

## Collective Collection Building and DDA

Kerry Scott  
*University of California, Santa Cruz, scottk@ucsc.edu*

Jim Dooley  
*University of California, Merced, jdooley@ucmerced.edu*

Martha Hruska  
*University of California, San Diego, mhruska@ucsd.edu*

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## Collective Collection Building and DDA

*Kerry Scott, Head, Research Support Services, University of California, Santa Cruz*

*Jim Dooley, Head of Collection Services, University of California, Merced*

*Martha Hruska, Associate University Librarian, Collection Services, University of California, San Diego*

### Abstract

Many librarians have advocated for the use of demand-driven acquisition (DDA) as an important money-saving approach in a time of reduced resources that target acquisitions we know will be used. In addition to saving money, the introduction of e-DDA presents an opportunity for a consortium to achieve three collection development objectives: continue to make the core publisher output available—and even more quickly and easily available; free up more of the collections budget to purchase unique content for the system across the campuses, not just at the larger schools; and allow campuses to review user activity to make systemwide, long-term decisions about user behavior and content not acquired through DDA. DDA can enable the consortium to meet the needs of the many right now as well as to continue to build some collections of depth for the system as a whole and the scholarly community writ large.

Three University of California (UC) campuses: large (UC San Diego), small (UC Santa Cruz), and smaller (UC Merced) describe their experiences with using DDA in collective collection building and their hopes for its potential for their local and systemwide collections.

### The Path to E-DDA

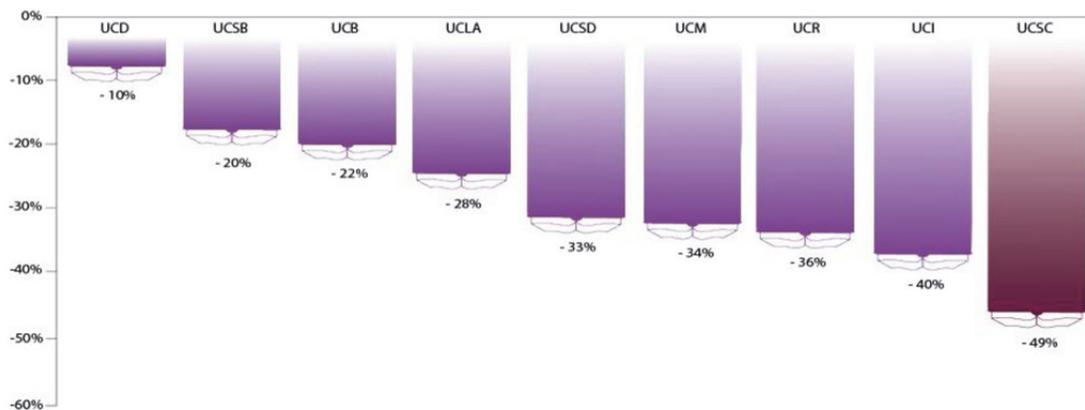
The University of California is comprised of ten campuses and the California Digital Library. The campuses have a mix of ARL and non-ARL, well-funded and less well-funded libraries. The UC has a long history of consortial purchasing, licensing, and collection building. And, as with many consortia, e-journals and databases, or items that “live” in everyone’s collection, have been particularly successful candidates for shared purchasing and licensing. E-books offer the same kinds of advantages as e-journals: everyone has access to the content on site, no one has to interlibrary loan items to each other in order to gain access, and the items are available at the moment of need. In short, electronic access makes sharing a lot easier.

There has been a long-standing desire in the UC system, even before the 2009 fiscal crisis and before the widespread availability of e-books, to share and distribute monograph collection development. One of the operating principles behind the goal is that by identifying print monographs of systemwide value and purchasing limited copies of them for the consortia, we can

free up dollars for content areas for which we want to build deeper holdings or even begin developing a unique collection area.

These shared print monograph initiatives have had uneven success largely due to the limitations of print: storage and maintenance issues and concerns, lendability at the point of need, and a general sense from librarians that the print campuses were acquiring was the print they needed on site. The savings were already fairly routinely achieved, librarians maintained, by consciously not duplicating purchases that several other campuses had already made. The use of systems like YBP’s GobiTween made conscious deduplication easier work for collections librarians. In short, librarians by and large felt that the UC system was already sharing the print collection development as effectively as we could.

