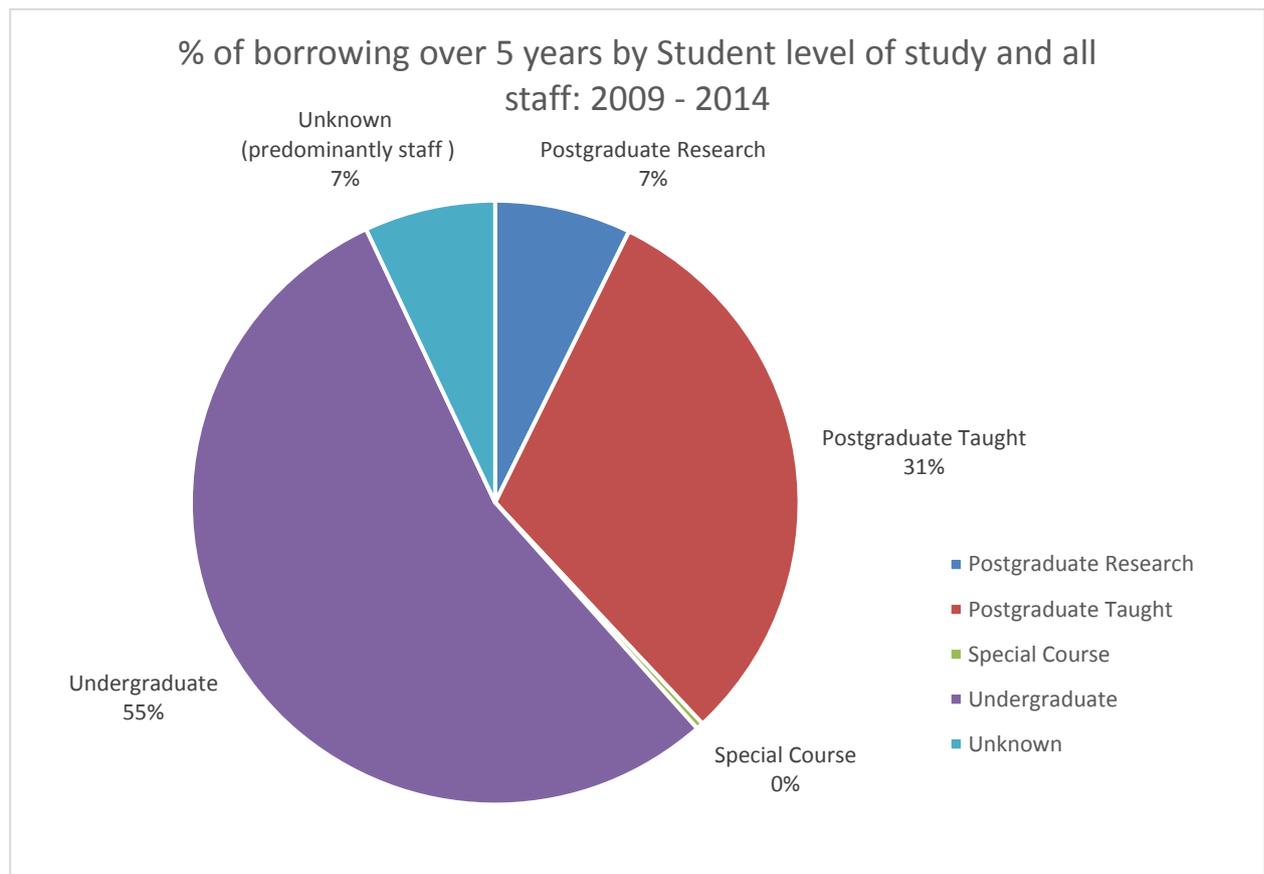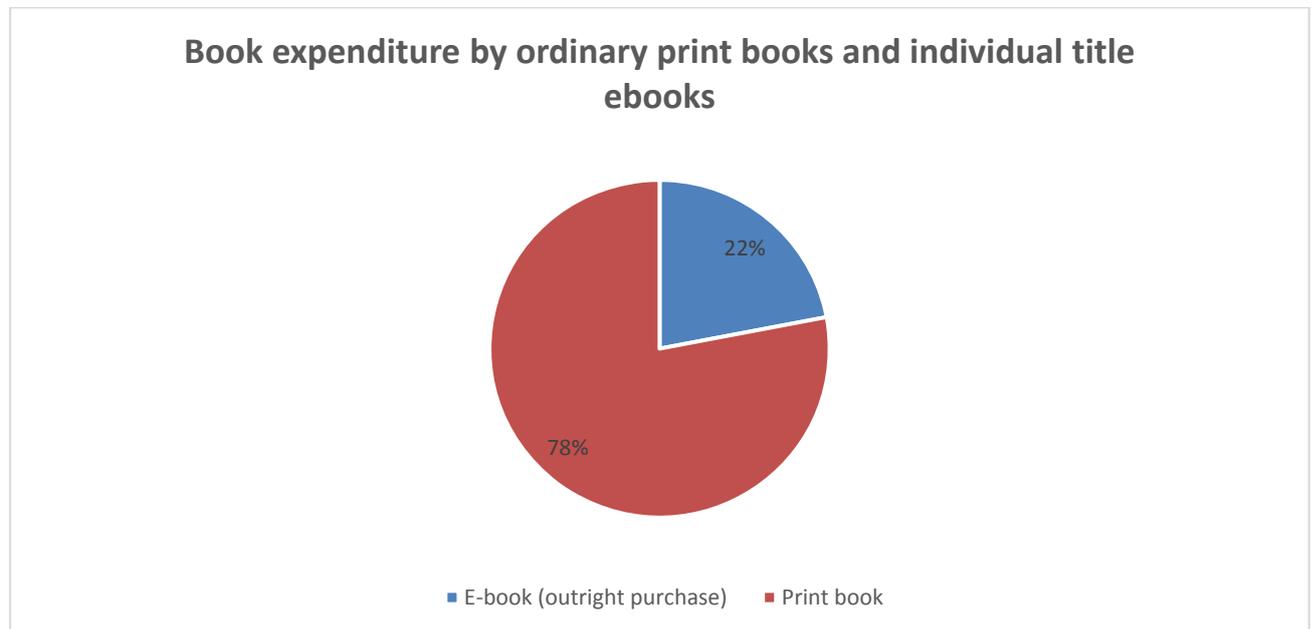

Such facts based on borrowing data may be countered by those in Arts & Humanities or Social Sciences for whom the Library is their "laboratory" where much of their reading takes place in situ without actually taking books out[4].

There is also a viewpoint that given the level of undergraduate demand for books, the Library should simply provide ebooks to replace physical books. This seems attractive at first but many of the core textbooks and academic research texts remain unavailable as electronic books in the UK and so we are still a long way from being able to provide an entirely electronic library. One of the main constraints is that publishers are aware of the potential for lost income and so restrict the availability of academic texts, particularly in disciplines such as business and economics, etc.

