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Kerry A. Falloon  
*College of Staten Island–CUNY*, [kerry.falloon@csi.cuny.edu](mailto:kerry.falloon@csi.cuny.edu)

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# Rolling with PDA and DDA: How Academic Libraries Can Use Patron-Driven and Demand-Driven Acquisition Techniques to Build Library Collections With Minimal Management and Budget

*Kerry A. Falloon, Head of Acquisitions, College of Staten Island Library–CUNY*

## Abstract

Patron-driven and demand-driven acquisitions (PDA/DDA) have been utilized for some time in academic libraries, but some university libraries are still new to the process. With changes in the last couple of years regarding short-term monograph loans becoming cost ineffective, the popularity of streaming video PDA, and library materials budgets increasingly being cut, the conundrum of successfully implementing a DDA/PDA program and how to evaluate its effectiveness is a question many libraries need to answer. In the fall of 2015, the College of Staten Island Library-CUNY, implemented a small DDA monograph pilot program with Yankee Book Peddler (YBP) and EBSCOhost e-books to build its collections in academic areas new at the college. The goal was to offer patrons immediate on-demand selections in areas that might need additional collection building in depth and breadth but will take some time to accomplish by collection development (CD) librarians. The implementation and the results of this DDA pilot project, as well as in the fall of 2016, a new streaming video PDA program with Kanopy Streaming, will be discussed.

## Introduction

This shotgun session with multiple presentations was well attended by librarians and vendors alike, on the overall topic of collection development/demand-driven acquisition and e-book threads. This segment of the presentation, “Rolling with PDA and DDA . . .,” is based on pilot projects that were completed at the College of Staten Island (CSI) Library with a total budget of \$5,000 allocated per year toward each proposal. With budget cuts of over \$100,000 in the year the implementation of the first project began, this paper discusses small-budget and manageable PDA and DDA programs that can be supportive of collection building in academic libraries with a minimal budget and plan management needed. These projects were in direct contrast to a larger scale CUNY DDA plan, which the College of Staten Island (CSI) benefitted from in 2014. One of the 11 senior colleges in City University of New York (CUNY) system, the CSI Library serves full-time equivalent (FTE) of over 11,500 students from associate’s to doctoral level academic programs, making its curricula comprehensive in scope. The general size of its collections includes roughly 475,000 monographs, 15,500 DVDs and videos, 28,850 streaming video titles, and 224,00 e-books, which includes CUNY e-book purchases. The CSI library had an \$800,000 materials budget from multiple funding sources in recent years. The combination of these factors makes collection development and

maintenance challenging yet rewarding in this library setting.

There are many competing philosophies and ideologies regarding collection development (CD) in academic libraries. Academic libraries were viewed as warehouses of owned information and academic librarians as key players in CD practices. However, DDA and PDA can transform libraries into providers of access to immediate information. Using these tools in conjunction with traditional CD practices, libraries can still be considered the institutional upholders or bastions of knowledge while providing patrons with access to immediate informational needs. The concept of demand-driven acquisitions (DDA) or patron-driven acquisitions (PDA) was initially a challenge for CSI librarians who were used to a traditional “just-in-case” purchasing practices, with a set amount of funds spent yearly. They later understood they could be a part of the process at the title or profile level, seeing themselves as gatekeepers of this demand-driven information, as selected by patrons based on their “just-in-time” needs. These concerns were recognized during the initial e-book DDA project, with CD librarians vetting each subject area title by title. The library’s CD committee also examined each of Kanopy’s subject and publisher area collections for inclusion in the PDA program. For the purpose of this paper, although DDA and PDA are synonymous with each other, the author is using both in deference to the terminology the vendors use.

