

***Big Picture to Local Impact:***  
**SCONUL Shared Services**  
**Study**

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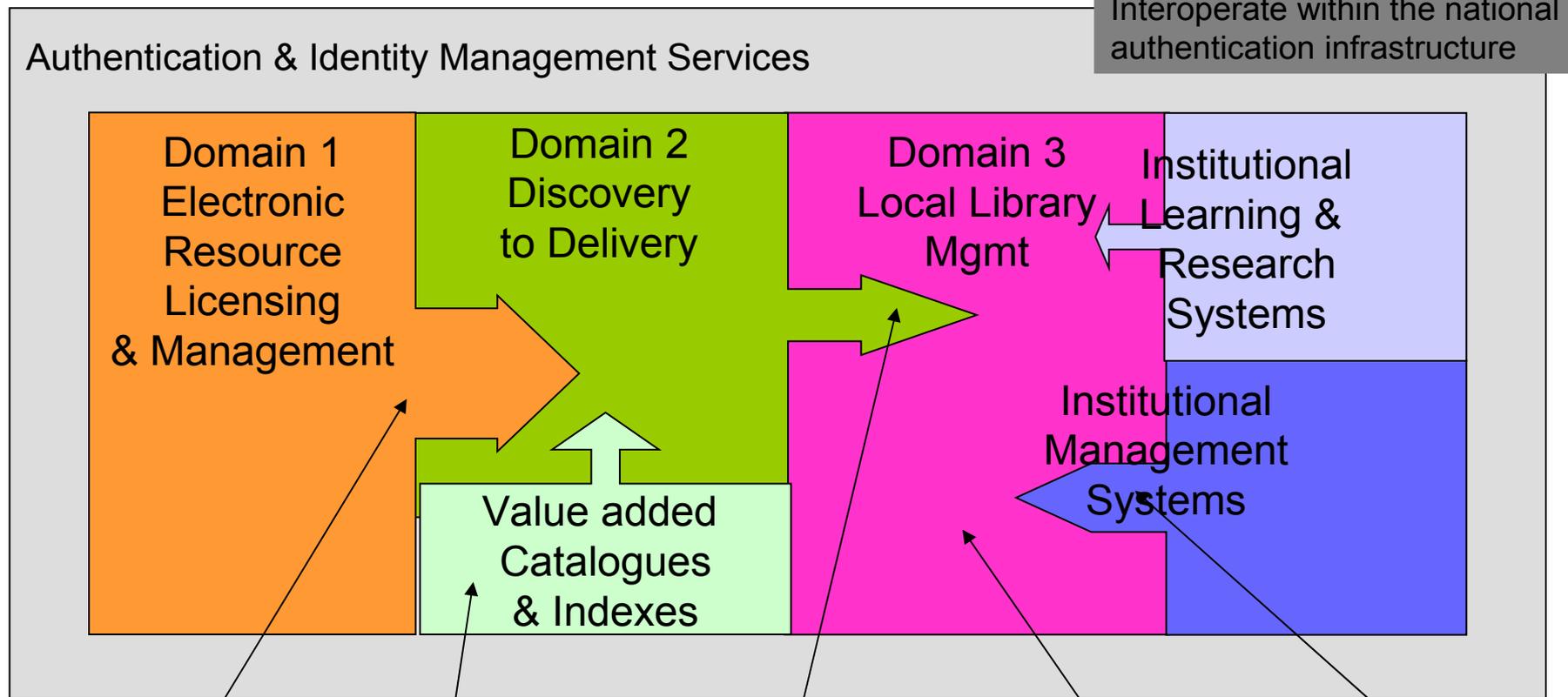
# The Shared Services Study

The study was tasked to investigate the library systems landscape within UK Higher Education, with the aim of identifying:-

- what, if any, opportunities exist to develop a shared service response (possibly Open Source) within the current LMS landscape
- whether there is a viable business case and delivery model to support any such opportunities

# ***PART 1: The big picture***

# Shared Services – a platform for progress



Domain 1 generates reliable large scale availability data, transforming electronic resource discovery in Domain 2

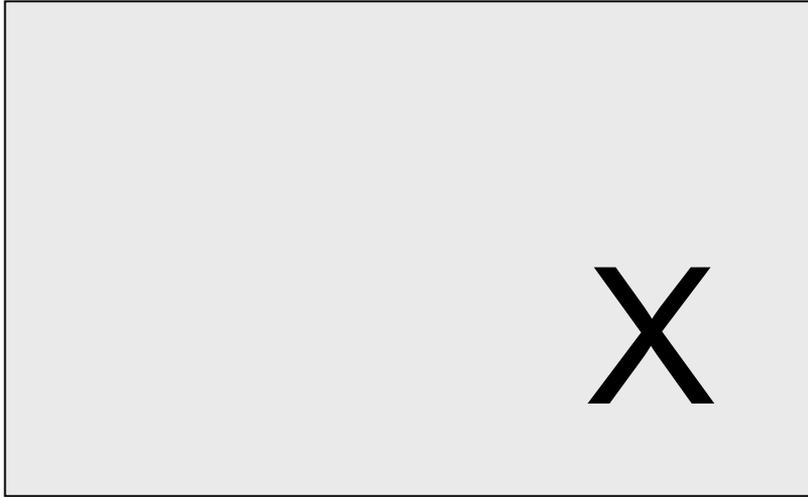
Domain 2 builds on this platform by incorporating union catalogues, finding aids, abstracts & indexes that add value at national scale.

