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Under the Hood: Viel Danke

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Under the Hood — Viel Danke

Column Editor: **Xan Arch** (Electronic Resources and Technology Librarian, Stanford University Libraries, Stanford, CA 94305-6004; Phone: 650-725-1122; Fax: 650-723-4775) <xanadu@stanford.edu>

As a librarian in acquisitions, my understanding of our vendors is often limited to evaluating how they are filling our needs. I know when they can or cannot comply with our requests, when they will or will not change to meet our particular requirements. But I don't usually know why. Which parts of the vendor's organization or staff are working smoothly and which parts are in flux? Where is the company spending their resources and which parts of their organization are less of a priority? How can we know how our requests are handled, how our needs are evaluated, if we maintain a distance between our libraries and the companies we interact with?

I had a chance to learn more about our partners recently, when I interned for two library vendors. In September-October 2009, I interned at **Otto Harrassowitz**, in Wiesbaden, Germany and **Casalini Libri** in Fiesole, Italy. The most valuable parts of the trip were learning about the vendors' new developments, understanding their core processes that affect **Stanford's** work, and meeting the staff who I've only known before on email. Not only was I able to better understand the vendors' perspectives on their work with **Stanford**, but I learned how these two companies are developing and how they are positioning themselves for the future. The internship was a valuable opportunity and led me to ask: how can we learn about our vendor partners without spending weeks in another country?

New Developments

One of the central new developments for both companies is eBooks. **Harrassowitz** and **Casalini** are expanding their current eBook programs so both vendors were interested to learn how **Stanford** handles eBook purchasing and what we need from our vendors. I gave a presentation to both companies about the current state of eBooks at **Stanford**, and in response, both vendors spent time talking with me about their plans.

Libraries often have chances to hear about new eBook programs or new products from vendors. However, learning about these new developments needs to be combined with understanding the vendors' environment and the challenges they face. This could be through spending time at their workplace, as I did, or it could be simply by taking a broader look at the marketplace for their services. One library's ideas about how the vendors can meet their needs or one request for a change in their services may be one of many requests from different libraries, all of which conflict with each other. How does your request fit into the vendor's development plan and the wider library ecosystem? Understanding this will help both sides shape and prioritize the request so it can be fulfilled.

Core Processes

Approval plans are one of the core processes that define our work with our library vendors, so this was an important topic for my internship. I have little background in approval plans so I enjoyed learning about how they are created and managed from the vendor's side. It was particularly interesting to hear the challenges in sourcing books from the various European countries. I had naively assumed that European countries were similar in their book trade, but I learned that there are

vast differences in publication infrastructures throughout Europe and that leads to very different approval processes for each country.

Unexpectedly, throughout the trip, I found out as much about **Stanford** as I did about the vendors for whom I worked. As I investigated approval plans, when I didn't know the answers to the vendors' questions, I sent emails to my **Stanford** colleagues and gradually built a better understanding of our own processes. How can we gain this broader insight into our own organizations without the goad of having to explain it to others? A good start would just be to map the flow of material and information through your organization and know where your work fits in. At first it felt dilettante for an e-resources librarian to spend so much time poking around into approval plans, but soon I began to consider how these approval workflows would translate into electronic books and how the publishing infrastructures in European countries would dictate the kinds of electronic content they could produce and thus the ways **Stanford's** collection could develop.

People and Environment

The most enjoyable part of my internship was interacting with the people in each company. I got to know many of the staff members at **Harrassowitz** and **Casalini**, and learned how they see their organizations, their work environment, and their country's contribution to the global library marketplace. Many of the staff members do not travel to international conferences, so I also provided them with a face for the **Stanford Libraries** and for libraries in the United States as a whole. I met the directors of both companies and understood better what types of personalities are leading these organizations.