## Background

Most academic libraries have experienced flat to severe budget cuts in the last decade. In fiscal year 2015, the CSI library had a decent size budget with \$111,758 spent on print books, \$34,640 on e-books, \$25,334 on streaming video platforms, and \$3,171 on DVD's. The CSI library also benefits from joint e-book collections shared across CUNY, including Ebrary's Academic Complete. Our print budget still heavily outweighed digital monograph purchases, although physical DVD's, due to low circulation, is considered an underutilized and fading collection. In July 2015, CSI library received \$126,000 in budget cuts at the same time we were developing EBSCO's DDA pilot project. In fiscal year 2016, CSI library spent \$50,000 on print books, \$17,430 on e-books, \$27,744 on streaming videos, and \$3,983 on DVD's. For the first time, e-book purchases represented roughly half of all monograph purchases chosen.

The College of Staten Island's library patrons did participate in a CUNY-wide DDA, which ran from November 2014 to March 2015, in which \$75,000 in funds dedicated to the project were exhausted, with 363 titles chosen across all CUNY campuses (Egan, Yearwood, & Kendrick, 2016). COUTTS' MyiLibrary platform, CUNY's main book vendor, was chosen, and the allocation formula was based on the total value of titles (multiplied by a consortia factor of three) should be equal to 15 times the amount dedicated to the project (Egan et.al., 2016). Almost 5,000 titles were selected, and the CSI library's patrons accounted for around 4% of all triggers (Egan et.al., 2016). Since titles were chosen across all subject areas, the reasoning behind the lower number of selections CSI had versus other CUNY campuses is surmised as the continued reticence of CSI patrons to choose an e-book over a print book, as seen in librarian and patron interactions. Another potential reason was not fully utilizing CUNY's new discovery tool launched a month earlier, which other CUNY campuses were doing at the time.

## Implementation of DDA/PDA

The original plan with the DDA project with YBP and EBSCOhost e-books was for \$10,000 to be spent across fiscal year 2015. With the recent budget cuts, the \$10,000 placed into a deposit account with YBP would be split into a two-year period, or \$5,000 per year toward anticipated expenditures. Although YBP's collection development manager suggested

that thousands of titles be loaded, the CSI library wanted to stretch as much as possible its deposit account funds and to have a sustainable DDA project across a timespan of two years, since no additional funding was expected the following year. The CSI library decided there was no magic allocation formula, just trial and error, generating a baseline the first year and readjusting the second year based on certain factors. Factors that affected expenditures were primarily considered to be supply versus demand or number of titles loaded; capping the cost of titles loaded to between \$150 to \$250 based on subject area; the quality of the titles loaded based on publisher and recent publications (less than five years old); and patron needs (e.g., new academic programs with collections of less depth and breadth). Factor considerations were partially based on CUNY's experience with their shortened DDA program. The CSI library's main criteria for success was a sustainable DDA project over the time specified, with the right amount of funds allocated and titles loaded.

The CSI library decided to choose EBSCOhost e-books due to patron familiarity of EBSCOhost as a platform and the superior quality of their PDFs with optical character recognition (OCR), which are easily accessible to patrons with disabilities. A three-user license model was also chosen. Folders were created in YBP's GOBI in areas identified as East Asian studies, ESL/ TESOL, legal studies, Arabic studies, social work, physical therapy, data analytics, and nursing studies, so librarians could review title by title. In all, 421 full machine-readable cataloging (MARC) records were batch-loaded into CUNY's catalog, although 500 titles were chosen to supplement traditional CD practices for new academic degrees at the college. Titles were pulled after publishers determined a title would no longer be available via DDA. After the catalog load, an average of three titles per month were pulled, creating ongoing catalog maintenance. Further catalog maintenance would also include changing the MARC status field of LOCAL, which was done so DDA records would not be submitted to Online Computer Library Center (OCLC) every four months, to VSI after a purchase.