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[4] A survey recording books left on tables in UEA Library was undertaken between 07/02/2015 and 20/02/2015. These figure reflect the number of books consulted but not loaned. These can be expressed as a % of the items loaned in the subject area during the same period (appendix A: figure 3)

Having said this, other academic libraries such as Boston University Library has operated an e-first policy for some years and has moved to almost 50/50 provision of electronic and print books, as opposed to 22/78 at UEA (Appendix A: figure 1.1).

Book expenditure by ordinary print books and individual title ebooks

22%

78%

■ E-book (outright purchase) ■ Print book

So there is clearly potential for a bolder approach to ebook acquisition at UEA, perhaps through expansion of Patron Driven Acquisition (PDA) ebook services explained in full in Appendix B.

At the heart of this debate is a question about how we can be a credible research library but do so within our means. So whilst in some disciplines it is going to be important to have credible 'just in case' *physical* research collections, to show prospective students on open days, perhaps an alternative approach would be to concentrate instead on promoting the visibility of our *online* research collections? So both approaches, A and B, should still ensure that collections suitable for teaching and research are developed, but the extent to which this will be physical or online and on 'just in time' rather than 'just in case' provision needs to be determined.

For avoidance of doubt, 'just in time' provision is not just about using interlending and document supply services to meet gaps, but also about potentially having a more responsive 'book request' scheme and faster ordering for urgent books, for example. Such an approach might also include greater investment in Patron Driven Acquisition (PDA) which is explained further in Appendix B. By contrast, 'just in case' provision retains a greater emphasis on building collections in advance of when the books may be needed, in anticipation of future need. This often involves close liaison between faculty and faculty librarian to identify books to purchase based on known and anticipated teaching and research needs.

Whatever view is taken, the decisions underpinning the policy must support, and not inadvertently undermine, UEA remaining research intensive across all disciplines, from environmental sciences to allied health to creative writing for example. The final policy articulated must also be accompanied with an assessment of any staffing or funding implications but we have decided to set aside these issues at this first stage whilst the principles are debated.

This draft collections policy will also need to be assessed within the context of other University priorities and where the relative value of a Library with strong physical and online research collections sits within these wider strategic considerations[5].

Key aspects of both outline policies are now presented below in tabular format for discussion at this consultation stage with a view to getting agreement on one combined policy, presented in a more conventional format and combining attributes from both, for presentation to Library Forum and ISSC in October 2015.

Policy A: • *increasingly online library* • *'just in time' provision prioritised* • *physical book stock growth contained*	*Policy B* • *online and physical library provision given equal attention* • *'just in case' provision prioritised* • *physical book stock continues to grow*
Context: A pressing need to address space issues primarily through withdrawals of print journal backruns and books. Short term project funding may be needed to implement withdrawals on this scale (14,000 to 17,000 items per year).	**Context:** Space issues would be addressed through a mixture of withdrawals and creation of additional space through rolling stack or extension.
Space: Business case for rolling stack for Floor 02 to create more study space elsewhere in the library.	**Space:** Business case for rolling stack for Floor 02 to allow Library physical stock to continue to grow. Longer term case for extension to accommodate physical research collections and physical archives.
Book purchasing: priority will be focused on reading lists and undergraduate texts, with research book selection happening when affordable. Reading lists: purchase core materials; selective purchase of secondary books as funds permit.	**Book purchasing**: enhanced budgets to retain levels of research book selection ('just in case' collections) Reading lists: budgets increased to enable purchase of both core and secondary materials
E-books: 'E-book first' policy for secondary texts (to save space and money) even though this may not always meet user preferences.	**E-books:** E-book version(s) continue to be bought in addition to standard print copies to meet variety of user preferences.
New journal requests: Limited funding for new journal subscriptions to support new courses or areas of research. 'One in, one out policy' for journals largely remains so that money is still available for book purchasing.	**New journal requests:** Supplementary funds for new courses or areas of research are identified, if no existing subscriptions can be found for cancellation.
Policy A: Approach to book withdrawals	*Policy B: Approach to book withdrawals*
Extensive programme of book withdrawals across all disciplines, particularly, but not restricted to, low-use secondary[6] materials and out of date textbooks. Lighter touch approach in Arts and Humanities reflecting different disciplinary needs and in Faculty of Health as the Health collection has only been in existence for a decade.	**Limited 'housekeeping-level' programme of book withdrawals** across all disciplines, particularly targeting older editions of textbooks and some secondary materials based on their physical condition or currency. Lighter touch approach in Arts and Humanities reflecting different disciplinary needs and in Faculty of Health as the Health collection has only been in existence for a decade.

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[5] The recent Times Higher (THSES) survey shows UEA Library standing still in terms of levels of student satisfaction but losing out in ranking to new competitors such as York, Surrey and Brunel and a similar drop in NSS ranking can be anticipated. http://www.timeshighereducation.co.uk/news/times-higher-education-student-experience-survey-2015-results/2019564.article

[6] The term "secondary" is used in this policy to describe texts that are valuable as additional reading but not widely regarded as classics in the discipline concerned. "Classic texts" are defined as texts widely agreed as highly regarded in the field or discipline concerned. In the case of doubt, the Faculty Librarian will liaise with library reps accordingly.