Establishing relationships within these organizations helped me learn about our vendors' environment. Conferences can be another good place to meet not just the sales representatives but a company's executives or sometimes their technical staff and get a feel for their strengths and their personalities. The customer service staff that answer missing serial claims or questions about their online system are often the people in the company that know the most details about what problems libraries are experiencing in a particular arena and may see patterns that are not evident to others. One of the best parts for me about visiting **Harrassowitz** and **Casalini** was meeting the people who have been expertly handling our serials claims for years and put faces to each of their names.

My internship was a great way to gain insight into the needs and priorities of two companies that make up a significant part of **Stanford's** ecosystem. With this background, I will be better prepared to collaborate with these companies, and more knowledgeable about the work processes for library vendors in general. Entering negotiations for services with an understanding of what each party wants and needs is a huge advantage.

There are other ways, however, to increase your understanding of your vendors' work and environment. Whether by establishing relationships across their organization, learning the flow of information through your own institution so you are better prepared to see where there are chances for improvements in your work together, or by situating your requests within the spectrum of library requirements, in the end the effort will increase the efficiency and value of your work with your vendors. 🌱

Future Dates for Charleston Conferences

	Preconferences and Vendor Showcase	Main Conference
2010 Conference	3 November	4-6 November
2011 Conference	2 November	3-5 November
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Forcing the Moment to Its Crisis: Thoughts on Pay-Per-View and the Perpetual Access Ideal

by **Patrick L. Carr** (Electronic & Continuing Resources Acquisitions Coordinator, Joyner Library, East Carolina University, Greenville, NC 27858-4353) <CARRP@ecu.edu>

Many in the library profession insist on the crucial importance of securing perpetual access rights for acquisitions in electronic formats. In a widely cited article, for example, **Jim Stemper** and **Susan Barribeau** assess the current environment for perpetual access and advocate that, when negotiating e-journal acquisitions, libraries “should consider making the lack of perpetual access rights a deal breaker.”¹ **Ross Atkinson** goes further, asserting that the inability to secure satisfactory perpetual access provisions represented “the greatest single failure of research libraries in the past decade.”² One outcome of such declarations has been a sentiment among librarians that, while it may not have a discernable impact on services to patrons, not attaining perpetual access provisions is nevertheless a “failure” — it offends the traditional ideal that libraries must preserve information for potential use in the future.

From such a perspective, there is little to recommend the pay-per-view (PPV) model. Here, a library creates an account with a content provider through which authenticated patrons can purchase articles at the library's expense. Despite its payment, the library retains no ownership of the content. What's more, the library lacks even the ability to provide other patrons with access: such rights are generally restricted to the patron who initiated the transaction and no one else. Therefore, PPV is an affront to the perpetual access ideal. It dismisses the concept of the library as what **Thomas H. Teper** has termed a “memory institution” focused on the long-term preservation.³ To play on **Teper's** words, the library instead becomes akin to a random-access memory institution primarily committed to meeting patrons' immediate needs without much concern for warehousing information.

But despite PPV's lack of perpetual access provisions, the model has become a hot topic. For example, in addition to this special issue of *Against the Grain*, PPV was the subject of presentations at the 2009 ALA, NASIG, and the Charleston Conference.⁴

The reasons for the model's appeal are easy to understand. Due in part to libraries' widespread acquisitions of “big deal” publisher packages, patrons have come to expect quick and expansive access to journal content. However, budget cuts make it more difficult than ever to meet these expectations. Indeed, because of the large portion of expenditures required to pay for publisher packages, many

libraries are no longer able to make do with decreases in their monographic budgets and cancellations of individual subscriptions. Instead, they are being forced to consider breaking up publisher packages. If libraries opt to retain subscriptions just to selected journals within a package, there will be a major decrease in patrons' access: they will continue to have access to individually subscribed journals but lose access to all of the publisher's other journals. Through its radical disaggregation of the content being acquired — transitioning from the publisher's largest unit of content, a “big deal” package, to its smallest unit of content, individual articles — PPV offers a solution whereby libraries can continue to provide a level of access that is comparable to the expansiveness of a package but at what is in many cases a significantly reduced cost.