The 2009 economic downturn and cuts to higher education in California converged to create new pressures for campuses, and there was a renewed push to cut back on duplicative monographic purchases across the libraries (SLASIAC Library Planning Task Force: <http://bit.ly/19fBvAU>). There was also the desire to rethink how we were



**Figure 1. Collection Budgets, Adjusted for 5% Inflation**

handling collective collection building altogether, and a closer analysis of the duplication of print content across the campuses was requested. As one response, the UC libraries launched new shared monograph projects that focused on monographic series and specific publisher output. The project had some modest successes with Arts and Humanities librarians in particular, but the majority of the feedback we received was that the UC should be focusing on sharing e-books, not print books. And the campus librarians asked us if we were really interested in achieving savings to redirect funds to other areas of collecting interest, should we not be investigating e-DDA?

While the significant cuts to UC collections budgets may have begun in FY 2007–2008, the cuts continued through FY 2013, as shown in Figure 1.

In response to both the financial pressures and the feedback from across the system, in February 2013, the UC system launched the UC e-DDA Task Force and charged the group with identifying viable systemwide e-DDA projects.

While we have purchased e-book packages or collections as a library system, a UC-wide DDA pilot presented a new model for all of the campuses impacted by the budget cuts. For UC San Diego, local DDA plans over the last couple years offered another method of collecting that had the added advantage of further easing pressure on a reduced budget. For UC Merced, it provided the opportunity to take a long-standing

local practice—Merced has been building collections with DDA since it opened—and expand it to the system. And, for UC Santa Cruz, it allowed the campus to continue to meet patron needs by making more content accessible, and it afforded the campus the time needed to begin to recover from its particularly devastating collections cuts. A UC-wide DDA project has opened up new opportunities for collective collecting.

### Local Context, Local E-DDA Experience

While the three libraries in this discussion have each launched local e-DDA projects, they are all different in history, size, and in their depth of experience with DDA. UC Santa Cruz was founded in 1965 and currently has 16,000 students, 91% of whom are undergraduates. The campus has been historically focused on undergraduate education, but it is now moving to increase graduate enrollment. Of the 2012 graduating class, 31.5% were first-generation university graduates.

UC Santa Cruz implemented a DDA plan with EBL in February 2012. The plan focused on a specific subset of publishers in their English language approval profile. Table 1 provides the results of the UC Santa Cruz DDA pilot through February 2013. In addition to the purchased and short-term-loan (STL) titles, 411 titles were browsed without incurring any charges. The total spent of \$4,123 contrasts significantly with the \$50,000 spent on approval plan titles from the publishers in the pilot during the previous year.

EBL DDA	Numbers	COSTS
Purchased	<b>35</b>	<b>\$2,759.00</b>
STL	<b>144</b>	<b>\$1,354.00</b>

\*3,873 titles exposed for e-DDA

**Table 1.**

EBL DDA- 2011/2012	Numbers	COSTS
Purchased	<b>69</b>	<b>\$5,676.00</b>
STL	<b>3,641</b>	<b>\$54,583.00</b>

**Table 2.**

EBL DDA- 2012/2012	Numbers	COSTS
Purchased	<b>66</b>	<b>\$4,921.00</b>
STL	<b>4,923</b>	<b>\$61,564.00</b>

\*325,981 titles exposed (total)

**Table 3.**

EBL DDA 2011/2012	Numbers	COSTS
Purchased	<b>78</b>	<b>\$4,683.00</b>
STL	<b>2,347</b>	<b>\$19,940.96</b>

**Table 4.**

EBL DDA 2012/2013	Numbers	COSTS
Purchased	<b>354</b>	<b>\$55,099.00</b>
STL	<b>2,934</b>	<b>\$29,071.95</b>

\*20,000+ titles exposed (total)

**Table 5.**

UC Merced is the newest campus in the UC system. It opened in 2005 with 875 students and 13 tenured or tenure-track faculty. Currently, it has 6,200 students, 94% of whom are undergraduates. UC Merced employs 180 tenured or tenure-track faculty and 160 lecturers. Of the current undergraduate students, 62% are first-generation university students. The current plan is to grow to 10,000 students, including 1,000 graduate students, by 2020. In 2015 the campus hopes to receive a Carnegie classification as a Research University—High Output.

UC Merced collections have been primarily electronic from the beginning. Currently 90% of collection expenditures are for electronic resources. The library has been using DDA to acquire e-books since its opening in 2005. The DDA plan is different from that of most other libraries in

that almost the entire EBL catalog is exposed—only titles with a list price above \$300 are excluded. Tables 2 and 3 show results for EBL for 2011–2013; results from previous years are comparable.

UC San Diego is a world-class research university with over 29,000 students. The library has been shifting from print to digital for several years. The print collection has been reduced in size over the past 3 years, and print duplication has been largely eliminated. Currently 75% of collection expenditures are for electronic resources.