This approach will require the Library to withdraw more material (print journals and books) than it acquires each year. The extensive programme of withdrawals will take many years with existing staff resource. Therefore under this scenario print journals on Floor 01 (that are duplicated online) are likely to be targeted first.	This approach will mean the Library continues to acquire more material than it withdraws and so additional physical space will definitely be required (rolling stack and/or extension).
Subjects no longer taught, or likely to be taught, to be withdrawn (apart from inter-disciplinary works).	**Subjects no longer taught**, or likely to be taught, retained 'in case' and as part of research collections for UEA and the region (e.g. for PhD studentships, CHASE, ARC, etc.)
Policy A: Approach to journal withdrawals	*Policy B: Approach to journal withdrawals*
CURRENT PRINT SUBSCRIPTIONS:	
Existing recurrent print journal subscriptions: Where existing print subscriptions have an online alternative, print versions will no longer be taken provided there are suitable archival and/or post-cancellation access arrangements for the online versions. (57% of existing UEA print subscriptions have online; with 23% with archives and 28% with digital preservation – appendix A: figure 6)	**Existing recurrent print journal subscriptions:** Same as Policy A.
PREVIOUS YEARS' PRINT VOLUMES HELD IN MAIN LIBRARY:	
Main library-held print journal backruns *with duplicate online coverage*: will be withdrawn completely, provided they have robust online archival and/or post-cancellation access arrangements. Print journal backruns without such arrangements will be stored in the external store.	**Main library-held print journal backruns *with duplicate online coverage*:** will be withdrawn initially to the External Store, provided they have robust online archival and/or post-cancellation access arrangements. Here the usage of the print will be **monitored for a minimum period of 3 years** before withdrawal is considered because potential research value of the print versions needs to be assessed.
PREVIOUS YEARS' PRINT VOLUMES HELD IN ON-SITE EXTERNAL STORE:	
External store-held[7] print journal backruns *with duplicate online coverage*: will be withdrawn completely, provided there are robust online archival and/or post-cancellation access arrangements. If no appropriate online version is available, print journal backruns will be retained in the external store with subsequent usage monitored for at least 3 years, before consideration for withdrawal. (48% of existing UEA print subscriptions have online; with 24% with archives and 25% with digital preservation appendix A – figure 7)	**External store-held print journal backruns *with duplicate online coverage*:** will be withdrawn, provided there are robust online archival and/or post-cancellation access arrangements and requests to access the print journal backrun have been **less than 6 times in 3 years.** If no appropriate online version is available, print journal backruns will be retained in the external store indefinitely. Valuable backruns of print journals (available online) may also be retained if they are particularly rare or represent a significant past investment by the university.
PREVIOUS YEARS' PRINT VOLUMES AVAILABLE ONLINE:	
Investment in online journal backruns: As funds are limited, there will be minimal purchasing of additional electronic backruns of journals, to replace legacy print. Occasional needs met via Interlending.	**Investment in online journal backruns:** Ongoing targeted investment in additional backruns of online journals to replace legacy print using 'end of year' funds.

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[7] The average unitization of external store material over one year is low, 4.60%, although there are subjects where there is repeated use of titles and the % is a little higher than the average. However, over the longer term of 5 years, the average usage does increase to 19.24%. (Appendix A: figure 8)

Policy A: Approach to interlending and document supply	*Policy B: Approach to interlending and document supply*
Interlending & document supply: Funds diverted to enhance interlending services so that with research book and journal collection gaps fully addressed. Requests accepted from undergraduates as well as researchers, appropriate to a research-led teaching and learning culture.	**Interlending & document supply:** Research book and journal collection gaps partially addressed through interlending and document supply, as interlending budget permits. Service remains predominantly for researchers, with undergraduates pointed towards alternative resources.

Policy A: Other services	*Policy B: Other services*
E-book Patron Driven Acquisition as embedded service: e-books are made much more visible by adding many more research related PDA titles to Library Search/Catalogue for users to select from. As well as quickly meeting identified gaps in collections, the service also gives the impression of a much-better stocked online research library, even though many of the titles may never actually be purchased.	**E-book Patron Driven Acquisition as separate service:** remains 'low key' and fully mediated, predominantly meeting gaps in e-book collections for Humanities and Social Sciences.
Demand Driven Acquisition: Expand Patron Driven Acquisition service to Demand Driven Acquisition, which is a more sophisticated version of PDA. DDA starts with an ebook loan directly with the service provider, triggered by the users, with the book only purchased after an agreed set number of initial loans. This ensures that books are actually purchased only if there has been sufficient demand (e.g. more than a couple of uses).	**Demand Driven Acquisition:** Remaining book funds continue to be focused on traditional book selection activities in liaison with faculty.
'More books' initiative (covering physical and ebooks) given a higher profile, launched at regular intervals throughout the year as a quick way of identifying, and meeting, gaps in the collections. Would need to be linked in to a faster-track physical book ordering service.	**'More books' initiative** (covering physical and ebooks) remains low key, predominantly to provide some reassurance to students that there is a route available to request books they cannot get hold of (albeit that the Library may not be able to get copies in time).
Donations: Minimal acceptance of donations owing to lack of space and relative cost of processing.	**Donations:** Donations accepted, with funds made available for off-site cataloguing and processing of books, i.e. shelf-ready
Library online collections: Changes to Library web presence to enhance visibility of research resources to ensure the Library's online and print research collections are foregrounded. This may include differentiation in presentation of resources to undergraduates and researchers. Also to include mobile responsive web pages	**Library online collections:** Same as Policy A
Databases and datasets: Continue to purchase web based full text and bibliographic databases to support the current research and learning needs of the university. Content should normally be hosted on publisher platforms that provide concurrent access via standard University authentication mechanisms. Direct hosting and library management of usernames and passwords are not generally supported.	**Databases and datasets:** Same as Policy A.
Physical library building: Reconfigure part of Floor 0 to foreground the online research collections of UEA Library.	**Physical library building:** Reconfigure part of Floor 0 to foreground the physical research collections of UEA Library.
Archives: Selective development of archives to meet anticipated research and teaching needs, primarily by UEA researchers.	**Archives:** Major development of archives to enhance UEA's research reputation, with a potentially national/global, as well as local, reach.

Appendix A: Library collections: online and physical collections and their utilisation

Figure 1: Expenditure on print and online collections

This data is based on SCONUL return for period 2013-14.

Resource type	Expenditure (£)	% of Library resources expenditure
Print book	523,841	18%
Print journals	100,351	4%
E-book individual purchase	185,193	6%
E-book collections	402,071	8%
E-journals	1,612,489	57%
Databases	206,826	7%

% spend on print and electronic resources 2013-14

- Print book
- Print journals
- E-book (outright purchase)
- E-book (subscription and package)
- E-journals
- Databases