But PPV is not without its problems — and I am not just referring to the model's lack of perpetual access provisions. For example, **Paul Harwood** and **Albert Prior** report that, when the model was trialed in the United Kingdom, the ten participating libraries experienced increased administrative burdens and decreased fiscal control.⁵ Research that I conducted in the spring of 2009 suggests that these two problems are being experienced to a lesser extent by libraries in the United States.⁶ However, my research also showed that — while, in general, libraries that have implemented PPV have been pleased with the results — there are other problems, including financial trepidations that the model introduces among patrons and a lack of enthusiasm about and uptake of the model among publishers.

Time will reveal the extent to which the problems associated with PPV are resolved. However, even if PPV in its present form never becomes a dominant acquisition model, its arrival as a point of

focus within the profession remains important. It marks a decisive juncture, a point that — to paraphrase **T. S. Eliot** — forces the current moment in the profession to its crisis.⁷ Indeed, there is a growing disconnect between patrons' expectations for immediate access to a broad range of content and the adequacy of budgets to meet those expectations through conventional means. PPV offers an unconventional possibility to help bridge the disconnect, but exploring this route means that librarians must compromise their ideals about perpetual access.

Has the time come for such compromises? For many, I suspect the answer may be yes.

Budget cuts are forcing librarians to make painful decisions, and, in this context, it seems sensible to explore all avenues for reducing e-resource costs without reducing access — including those that are at odds with the perpetual access ideal. PPV is an important example of such an avenue, but it is not unique. Other ways in which the rejection of the perpetual access ideal can enable libraries to maintain access while reducing costs include:

- cancelling subscriptions to journals with current issues available through full-text aggregators;
- downgrading journal subscriptions to levels with decreased ownership provisions;⁸ and
- discontinuing membership in archiving initiatives such as the **LOCKSS Alliance** and **PORTICO**.

Atkinson deemed such actions to be “failures,” and he is absolutely right. But the fact is that many libraries today are in fail-fail situations. Librarians might reason that it is better to face the possibility of failing anticipated patrons in the future than the certainty of failing real patrons in the present.

Perhaps history will be unkind to those who rebel against the perpetual access ideal. Perhaps decades from now libraries will not have changed much and librarians will sit at reference desks and in cataloging departments lamenting, “If only our precursors hadn't been so reckless! Because they chose to sacrifice long-term access in favor of short-term savings, there is no affordable way to provide access to many categories of content that patrons need.” That is one possibility. Another possibility is that, in the future, libraries will be utterly transformed. Perhaps the need for many libraries today to secure perpetual access provisions to many categories of content will prove to be an outmoded ritual from what **Rick Anderson** has called the era of “information scarcity.”⁹ Even more than today, the future promises to be an era of information abundance. This does not mean that libraries can abdicate their roles as “memory institutions,” but, for many, it may lead to the conclusion that they can be more selective and less stringent about what they decide should be retained in perpetuity. Indeed, in this abundance, it seems probable that, if content is in demand, market forces will make it available at an affordable price.

But, of course, much of the preceding paragraph is speculative. What is certain is that budget cuts are forcing libraries to make difficult decisions about their collections. In this context, the PPV model is appealing, but it violates the ideal of perpetual access. Every library will need to determine the extent to which it compromises this ideal. Those that are

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more liberal in their compromises may enjoy short-term savings, but their lack of perpetual access provisions may subject them to perils in the future. In contrast, libraries that are uncompromising in their commitment to securing perpetual access provisions can rest assured that their collections will continue to be accessible by future generations. However, they will be investing in the status quo at a time when everything about libraries is changing. 🌸