Due to the poor usage of CSI's DVD and perpetually owned streaming video purchases, the library's next goal was a PDA project with Kanopy streaming video. From 2015 to 2016, three films were purchased, totaling \$435 for only three plays during the year,

although the titles were recommended by faculty. These would have free under Kanopy's trigger of four plays needed within a 12-month period. Seven other CUNY libraries already had a PDA with Kanopy, although CSI was the first CUNY to license with Kanopy several years early for their media education foundation publisher package, which does not participate in PDA. Baruch College's library, with a budget of \$5,000 for the entire use of the 26,000 title Kanopy PDA collection, came closest to what CSI library wanted to achieve, although few films were triggered since they were not load PDA records into the CUNY catalog. In early October 2016, CSI decided to load 11,564 PDA records across 30 subject packages and one publisher package. Kanopy provided de-duplication across all packages. The CSI library committed to subsequent loads of new videos added into the collections every six months at minimum and to possibly consider adding new collections. At the Charleston Conference 2014, librarians from UMass Amherst and Simmons the reported a significant increase in their return on investment (ROI) by over 95% by comparing the cost per play using Kanopy PDA, purchased streaming collections, and the cost per lifetime checkouts of their DVD collections (Ferguson & Stangroom, 2014). The CSI library is hoping to see the same return on investment as this pilot project continues to generate meaningful data for analysis.

### **DDA/PDA Project Analysis**

Between September 2015 and September 2016, 21 EBSCOhost e-book titles were triggered or about 5% of all titles loaded, at a cost of \$2,487 to the library. This was half of the projected expenditures for the year. The average cost per e-book selected was \$118. The total value of all 421 titles loaded was originally \$36,992. The maximum cost per title was \$150 with a four-year retrospective publication time period. The first objective was to load more titles to see more activity. In September 2016, another 790 titles were loaded in new degree areas. We also changed to a one-user license model, for more title choice and lower cost. Total value of the over 1,200 titles is now \$126,168, with six titles triggered in a month's time. The maximum cost per title was also increased to \$250 maximum cost per title, especially in nursing and physical therapy titles. The CSI library did not use YBP for collection development during year two but utilized EBSCOhost's Collection Manager to choose subject-sets of areas identified.

In an additional analysis, Taylor & Francis Group was the predominate publisher chosen, next Wiley, and Harvard University Press, and 76% of the triggers were through page turns of 10 pages or more. Eight titles were looked at but not triggered. Half of the titles selected were ESL/ TESOL titles, and the rest were East Asian and Arabic studies, amounting to 21 titles triggered the first year. If the subject areas had less than a 3% divergence between the percentage of records loaded and the percentage of records triggered by patrons, this would indicate that the amount of title records loaded met the needs of the patrons in a satisfactory manner. From this analysis, legal studies and Arabic studies were identified as needing less of the overall percentage of titles loaded, while East Asian studies and ESL/ TESOL studies as potentially needing a greater percentage titles loaded based on patron need, as defined by trigger. Big data analytics, physical therapy, and nursing studies seem to have satisfactorily met the needs of patrons in the overall percentage of titles loaded.

In a preliminary analysis of cost per use, the CSI library randomly sampled 21 print titles in the same subject areas as were triggered for purchase by DDA, during the same time period. The conclusion is that the cost per use for DDA titles is generally less than the cost per use of print, as chosen by librarians, or the total loss of an investment when there was no use of a print title.

In the first month of Kanopy's PDA program, the CSI library had 63 plays or eight hours of play time at no cost except \$150 for one trigger. The CSI library was eager to receive the useful data analytics the platform provides, including what devices patrons were using to access the videos, what browser the patrons were using, hours of the days the patrons accessed, patrons' search keywords, and the referring URL patrons are using to access the content. It gave a better overall view of patron behavior than had been seen with EBSCO's DDA project. Whether patrons are accessing titles via our catalog or CUNY's discovery tool is a question that can be answered in further analysis.