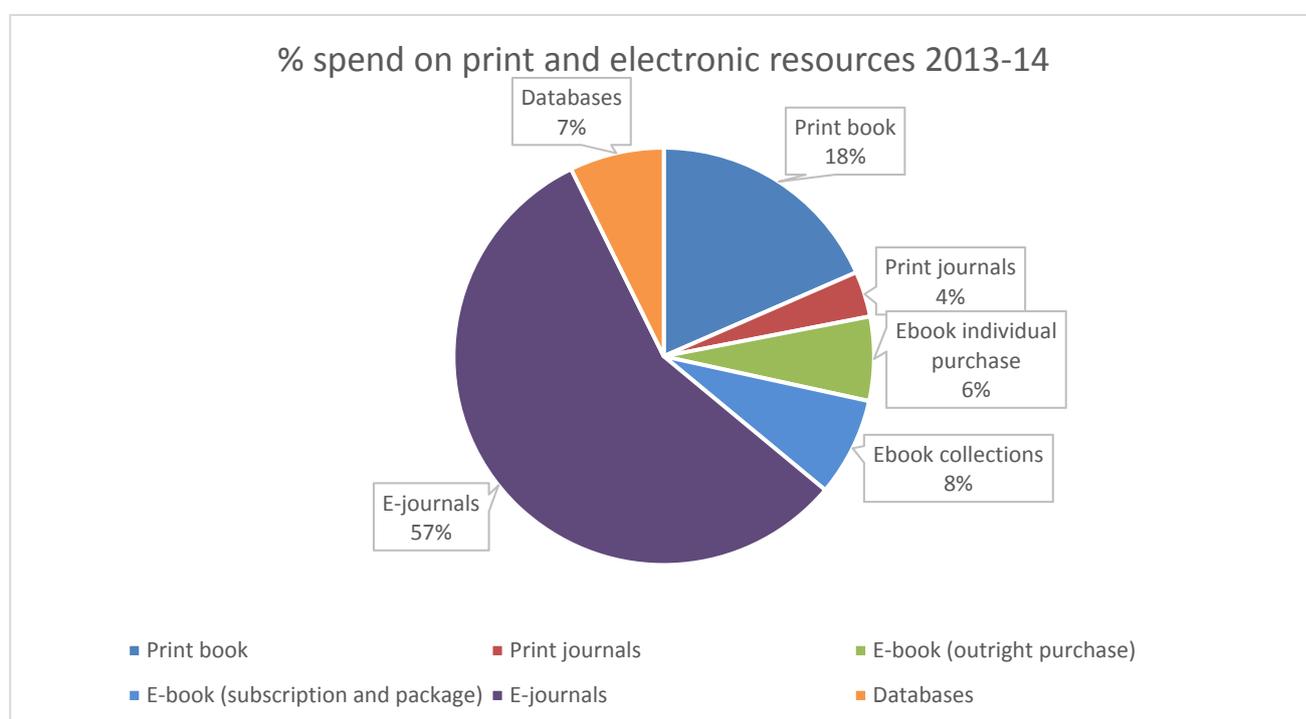### Figure 1.1 –Book expenditure by ordinary print books and individual title ebook

Based on spending figures for regular (non- package or subscription ebook purchases – (£185,193) against regular print purchases (£523,841.00) in 2013/14.

Resource type	Expenditure (£)	% of Library book expenditure
E-book (individual title)	185,193.32	22%
Print book	523,841	78%

Book expenditure by ordinary print books and individual title ebooks

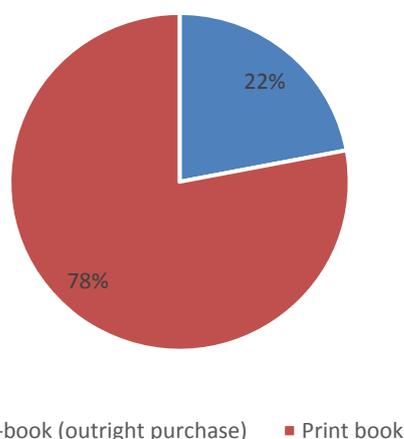- ■ E-book (outright purchase) ■ Print book

Figure 2: Utilisation of physical collections: 2009 - 2014

Figures here are based upon loans data available for 750,835 loanable items comprising the main loanable[8] library collection over the period of 5 years, 2009 to 2014. This excludes reference only material and periodicals. It also does <u>not</u> account for usage within the library, i.e. browsing, see Figure 3.

Subject areas of the collection	Total loanable items in collection area	Total items in area circulated at least once	Total unique loans	% of loanable items circulated at least once	% of loanable items not circulated
A- General Works	1,377	685	3,312	50	50
B - Philosophy, Psychology, Religion	39,079	20,932	81,826	54	46
C - Aux sciences of History	5,324	1,551	5,334	29	71
D - History, General and Europe	64,733	28,580	140,618	44	56
E - History, America general and US	9,240	5,243	22,038	57	43
F - History, rest of Americas	3,509	1,660	5,364	47	53
G- Geography, Anthropology, Recreation	14,664	7,799	32,037	53	47
H - Social Sciences	128,612	62,246	280,516	48	52
J - Political Science	23,639	12,312	53,201	52	48
K - Law	19,798	9,724	46,478	49	51
L - Education	46,155	21,306	77,543	46	54
M - Music	18,493	6,189	16,341	33	67
N- Fine arts	40,423	11,599	29,755	29	71

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[8] Books, DVDs, CDs, music scores and other loanable material types

Subject areas of the collection	Total loanable items in collection area	Total items in area circulated at least once	Total unique loans	% of loanable items circulated at least once	% of loanable items not circulated
P - Languages and literature	173,249	66,470	243,555	38	62
Q - Science	55,143	26,159	112,334	47	53
R - Medicine	53,533	43,306	245,022	81	19
S -Agriculture	9,605	2,250	7,556	23	77
T - Technology	13,593	4,582	14,684	34	66
U - Military Science	2,714	1,219	4,365	45	55
V- Naval Science	392	135	291	34	66
X	36				
Y	23,865				
Z - Bibliography	3,659	3,452	9,134	94	6
Unknown		9,487	42,750		
Totals	**750,835**	**346886**	**1474054**	**46**	**54**

% Utilisation of physical collections: 2009 - 2014

Category	% of loanable items circulated at least once	% of loanable items not circulated
A- General Works		
B - Philosophy, Psychology, Religion		
C - Aux sciences of History		
D - History, General and Europe		
E - History, America general and US		
F - History, rest of Americas		
G- Geography, Anthropology, Recreation		
H - Social Sciences		
J - Political Science		
K - Law		
L - Education		
M - Music		
N- Fine arts		
P - Languages and literature		
Q - Science		
R - Medicine		
S -Agriculture		
T - Technology		
U - Military Science		
V- Naval Science		
X		
Y		
Z - Bibliography		
Unknown		