Endnotes

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7. See line 80 of **Eliot's** poem "The Love Song of J. Alfred Prufrock."
8. See, for example, the pricing model of the **University of Chicago Press**: <http://www.journals.uchicago.edu/userimages/ContentEditor/1252948133675/2010catalog.pdf>.
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Getting Our Feet Wet: One Library's Experience with Transactional Access

by **Ryan Weir** (Assistant Professor, Serials and Electronic Resources Librarian, University Libraries Murray State University) <ryan.weir@murraystate.edu>

and **Ashley Ireland** (Assistant Professor, Reference Librarian, University Libraries Murray State University) <Ashley.ireland@murraystate.edu>

Introduction/History:

Murray State University is a mid-sized regional institution located in rural western Kentucky. The university currently has an enrollment of approximately 11,000 and an FTE of 8383 for the fall semester. In 2005, following years of passive-reallocation of one-time purchase funds to serial holdings funds, **Murray State University Libraries** was forced to dramatically cut its journal holdings. For years prior, any journal requested by the faculty was purchased with no foresight into the budget growth needed to sustain the subscription. Thus, many of the titles cut in 2005 were used by few, but were relied upon by those who used them. Since 2005, journal prices have continued to increase, bringing **Murray State University Libraries** to the point of completely exhausting the holdings budget for the 2009-2010 fiscal year. While we are committed to not cutting journal access, we have come to the decision we must re-evaluate the current continuations budget and strategy for providing access to content. We also wanted to tap into the **iTunes**-model of selling items on the unit level rather than the entire entity. Part of this new strategy is the implementation of a transactional access program with **Science Direct (Elsevier)**.

Fall out of Cancellations

Though the 2005 cuts were entirely necessary, they were made with little to no consultation with the faculty who depended upon them. The administration of the Libraries did little to explain or justify such cuts, which were criticized harshly. These cuts occurred within the same fiscal year as a main floor renovation to the main library, which led some teaching faculty to believe that journals were cut to pay for new carpet and other aesthetic amenities. Such a dramatic cut with so little explanation left the libraries being viewed negatively and as having poor fiscal management skills. Due to the high cost of scientific materials specifically, items within those disciplines were hardest hit, and the relationship between the university libraries and the departments of the sciences were the most tumultuous.

In the few years since the 2005 journal titles cut, nearly all of the faculty within the university libraries has been replaced. Some of the journals that were cut were restored if required for accreditation, or held higher

priority over other titles which could be cut. Though the collaborative relationship between the libraries and those academic departments which were hardest hit by the journal cut has improved, there remains a lasting legacy that seems to cloud communication to this day. It is our mission to repair these past issues and to improve upon our relationships with the entire university community. It is also our mission to provide access to as much content as possible to support our students and faculty.

Research of Programs

Before deciding on which pay-per-view/transactional access program to implement, we set out to review the literature, send out emails to colleagues and listservs, and search publishers' sites to find available programs. These inquiries provided us with some information, and the response from listserv inquiries resulted in numerous other entities interested in our findings, as many libraries are in the same situation that we found ourselves.

Based on the information that we were able to acquire, we decided that **Science Direct Transactional Access** would be the best program for us at this point in time. We came to this

conclusion for a variety of reasons, including: the content coverage, ease of use, negotiation ability for price due to the fact we had no online content with **Science Direct** at the time, and it was a program with which one of the authors had familiarity, as he had helped to investigate and implement at a previous institution and so was somewhat aware of the process.

Negotiation of Contract and Pricing

We made initial contact with **Science Direct** to clarify the differences between their various programs. From there we worked with our representative to establish which program best met our needs and allowed us to purchase articles at the lowest possible cost. Our decision to opt in to the transactional access program and to move our **Elsevier** journal subscriptions to print-plus-online allowed us to receive a big reduction in the cost of each article purchased through the program. Our journal costs did go up, but because it was and is our plan to transition as much of our print content to online in the near future, this decision made sense both practically and fiscally. The negotiation process on pricing was very easy and was ac-

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completed through a handful of emails and phone conversations.