Domain 2 aggregates a critical mass of records for electronic & print assets, becoming the default HE user search and access channel linked from Google

Domain 3 is required to manage a diminishing range of local print collection functions integrated with student, learning, research & financial systems and sharing data with the national shared services

Systems interoperate using web services

Shared Operation

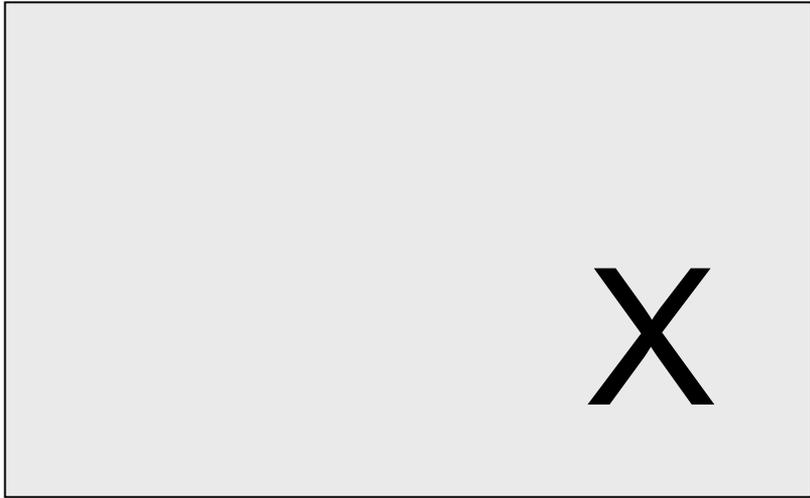


Local  
System

Shared  
System

Local Operation

Shared Operation



£££

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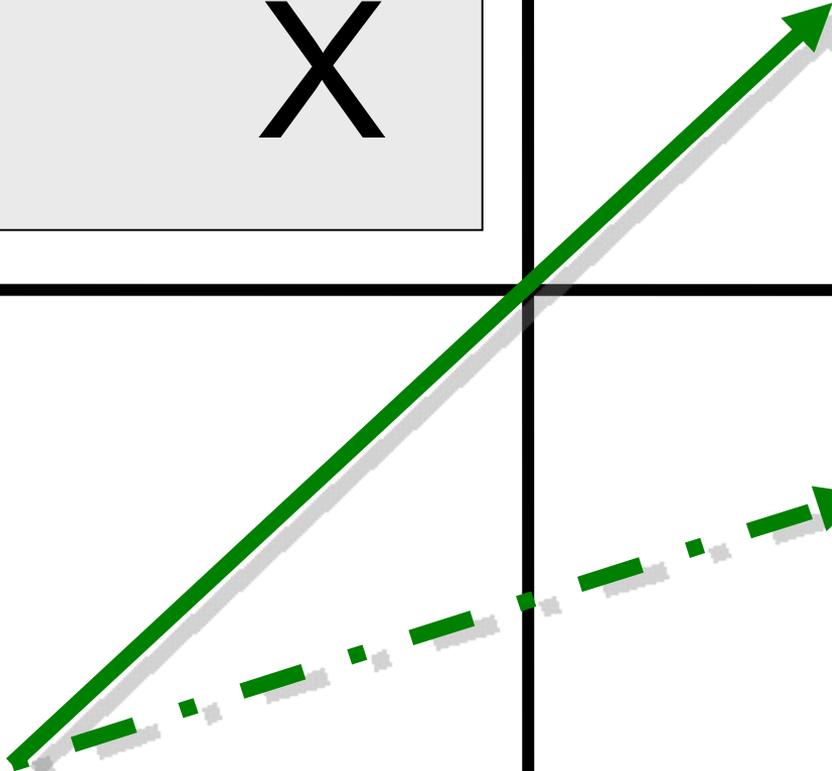
Local System