■ % of loanable items circulated at least once   ■ % of loanable items not circulated
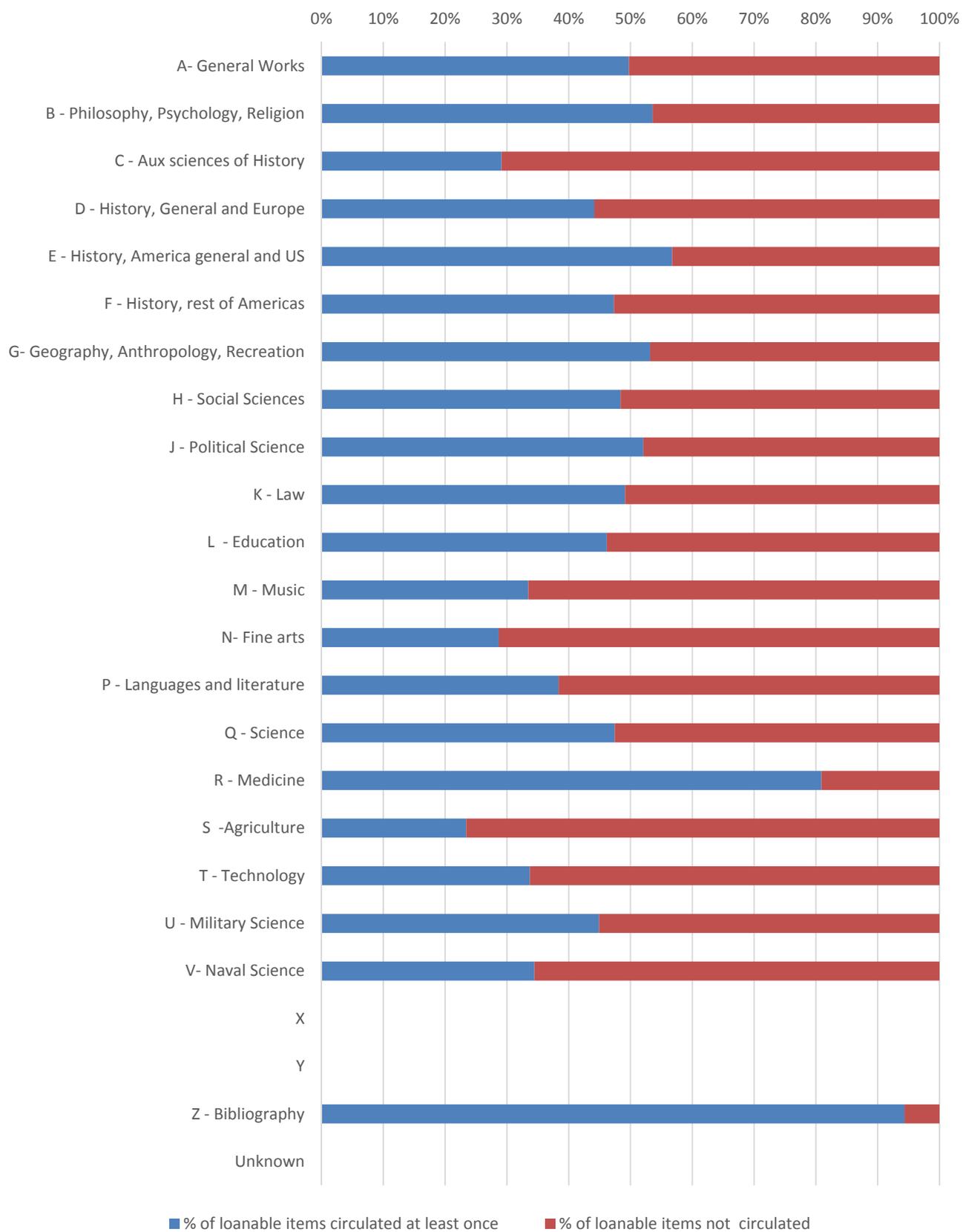
Figure 3: Books consulted but not borrowed - sample period Feb 2015

A survey recording books left on tables in UEA Library was undertaken between 07/02/2015 and 20/02/2015. These figures reflect the number of books consulted but not loaned. These can be expressed as a percentage of the items loaned in the subject area during the same period.

The average of across all subjects was 26%. There was considerable variation across the subject areas, reflecting the different levels of usage but also the loan type – i.e. some subject categories have a high proportion of reference-only materials. Other factors, such as the size of books and how difficult they are to carry, can also have an effect (e.g. Fine Arts).
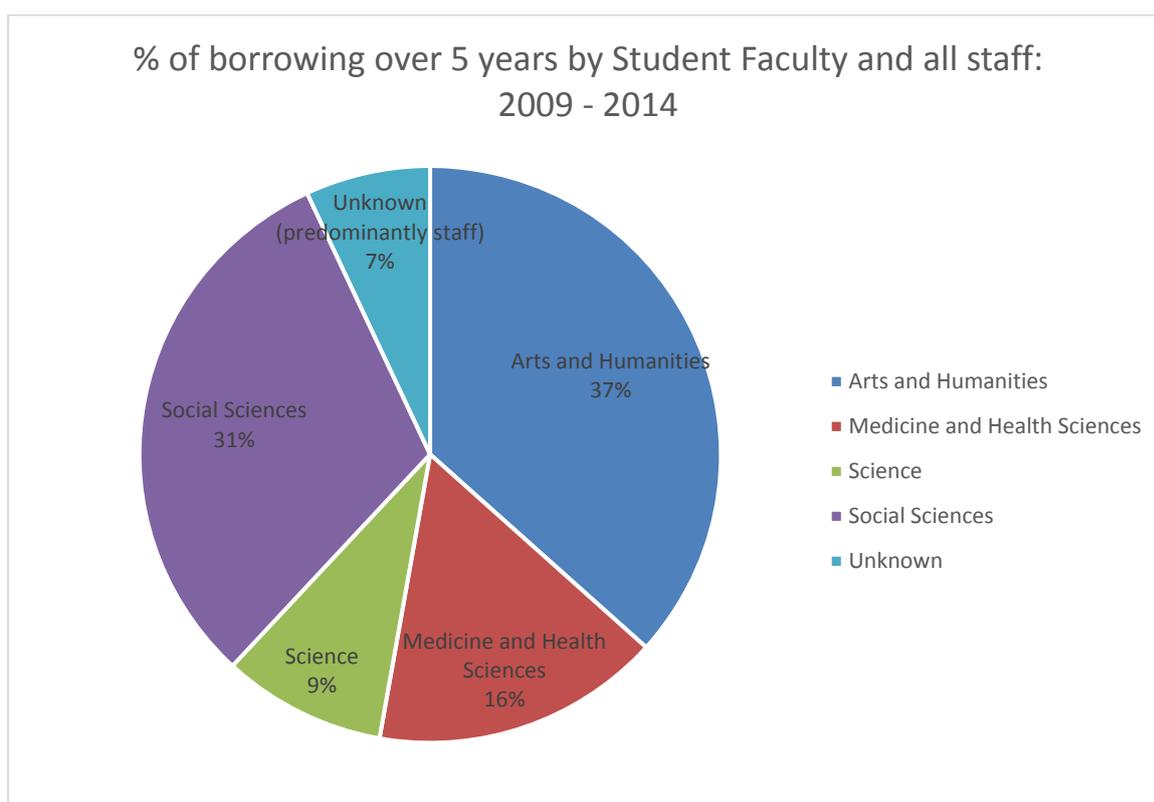
Areas of the collection	Total loanable items in collection area	Books cleared from tables 07/02/2015 - 20/02/2015	Items loaned 07/02/2015 - 20/02/2015	total no of items consulted (cleared books & items loaned)	% consulted items that were used solely in library
A- General Works	1,377	12	46	58	21
B - Philosophy, Psychology, Religion	39,079	192	667	859	22
C - Aux sciences of History	5,324	37	49	86	43
D - History, General and Europe	64,733	949	1537	2486	38
E - History, America general and US	9,240	79	225	304	26
F - History, rest of Americas	3,509	9	44	53	17
G- Geography, Anthropology, Recreation	14,664	70	324	394	18
H - Social Sciences	128,612	962	2559	3521	27
J - Political Science	23,639	189	667	856	22
K - Law	19,798	212	332	544	39
L - Education	46,155	107	617	724	15
M - Music	18,493	5	135	140	4
N- Fine arts	40,423	144	285	429	34
P - Languages and literature	173,249	533	2253	2786	19
Q - Science	55,143	412	925	1337	31
R - Medicine	53,533	638	1977	2615	24
S -Agriculture	9,605	6	47	53	11
T - Technology	13,593	50	101	151	33
U - Military Science	2,714	10	102	112	9
V- Naval Science	392	1	4	5	20