Negotiating the contract was also very easy. The contract we received from Elsevier contained most of the items that are musts and did not contain any of the items that we initially red flagged as necessary changes, with the exception of legal jurisdiction. Elsevier made all of the changes that we requested. Elsevier still requires (2) original copies of the contract — one they retain and one they mail back to the university after it is signed at their headquarters. Waiting on the contract to be returned took longer than the entire contract negotiation process.

Implementation

For this first implementation of the transactional access program we decided not to authenticate through IP ranges and open the program to the entire university community. We came to this decision due to the fact we had limited funding available and wanted to make sure the program would be well received before we moved on to a larger, more expensive, program. We also have more control over money used and who can use it in this model. With regard to re-opening access to some of the 2005 journal cuts, it was appealing to us to market this solely to faculty of relevant departments (specifically, the sciences) first.

We opted for a process that used username/password authentication. The process of setting up this login/password authentication model was difficult at first, but as we have progressed in the start-up process, we have become more familiar with the functions of assigning faculty to their user group and allocating funds to each of the user groups. The administrator can assign faculty to a group using the admin interface and the faculty's email address. The system automatically creates an email with authentication information and delivers it to the faculty member.

The second part of this implementation was bringing the faculty members on board. We have just started, but it has proved to be an interesting process.

Communicating with Faculty

Once it was determined that a Pay-Per-View model was a better business plan that would open up thousands more titles and allow for money to be spent at the point of need, university libraries' faculty began "feeling out" the idea first with the Dean of the College of Science, Engineering, and Technology. As a scientist, we knew that he would only approve of such a model if the logic was justifiable with supporting research. Once his approval was given, we decided to leave it up to him to distribute the pre-paid articles to his own faculty, and he recommended that there be no divvying at all — merely the monitoring of usage for this initial year. Thus, all Pay-Per-View purchases would come from the same large pool, and the program's continuance would be determined by how much each department had used.

against the grain people profile

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BORN & LIVED: Born in Greencastle, IN. Lived in Southern and Central Indiana.

EDUCATION: Attended **Indiana State University** – B.S. Elementary Education and Special Education (K-12). Attended **IUPUI IU SLIS** Indianapolis – MLS.

PROFESSIONAL CAREER AND ACTIVITIES: Currently the Serials and Electronic Resources Librarian for **Murray State University Libraries**. Member of: **ALA, KLA, NASIG**.

IN MY SPARE TIME I LIKE: I have two daughters of my own **Emma** (2) and **Gracie** (3), and a soon to be adopted nephew **Jon** (2), so I have very little free time, but have a lot of fun with them.

FAVORITE BOOKS: I do most of my reading online or in an e-format.

PET PEEVES/WHAT MAKES ME MAD: Overcomplexity and lousy signage and bad spelling.

GOAL I HOPE TO ACHIEVE FIVE YEARS FROM NOW: Achieve tenure at **Murray State University** and continue to contribute to the profession.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: I think it depends on where you are at; the needs of each individual library vary to such a large degree. I think in the next few years we will have to look at striking a balance between traditional subscriptions, open access models, pay-per-view options, and other sources of content. I think there will have to be give and take on both sides of the aisle, (publishers/vendors and libraries). 🌳

The program was revealed at a meeting of the Chairs of the departments within the College of Science, Engineering, and Technology just prior to the fall 2009 semester. Information prepared for this meeting included: a list of all the **Science Direct** journal titles included in the program, listed both by title and by discipline; a list of the titles available that had been cut in 2005; and a list of the titles available that are frequently (e.g., >5 requests per year) Inter-Library Loaned. The program was met with enthusiasm and thanks, as well as reluctance and suspicion. Some of the department chairs deemed this a progressive move, while others were suspect that this was a move to "get rid of" the journal subscriptions entirely, as well as Inter-Library Loan.

The program rolled out to the faculty via an email invitation from **Science Direct**. The mechanism was fairly quick, as departmental affiliations were created for statistical and monitoring purposes, and a simple email would affiliate the departmental name with the user's personal email. After logging into **Science Direct**, all users would simply have to identify that they are using the departmental access, and all articles are simply one click away.