The CSI library CD goals were much different for digital monographs versus digital streaming videos. In terms of monographs, we did not opt for short-term loans due to their increasing cost but wanted perpetual ownership. With videos, the turn-over of content is much higher, so an initial one-year license model was chosen. Then, in an evidence-based

model scenario, we could choose to outright purchase or do another multiyear license for the content based on usage statistics. With monographs, the library wanted to supplement traditional collection development practices and still purchase print books, but with videos, it was felt that the DVD format is almost obsolete, and streaming videos are preferred for both students and faculty. For both digital monographs and digital streaming videos, the platforms needed to have accessibility features for the disabled and good usage data analytics.

### Future Considerations for PDA/DDA

The shortfalls of the PDA/ DDA pilot projects, lessons learned, and future prospects at CSI library for DDA/PDA are being considered. The first year of the DDA pilot project was not without challenges. For example, the ability to get good usage data from EBSCO was quite challenging. Knowledge of patron behavioral triggers per title must be manually entered once a month per the DDA statement generated by EBSCO. Any other data besides basic usage per title, which is mixed in with non-DDA titles in EBSCO’s administrative module, must be requested through EBSCO’s e-book team. This made it difficult to immediately analyze patron behaviors and needs. EBSCO is also not able to give the library the referring URL from which patrons accessed the

DDA titles. Likewise, DDA MARC records generated by OCLC can take over two weeks to retrieve per large batch-load. The removal of DDA titles by first publishers and then from our catalog was another unexpected inconvenience.

Despite these challenges, we did feel we were able to achieve an easy to manage demand-driven acquisition project that ran itself with minimal record maintenance and catalog batch-loads. The CSI library also was able to supplement traditional collection development practices with DDA and be sustainable throughout the project’s time period. So far, we are also seeing a good ROI and a cost-effective service, with only \$3,000 spent to date but access to over \$126,000 worth of titles.

The CSI library continues to explore doing more with less in terms of a minimal budget and maintenance. At this time, the CSI library’s collection development committee has re-allocated \$10,000 of librarian firm order funds to ProQuest’s E-book Central DDA program, across all subject areas, which should be implemented by the spring of 2017. The goal of this pilot project is to expand DDA across all subject areas and become a permanent part of collection development practices at the library. The CSI library will need further historical data on Kanopy’s PDA to make any further considerations or changes to this second project.

Subject Area	Records Loaded	% of Records Loaded	Records Selected Or Triggered	% Records Selected Or Triggered
East Asian	161	38%	9	43%
Arabic Studies	87	21%	3	14%
Data Analytics	51	12%	3	14%
ESL/ TESOL	82	20%	6	29%
Legal Studies	30	7%	0	0%
Physical Therapy	5	1%	0	0%
Nursing	5	1%	0	0%

Figure 1. Analysis of the EBSCOhost DDA e-books selected and triggered.

Subject Area	DDA Title Circulation	Cost of DDA Titles	DDA Cost Per Use	Print Title Circulation (Stacks)	Cost of Print Titles	Print Cost Per Use
East Asian (9 items)	13	\$1,021.69	\$79	1	\$606.90	\$606.90
Arabic Studies (3 items)	15	\$465.00	\$31	0	\$147.02	No Use
Data Analytics (3 items)	4	\$265.25	\$66	3	\$141.45	\$47
ESL/ TESOL (6 items)	15	\$838.12	\$56	6	\$436.23	\$73

**Figure 2. Cost per use of DDA titles selected versus print titles.**

## Conclusion

In all, the CSI library succeeded at achieving what it desired, which was a sustainable DDA within the specific time period without overspending the amount of funds allocated. In a preliminary analysis of circulation usage of DDA versus librarian-selected print titles during the same period, DDA appeared to give the library a greater return on its investment. Since success is the achievement of something desired, CSI Library succeeded at creating a

sustainable DDA within the period specified with a minimal amount of funds allocated. CSI Library also saw success with a preliminary cost analysis per use of librarian "just-in-case" traditional purchases versus patron-driven "just-in-time" purchases. Future considerations for expanding DDA/ PDA practices utilizing typical firm order funds for print and DVD purchases is being planned as a resolution to doing more with less with a materials budget on the decline.

## References

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