Z - Bibliography	3,659	2	11	13	15
TOTAL		4619	12907	17468	
Average		219	614	832	26

Figure 4: Differences in borrowing across subject areas: 2009 - 2014

Figures here are based on circulation data available for 750,835 loanable items comprising the main loanable[9] library collection over the period of 5 years, 2009 to 2014. Data is used from SITS to allocate students to a Faculty. Staff data currently cannot be matched to a Faculty, so are recorded as "unknown".

	2009/10	2010/11	2011/12	2012/13	2013/14	5 year total
Arts and Humanities	118281	113452	112569	111727	109678	565707
Medicine and Health Sciences	51999	53883	53102	47600	42553	249137
Science	29375	29990	26018	23726	22313	131422
Social Sciences	100466	95751	84228	77832	70010	428287
Unknown (predominantly staff[10])	22443	19146	19128	17496	18796	97009
Total	322564	312222	295045	278381	263350	1471562

% of borrowing over 5 years by Student Faculty and all staff: 2009 - 2014

- Arts and Humanities
- Medicine and Health Sciences
- Science
- Social Sciences
- Unknown

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[9] This includes Books, DVDs, CDs, music scores and other loanable material types

[10] Data here was comprised by matching library borrowing records from the library management system against student status from the University student records system within the university data warehouse. As staff and some other library users are not usually recorded on the student records system they are recorded in the warehouse as 'unknown' as school and borrower type cannot be matched. A small percentage will be library external users but we expect most of this group to be University staff. As data is added to the warehouse from other systems, we expect to get greater clarity on this

Figure 5: Borrowing for students on taught programme and staff/PGR students

Figures here are based on circulation data available for 750,835 loanable items comprising the main loanable[11] library collection over the period of 5 years, 2009 to 2014. Data is used from SITS to allocate students to a level of study. Staff data currently cannot be matched to a level of study, so are recorded as "unknown".

	2009/10	2010/11	2011/12	2012/13	2013/14	5 year total
Postgraduate Research	23654	23446	20706	19206	17411	104423
Postgraduate Taught	100556	97664	90228	79420	69444	437312
Special Course	1228	658	618	638	426	3568
Undergraduate	178044	174429	168187	164353	159752	844765
Unknown (predominately staff[12])	22748	19490	19430	17803	18924	98395
Grand Total	**326230**	**315687**	**299169**	**281420**	**265957**	**1488463**

% of borrowing over 5 years by Student level of study and all staff: 2009 - 2014

Unknown (predominantly staff) 7%
Postgraduate Research 7%
Postgraduate Taught 31%
Undergraduate 55%
Special Course 0%

- Postgraduate Research
- Postgraduate Taught
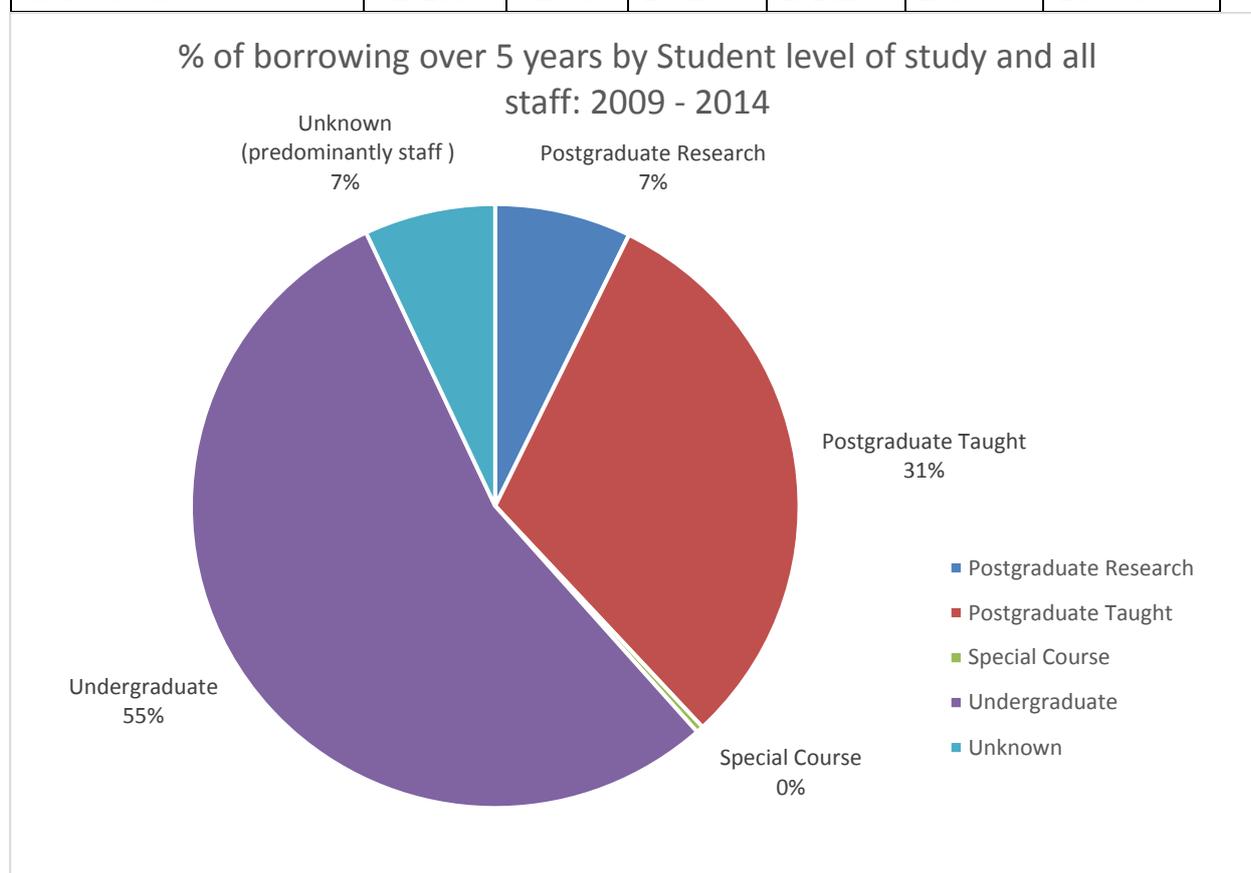- Special Course
- Undergraduate
- Unknown

Figure 6: All print journals with archive and digital preservation
Figures are based on numbers of print journal titles held in the main library and in the external store.