The Future

In the short-term, we will be continuing to communicate with the targeted faculty groups

and get as many of them enrolled in the program as possible. Though we realize the first few weeks of school are hectic for everyone, we would have liked to see more faculty respond in a timely manner to the emails that provided them with their login information.

In the longer-term, we have initially committed to a three year program trial that is fully funded for each of the departments involved. We will be gathering statistics monthly on use by department, to inform the Dean of the College of Science, Engineering, and Technology to inform the allocation process for next fiscal year. We will also use these statistics to plan for future expansions or cancellations of our pay-per-view/transactional access programs. Alongside the transactional program, we intend to gather statistics on our current journal subscription usage. We will be looking for opportunities to switch individual titles to transactional access if the usage is consistent, but low. We will also be looking at adding subscriptions, if possible, to items that have consistently high usage within the transactional process. Ultimately, we are looking to ensure that the funds have the highest cost benefit, and that we are offering *the most* content that we can offer with the funds we are allocated.

Statistics can be gathered/received in two different ways. **Science Direct** sends out

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Lobbyists, Government and Public Trust: VOLUME 1: INCREASING TRANSPARENCY THROUGH LEGISLATION

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monthly use statements; this report shows the number of articles used by each of our departmental groups and the corresponding cost analysis. Statistics can also be gathered via the administrative interface. These statistics are real time and can be accessed at any time by the administrator. In addition, the administrator can set up email alerts to send out a notification email once a certain budgetary threshold is met within each of the accounts.

If the program proves to be successful, we will be looking into expanding the Pay-Per-View model with other, perhaps more specialized, publishers.

Conclusion

Transactional access/pay-per-view allows libraries to offer expanded access to content for which they cannot afford traditional subscriptions. **Murray State University Libraries** sees transactional access as one new tool in our arsenal. We do not intend for it to be a replacement for traditional modes of journal access, but rather a supplement to our existing collections. This program may also allow us to reallocate funds for rarely used journals that are available via transactional access/pay-per-view to purchase journals that will be used on a more frequent basis.

While we are in the beginning stages of this process we believe the experience has proved to be an exciting and relatively easy process thus far. We look forward to continuing our journey into the realm of transactional access/pay-per-view.

A Note to Publishers, Vendors and Librarians

After attending/presenting at the Electronic Resources Interest group meeting at the **2009 American Libraries Association Conference** in Chicago, IL, we have gained further valuable insight into the pay-per-view options that are available. We will be using this information to inform further program allocations.

After talking with librarians from all over the country, we also have a better grasp on the need and interest in such programs. In the future we can see the need for a vendor such as **EBSCO** or **SWETS** once again providing a pay-per-view/transactional access model across publisher lines, or, rather, an **iTunes** model for journals.

We would like to take this closing opportunity to challenge a vendor to roll out an inter-publisher pay-per-view service within the next few years and ask that fellow librarians contact their vendors to encourage them to move toward offering this type of service. We in the academic community want, but even more, *need* a service like this! If you build it we will come! 🌱

Pay-Per-Use Article Delivery at the University of Wisconsin-Stevens Point

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Introduction

Do your users really care about which subscriptions your library holds? Of course not, they just want the information they need and they want it quickly. Sure, there are those old hold-outs who want to know that their favorite pricey journal is just a walk across campus to the library, purchased *just in case* it may one day be needed. But, for most college libraries low-use, high-priced journal subscriptions are no longer sustainable and don't make much sense to continue. Many of these high-priced journal titles don't even belong in most college libraries to begin with. An institution that grants doctorates in chemical engineering can justify subscribing to *The Journal of Polymer Science*. But what about an institution like **UW-Stevens Point** that doesn't grant doctorates and only offers four master's degrees (none of which are in the hard sciences)? Yet, we still kept that subscription running and the money flowing — that is until we adopted our pay-per-use program.