The library has conducted various pilots with both EBL and ebrary. In 2012–2013, management of DDA was moved to YBP, and DDA plans are now mapped to YBP approval profiles. Tables 4 and 5 show results for both EBL and ebrary for 2011–2013.

## The UC E-DDA Pilot(s)

The UC system is currently developing a systemwide university press DDA pilot for arts, humanities, and social science titles that is scheduled to begin in 2014. Currently 66 university presses have agreed to participate in the pilot. All UC campuses are participating except for UC San Francisco which is exclusively a graduate medical and life sciences campus. The UC system chose to partner with ebrary due to that aggregator's strong coverage of university presses and because most UC campuses already had license agreements with ebrary. Titles will be selected for the DDA pool through the use of YBP profiling services and will be visible to selectors through the YBP GOBI interface. MARC records will be distributed to the participating campuses by the UC Shared Cataloging Program.

There will be a \$250 limit per title. A purchase will be triggered for the system on the fourth use after three STLs. There will be a multiplier of 3–4 times list price per title to provide perpetual access to that title for every participating campus.

In addition to the DDA project, the UC libraries are currently participating in two other e-book pilots. The first is with Airiti, a Chinese-language aggregator based in Taiwan. Six campuses are participating in this pilot which is scheduled to run through April 2014. All campuses are participating in an evidence-based pilot with CRC Press for ENGnetBASE e-books. All campuses have access to all 2013 content. At the end of 2013, librarians will decide which titles to purchase up to the agreed dollar amount based primarily on usage.

## Fulfilling the Promise of Shared (E)Monographic Purchasing: Hopes and Dreams

One of the foundational goals of the UC e-DDA pilot is to test our assumption that we can optimize our collective investment in e-books and ensure that our monographic acquisitions are meeting the demonstrated needs of our patrons in a cost-effective manner. Additionally, the e-book pilots we launch will allow us to test DDA practice against our ideal terms for e-book purchasing. Specifically, the UC system has a set of

guiding principles to take under consideration when purchasing e-books (UC Libraries E-Book Value Statement, <http://bit.ly/1eMWQ8X>). The guiding principles were developed by the systemwide Collection Development Committee and, much like our UC model license agreement, represent the most favorable terms and conditions for our user communities. Some of the highlights of our value statement include: simultaneous use and unlimited users, all at a reasonable cost; new models for sharing; ILL, etc. Each of our e-book pilots has afforded us the opportunity to talk with vendors about our guiding principles and, in that way, have served to help make publishers and vendors more aware of what we value and why. And, in turn, these negotiations have helped us understand more about the interests and values of publishers and vendors. Opportunities like this pilot ultimately help to broaden perspectives on all sides of the scholarly publishing landscape we are collectively trying to (re)shape.

Further, our imminent and fairly modest systemwide DDA pilot will allow us to participate in an e-book DDA project that will illuminate the extent to which patrons across the UC system overlap and diverge in the use of the university press e-books. Because the majority of campuses have elected not to adjust their approval profiles for such a small and focused set of publishers, we will also have the added advantage of getting a view into which campuses and by what call numbers or subject areas users demonstrably prefer (or select) electronic versions over print versions of titles or, the reverse, print versions over electronic versions. Are print versus electronic selections made in specific subject areas or across the call number spectrum?

And, because our local DDA experiences have taught us that expenditures will go down, the long anticipated goal of redirecting collection funds previously spent on must-have print duplicates may be redirected to select in new areas or deepen holdings in other collection areas. Perhaps, most importantly, too, we may be able to determine what purchases we need to make for the long term—what items selected or not selected by patrons do we want to commit to

acquire in depth in order to add to the system's perpetual holdings or to regional, national, and international holdings.

As we have set up profiles for DDA, locally and consortially, we have largely drawn on our experiences and past practices. However, reviews of print circulation statistics on campuses with long-standing anticipatory collection practices reveal that those methods did not always accurately or consistently predict patron interests. How could they have? Ultimately, the intention with adding DDA to our portfolio of consortial collection building is to allow our collections to

become more diverse, comprehensive, and less unintentionally duplicative. Providing access to a wide array of potentially needed content, rather than anticipatory purchasing, allows our patrons to have their disparate and changing collection needs accounted for; affords campuses some much needed space to maneuver and refocus spending in their budgets; provides data about patron purchasing patterns; and, finally, much needed time for more considered decision making about what campuses should be acquiring locally to add to the greater "collections good" of the system and beyond.