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[11] Books, DVDs, CDs, music scores and other loanable material types

[12] Data here was comprised by matching library borrowing records from the library management system against student status from the University student records system within the university data warehouse. As staff and some other library users are not usually recorded on the student records system they are recorded in the warehouse as 'unknown' as school and borrower type cannot be matched. A small percentage will be library external users but we expect most of this group to be University staff. As data is added to the warehouse from other systems, we expect to get greater clarity on this

Online holdings are where Library also has e-journal subscription. This subscription may be via an e-journal or a database subscription. This may provide full or partial access to back issues depending on the licence.

Online archives (journal backfiles) indicate where we have access to journal archives, either in-perpetuity or for the duration of the subscription. This may provide full or partial access to back issues depending on the licence or archive purchased.

Digital preservation at UEA is via a subscription service provided by Portico. Portico provide access to online journals, which UEA has already subscribed to, where a "trigger event" means that the content is no longer available from the publisher or another source. When we move to the implementation phase of the policy, there is work to be done to identify those titles which have BOTH robust archival AND ongoing preservation/access options.

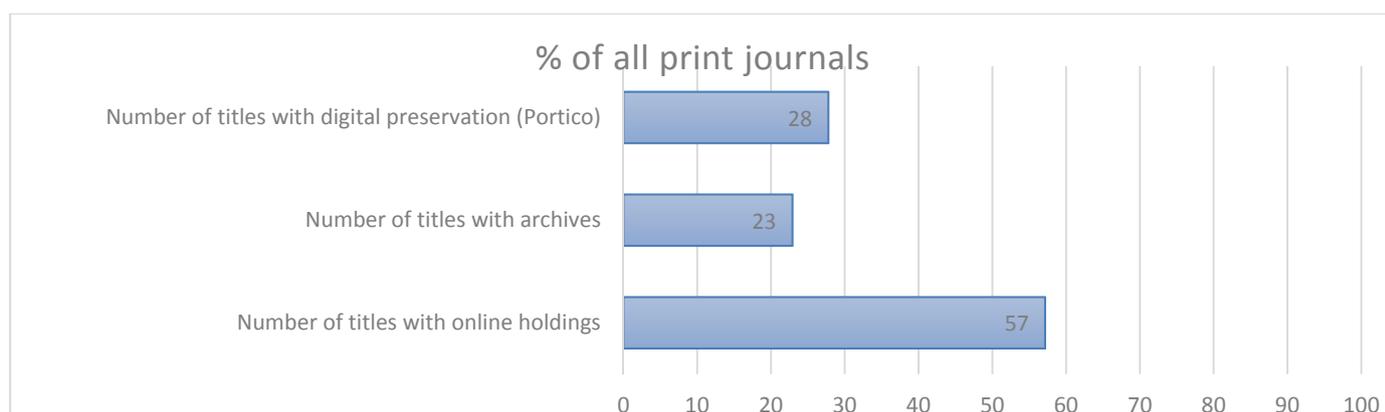|	total titles	Number of print titles with online holdings	Number of print titles with online archives	Number of print titles with digital preservation (Portico)
All print journals	4419	2526	1013	1228
described as %		57%	23%	28%

Figure 7: print journals in external store with archive and digital preservation
Figures are based on numbers of print journal titles held in the external store only.

Online holdings are where Library also has e-journal subscription. This subscription may be via an e-journal or a database subscription. This may provide full or partial access to back issues depending on the licence.

Online archives (journal backfiles) indicate where we have access to journal archives, either in-perpetuity or for the duration of the subscription. This may provide full or partial access to back issues depending on the licence or archive purchased.

Digital preservation at UEA is via a subscription service provided by Portico. Portico provide access to online journals, which UEA has already subscribed to, where a "trigger event" means that the content is no longer available from the publisher or another source. Again, when we move to the implementation phase of the policy, there is work to be done to identify those titles which have BOTH robust archival AND ongoing preservation/access options.

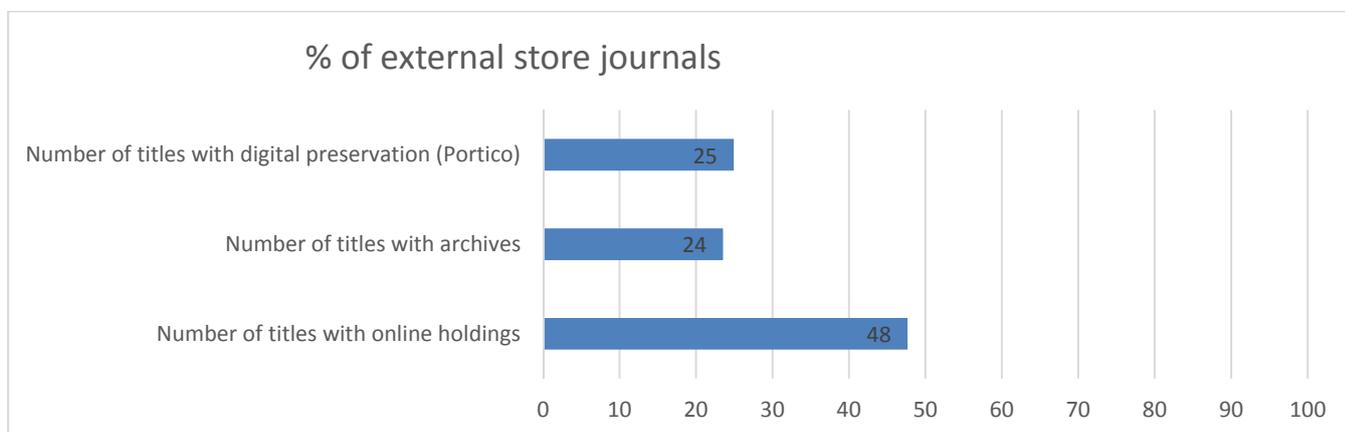|	total titles	Number of titles with online holdings	Number of titles with archives	Number of titles with digital preservation (Portico)
External store	2138	1019	503	533
described as %		48%	24%	25%

% of external store journals

Figure 8: utilization of external store

A selection of print journals are stored in the external store. The criteria for items to be moved from the main library building to the external store vary between low usage or where we have full online archive in-perpetuity. Access requests are recorded as part of process of collection and delivery of the material.