Pay-Per-Use

While many journal subscriptions are pricey, but worth keeping due to high use, there are an alarming number of journal titles that are rarely used and cost a fortune. This is where pay-per-use comes in handy. Pay-per-use is the practice of purchasing individual journal articles directly from the publisher instead of carrying subscriptions. The user becomes a stronger participant in collection development by telling us exactly what is needed. The requested content is delivered to the user *just in time*, rather than the library guessing what might be needed and paying for costly subscriptions *just in case* they are needed. Of course, pay-per-use is not the answer for every journal subscription. There are definite advantages and disadvantages to consider before moving forward. See Figure 1 (page 24).

Background

The **University of Wisconsin-Stevens Point** is an undergraduate college with only a handful of graduate-level programs. **UW-Stevens Point** is part of the greater **University of Wisconsin System** and is one of 13 comprehensive (primarily undergraduate) campuses in the **UW System**. The **Council of University of Wisconsin Libraries (CUWL)** provides a forum and structure for

library and information planning within the **University of Wisconsin System**.

In June 2007, **CUWL** began pursuing the idea of pay-per-use article delivery in response to complaints from a group of faculty members from across the various comprehensive campuses demanding access to “the same resources **Madison** has” — referring, in part, to the **Elsevier Science Direct** and **Wiley Inter-science** subscriptions held by **UW-Madison**. The comprehensive **UW** campuses could not afford the hefty subscription fees for these databases, either collectively or individually. The faculty group also commented that while interlibrary loan services are highly regarded, there are many times when article delivery is too slow through traditional interlibrary loan services; particularly when faculty are competing for time-sensitive patents or scholarly publications. These factors made pay-per-use the best, perhaps the only, option to satisfy those research demands.

A **CUWL** committee, in conjunction with a statewide cooperative library support organization (**WiLS**), was able to negotiate discounts with **Wiley** and **Elsevier** for articles purchased directly from those publishers. **CUWL** set aside a pot of money to help the comprehensive campuses fund this new concept of pay-per-use, although individual campus libraries were still responsible for funding a portion of the service. **WiLS** also developed a simplified workflow to aid in ease of article ordering. A special queue was set up in the interlibrary loan system (**ILLIAD**) so that any **Wiley** or **Elsevier** article requested via interlibrary loan would automatically be flagged, and library staff could then easily determine whether or not to provide the article via the pay-per-use method.

Reason for Implementing at UW-Stevens Point

For political reasons (or perhaps pure nostalgia) **UW-Stevens Point** continued to subscribe to a number of high-cost, low-use print-only titles that gathered gobs of dust on our shelves. While our serials budget remained stagnant, journal subscription costs continued to balloon. Unable (and unwilling) to keep these subscriptions (or switch to electronic) we had little choice but to cancel several titles. Journal cancellations are always bad PR for an academic library — even if we are canceling subscriptions nobody is reading. This situation gave us the idea: why not cancel a long list of high-cost, low-use print journals and offer fast article delivery (via pay-per-use) in place of the subscriptions?

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With the **CUWL Project** already underway we had partial funding, an agreement for discounted **Wiley** and **Science Direct** articles, and a simplified workflow in place. As insurance, our library director pledged an additional \$5000 in case **CUWL** funds were spent before the pilot concluded. We were in a great position to start pilot testing our own pay-per-use program. We quickly identified that a majority of the print-only titles left in our collection happened to be from the publishers **Elsevier** and **Wiley**. We did a cost-per-use study on these titles and identified several titles with costs higher than \$30 per use (the average cost of an article ordered via the pay-per-use method). These titles were targeted to be canceled and replaced with a pay-per-use article delivery service. See Figure 2 for a selection of these titles.

In order to determine whether or not pay-per-use was a legitimate alternative to ongoing journal subscriptions we decided to run a pilot project, and use the information gathered to answer the following questions.