Shared System

£

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Local Operation



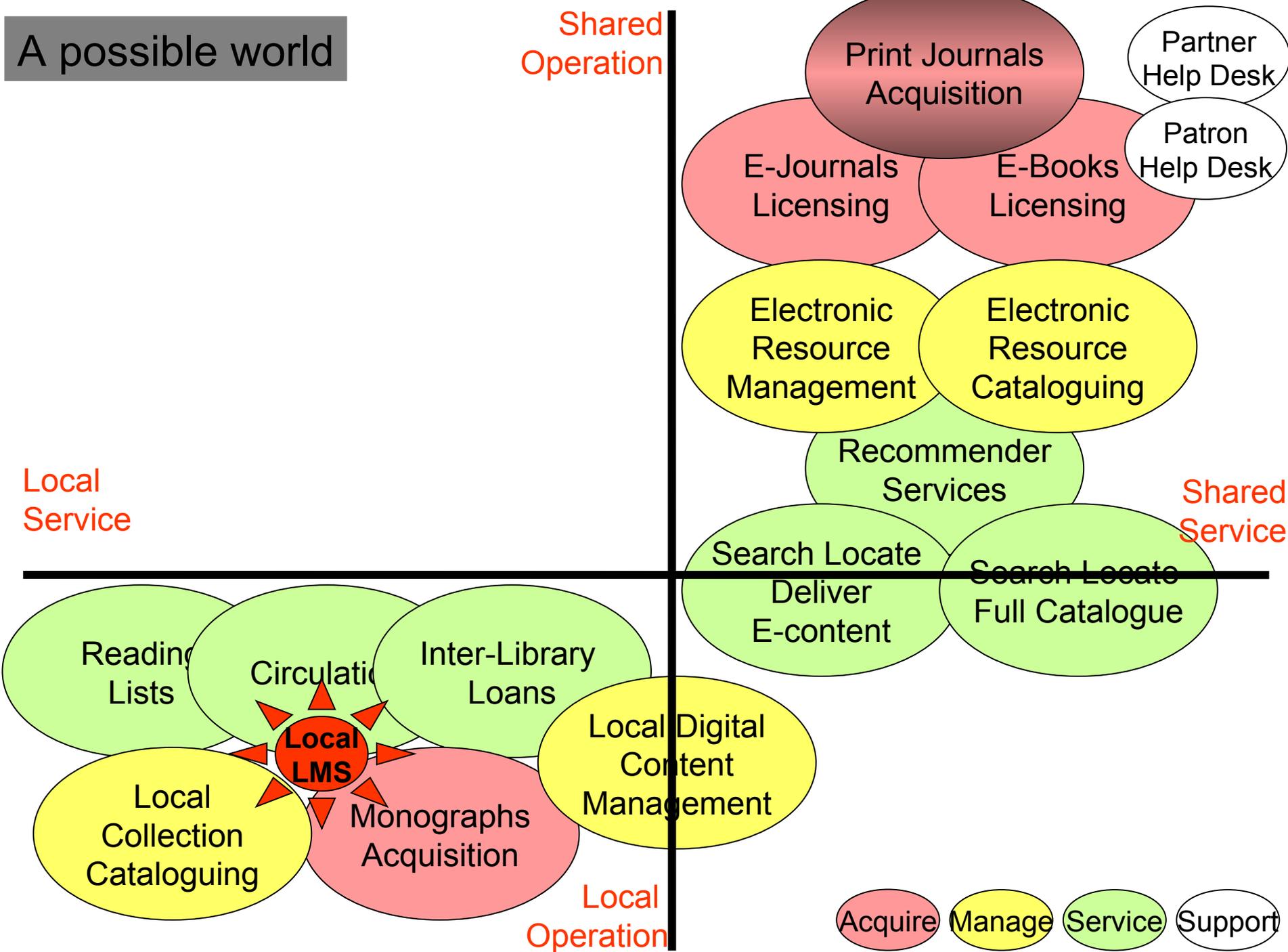
# A possible world

Shared Operation

Local Service

Shared Service

Local Operation



Acquire   Manage   Service   Support

# ***Shared Services rationale***

# rationale

- ‘Academic libraries across the UK are duplicating tasks that could be performed more efficiently on a shared basis. The web has raised questions around the value in traditionally localised processes (such as cataloguing) and services (such as the online catalogue or OPAC)’.
- ‘The development of the SCONUL shared services business case has underscored both cashable and wider benefits that could be deliverable to the UK HE sector, for the participating institutions, including their library services and for individual users - notably researchers, students and their teachers’
- It works! --lots of examples of shared services from around the world