Class mark	Estimated No. titles in store	Last 5 years			Last 1 year		
		No. items consulted	No. titles consulted	% titles consulted	No. items consulted	No. titles consulted	% titles consulted
A	40	54	13	32.50	5	5	12.50
B	30	15	7	23.33	5	2	6.67
D	236	157	58	24.58	20	12	5.08
G	420	138	70	16.67	26	17	4.05
L	77	48	18	23.38	5	5	6.49
M	35	3	2	5.71	0	0	0.00
N	139	187	33	23.74	57	11	7.91
P	373	147	53	14.21	24	10	2.68
Q	1147	660	227	19.79	83	53	4.62
R	2	0	0	0.00	0	0	0.00
Z	1	0	0	0.00	0	0	0.00
Total	**2500**	**1409**	**481**	**19.24**	**225**	**115**	**4.60**

Appendix B: Notes on Patron Driven Acquisition service

Patron Driven Acquisition (PDA) is an approach to collection development in which the library purchases materials, normally an ebook, to meet a particular student need at a specific moment in time. This differs from the traditional model of an academic librarian buying the book up front in anticipation of need or usage although there is clearly a role for both approaches. The benefits of PDA include:

- Easy access to a wide range of pre-selected *academic* titles
- Spending is targeted on actual needs rather than speculative need
- Rapid delivery of ebooks (much faster than traditional purchase routes)
- Limited processing cost
- No impact on physical space
- Books will certainly be used at least once and therefore potentially better value for money than traditional speculative purchasing.

Patron Driven Acquisition (PDA) is a timely way of plugging any perceived or actual gaps in book provision, which is the number one concern in all relevant UEA undergraduate and postgraduate surveys. Since having the right books and resources remains the priority, Patron Driven Acquisition is an important tool in the Library armoury to help minimise these complaints and enhance the NSS and related surveys.

UEA Library currently uses the most cautious model of Patron Driven Acquisition which enables the Library to present a wide range of electronic books to its users and gives an impression of a much more up-to-date and well-stocked library. UEA uses EBL where you can view the kinds of books presented under the Patron Driven scheme.   http://uea.np.eblib.com/patron/

However users do need to know the web site exists in order to select items for possible purchase and their selection needs to be verified by a Faculty Librarian. The service could be made more visible by preselecting a range of titles to be uploaded into our library search/catalogue where users are more likely to come across them.

Since UEA Library, like its peers, has introduced Patron Driven Acquisition, it has enabled it to run a far more effective 'More Books Campaign' and be seen as more responsive to its users' immediate needs. We believe that, along with 24/7 and space improvements, it is likely to have made a contribution to improved Library NSS scores at a cost of around £35k-£40k per annum.

Library users can select from a much wider range of books than are currently available in the Library and request for the book to be "purchased". On this request the Faculty Librarian is alerted and, if appropriate, which 9 times out of 10 it is, the electronic book is purchased and made available as part of the Library 's collections almost immediately.

With traditional book purchasing, it can take up to 6-8 weeks for books to arrive. Relying only on this route, without patron driven acquisition, would give an impression of a much less responsive library. Patron Driven Acquisition also focuses on electronic books, reducing the impact on space.

Could reading lists replace the need for Patron Driven Acquisition? We think this is unlikely because:

- the reading list scenario is what the lecturers are recommending but not necessarily covering all that the students need to read
- lectures encourage students to read beyond the reading list, especially in years 2 and 3

- although we plan to increase take-up significantly, the Library will never get sight of every reading list
- lecturers and librarians may not always be aware of the latest e-book publications
- given the amount of books available and the wide range of topics, it is not surprising that we often miss things that should be purchased, especially texts that might be needed for researchers.
- Sometimes PDA also helps with the issues of 'not enough copies', providing suitable alternative readings.
- PDA is also useful for providing wider reading for third year dissertations and PGR students.
- apart from a light touch review of requests by Faculty Librarians, which is the quality control, it removes all the traditional barriers to accessing books via an academic library.
- it is seen as relevant to the 21st century where students are used to being able to get books from Amazon and Waterstones etc. within 24 hours.

Patron Driven Acquisition is key for proving "just in time" readings rather than only "just in case" ones. It is a very targeted service.

Owing to staffing constraints at UEA, with Faculty rather than Subject Librarians, PDA is arguably particularly well suited to the UEA setup where most Faculty Librarians cover such a wide range of subject areas. How could one person possibly keep up with all relevant published literature as well as making sure it is purchased and made available when it is actually needed? Faculty librarian selection and purchase may be fine on scale of say Science (who order relatively few books) but for other disciplines one-by-one selection is not scalable. So PDA offers an additional purchasing approach to help meet needs and preferences in a more timely fashion.

With Faculty Librarian oversight before items are finally purchased, we have high confidence that that books selected are immediately relevant and appropriate to student studies. Anything not suitable is weeded out but, over the years, there have been very few occasions where anything has had to be turned down.

Patron Driven Acquisition punches beyond its weight in terms of value for money and it would without doubt affect our NSS scores if we were to reduce it. To back up this argument, we have had access to the findings of a Science intensive Russell Group university's PDA figures in comparison with Faculty Librarian and reading list purchases.

			No. titles	Usage	Average use/title	No. titles with 0 usage
Reading list material			31	893	28.8	6
Faculty Librarian selected material			57	264	4.63	9
PDA selections (PDA)			127	1477	11.6	22

From these data we can extrapolate an average number of usages per title: Faculty Librarian: 5 uses per title; PDA: 12 uses per title; Reading lists: 28 uses per title. Even though this is a small sample, it emphases the importance of both reading list and PDA approaches to acquisitions in addition to traditional book selection. To be clear, traditional book selection is still of high value, especially in

terms of meeting researcher and collection development needs, but has its limitations if used as the only approach to meeting the diverse needs of the community.

We could leverage much greater value from patron driven if it was more widely promoted and embedded in our library holdings, as many other institutions have done, and we subscribed to more than one service so that discipline coverage was better. Other models, where the Library pays for any initial loans of the each book up to a certain pre-agreed threshold and only then is the book actually purchased. This helps to ensure that books purchased are likely to have more than one user, thereby ensuring better value for money from any actual purchase.

Like all Acquisitions models, though, PDA is just one of a range of approaches that can be taken to meet user need and it can prove expensive if not monitored closely. However as Rick Anderson, an acknowledged expert in ebooks has written, "in a predominantly online information environment it no longer fundamentally makes sense for most academic libraries to build large permanent collections based on librarians' speculations about patrons' future needs[13]". Whilst PDA may cost more money, it also potentially delivers much more value for that money because it is focused on materials our users actually need. By contrast, traditional approaches to selection result in some items never being used.

The future of PDA may also involve purchase of journal content since a journal subscription is not always the most cost effective way to purchase articles, especially if actually usage is occasional. Indicative plans for enhanced document delivery and interlending services (under Policy B) would enable us to provide more of this 'just in time' material, where content would be more cost effectively delivered in this way.

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[13] http://scholarlykitchen.sspnet.org/2011/05/31/what-patron-driven-acquisition-pda-does-and-doesnt-mean-an-faq/