- Can we save money by eliminating high-price/low-use subscriptions and offering pay-per-use articles instead?
- Is pay-per-use faster than traditional ILL?
- How do our users feel about canceling these print subscriptions?
- Do our users prefer desktop article delivery or having access to print holdings in the library?

The Pilot Project:

Our primary goal in this pilot project was to find out if our users (faculty, students, and staff) find pay-per-use article delivery to be an acceptable substitute for selected print journal subscriptions. From February 2, 2009 to April 10, 2009 the library offered 24-hour desktop article delivery as an alternative to using the print version of several journal titles. To sweeten the deal, we also offered pay-per-use delivery of any article published in an **Elsevier** or **Wiley** journal; expanding access to over 3,000 different journal titles.

One of the main goals of the implementation of our pay-per-use program was to make it as easy as possible to use for both our users and our staff. This service needed to be as seamless as possible. We did not want our users to have to remember which titles were eligible and which ones were not, nor did we want them to have to remember a complicated process to request articles from these journals. Our solution was to utilize openURL (**SFX**) and interlibrary loan (**ILLIAD**) technology, two methods our users were already familiar with, to facilitate the ordering process.

On the user side, once an article was identified as needed, the user clicked on our FIND IT! (**SFX**) button to discover where the full-text was available. If the article was published in one of the 54 journals that were identified as possible cancellations a note was displayed

indicating that the article was available via pay-per-use article delivery within 24 business hours. The request was made using the standard interlibrary loan form that is automatically populated by **SFX**.

On the staff side, workflow was also kept simple. Once the user made the request, it was sent to a special queue in **ILLIAD**. Our interlibrary loan staff knew to order any request funneled to this queue via the pay-per-use method. A request in the special queue was found on the publisher's Website, paid for and downloaded. Due to arrangements made by **CUWL** and **WILS**, accounts were previously set up and the amount of the article was automatically deducted from these accounts. Once the article was downloaded, it was sent via email to the requester along with a link to a simple survey asking them to evaluate the service.

Marketing of this service was kept fairly simple. A general campus-wide message announcing the service was sent out via the "Message of the Day." Also, information was included as a news item on the library's Web page. More detailed information about the service, and lists of journals to be "replaced" via this service were sent to department teaching faculty.

In order to gather feedback, we developed a

questionnaire through *SurveyMonkey.com*. All pay-per-use articles were delivered to the user's desktop via email, and our ILL staff included a link to the questionnaire in the email along with a brief note requesting the user's participation. Figures 3-7 display our questions and the responses we received. Qualitative feedback was gathered in a comment section of the survey tool and also through communication with the campus departments.

Usage Results:

During the just over ten week period we received over 400 requests; the majority of which came from undergraduate students (75%) seeking **Science Direct** titles (80%). Total expenses were just over \$7,000.

We received a 10% response rate to our survey. While not an overwhelming number, we were still able to gather some valuable feedback. Our users were most impressed with the speed of delivery and the high quality of the articles (Figures 3 and 4). Specific comments include: "the figures (in full color!) were easy to view in this format. I also like the bookmarks tab on the side — how helpful" and "great to get the article so quickly and the quality of the copy was far superior to

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Figure 1

Advantages	Limitations
<ul style="list-style-type: none"> • Not committed to ongoing journal subscriptions • Access to a broader range of journals • Only pay for what is used • Save costs related to shelf space, binding, staff time, maintenance of electronic • Quality of articles (Color photos, etc.) 	<ul style="list-style-type: none"> • Access is not immediate • No archival copy • May pay for the same article more than once • Another alternative in staff workflow? • Accreditation requirements

Figure 2

Journal Title	Cost	Use	Cost/Use
Aquaculture	\$4,666	2.4	\$1,944
Journal of Memory and Language	\$1,025	2.6	\$394
Journal of Polymer Science: A & B	\$16,769	14.8	\$1,133
Journal of Separation Science	\$2,558	3.6	\$711
Solid State Ionics	\$5,389	5.8	\$929

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