	Domain1	Domain2	Domain3	UK Sector	HE Institution	Researcher	Student	Cash	Non-cash
<b>Benefits</b>									
1) ERM staffing costs	Y				Y			Y	
2) ERM licence costs	Y				Y			Y	
3) Content procurement costs	Y				Y			Y	
4) Service Desk costs	Y	Y	Y	Y	Y			Y	
5) Cataloguing costs	Y		Y	Y	Y			Y	
6) Componentised OS LMS choice			Y		Y			Y	Y
7) Ease of access	Y	Y		Y		Y	Y	[y]	Y
8) Efficiency of workflows		Y		Y		Y	Y	[y]	Y
9) Wider availability of assets	Y			Y	Y	Y	Y	[y]	Y
10) Discoverability of assets		Y		Y		Y	Y	[y]	Y
11) Reliability of data	Y		Y			Y	Y		Y
12) Quality of rights advice	Y				Y	Y	Y		Y
13) Recommendation services		Y			Y	Y	Y	[y]	Y
14) Service simplification & focus	Y	Y	Y		Y	Y	Y	[y]	Y
15) Deeper Business Intelligence	Y	Y			Y			[y]	Y
16) Community source partnership	Y	Y	Y	Y	Y			[y]	Y
17) Platform for enhancement*	Y	Y	Y	Y	Y				Y
18) International differentiation	Y	Y		Y	Y				Y
<b>Total 'benefits' per category</b>	<b>13</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>14</b>	<b>8</b>	<b>8</b>	<b>14</b>	<b>13</b>

# rationale

## **Shared services = cost reductions**

licenses, business processes, workflows and 'learn flows' can **beneficially be delivered at the national or consortium level**

- electronic content licenses, including e-journals, e-books and databases;
- local Library Management Systems and associated services – excluding the 'nuts and bolts' of hardware systems;
- staffing associated with data entry and management processes, such as cataloguing, licensing and rights management.
- staffing associated with the technical management of local library systems

***What is the shared service  
priority?***

# **Licensing and management of e-resources are what (the surveyed) HEIs consider most important**

Respondents to the Shared Services survey indicated

- 92% interest in a shared service (SS) undertaking e-Journals licensing
- 92% interest in SS undertaking e-Books licensing
- 84% interest in SS for ERM
- 77% interest in a shared service undertaking ERM

90% of respondents either agree or strongly agree that much ERM work is repeated unnecessarily across institutions.

88% of respondents either agreed or agreed strongly that ERM linked to licensing at a national level would be liberating

# ERM Survey

## Average Expenditure

Annual Staffing of  
licensing & ERM functions - £140,102

Annual Systems  
Licensing & Support - £8,294

Initial Systems Purchase - £13,362

50 respondents – October 2009

***What is the nature of the proposed shared service?***

# The key problem areas that we are addressing

- Emerging processes and workflows relating to electronic resources
- management of permissions and rights
- seamless discovery to delivery services;
- extended search functionality;
- dislocation between these requirements and traditional Library Management Systems geared to the management of print resources.

# What will the service be? (1)

- In the target scenario, a shared ERM service will be used ...to keep track of electronic information resources, supporting acquisition and management of licensed e-resources.
  - resources licensed at a UK level where all students and staff in the UK can access them
  - resources with a UK framework agreement where any UK institution can obtain discounted access for its staff and students with standard licenses.
  - The system will handle the metadata for resources and machine-readable versions of all licence agreements.
  - The ERM system will include usage statistics related to the electronic resources.

# What will the service be? (2)

The core shared service will be centred on 'e-resource lifecycle and access management' encompassing e-journals, e-books, abstracts and other digital content. The shared service will incorporate

- Licence negotiation and procurement.
- Licence, access and descriptive metadata management (with the optional opportunity to add local value to the metadata).
- Seamless Discovery to Delivery workflows, with direct authenticated access to full text where available.
- Integrated discovery services – abstracts, citations, indexes and metasearch.
- Integrated monograph discovery.
- Usage statistics (attention & activity) - for management information and as a starting point for a recommender service.
- UK wide user authentication and authorisation.
- Integration of member HEI systems through common web service interfaces
- Open data and web services in support of institutional, community and commercial developers.
- Service desk support for member libraries and their users.

# Potential for additional ‘value added services’

that will benefit institutions and the community at large. The extended opportunities currently identified include

- provide a broader based Digital Rights Management service that would cover content generated within institutions;
- consolidate the management and amplify the presence of open resources currently scattered across UK services and initiatives;
- surface and enable the discovery of UK research collections of national and international importance
- responding to demand from the sector for an ERM linked to licensing
- responding to demand from the sector that a national ERM would pave the way for effective national resource discovery

# Shared benefits -- to the HE sector as a whole

- Maximise return on investment in system wide discovery to delivery services. Provide an optimal platform for realising the potential of Web 2.0 services (notably open data, recommender services and user generated content) within the national information environment.
- Enable vendors, service providers and community developers to enrich the service landscape with best of breed applications.

# ***PART 2: local Impact***

# Benefits

- The shared management of electronic resources would be greatly simplified with standard licences. Even if there remained some localised needs, a cooperative approach to licensing would ensure that e-resource librarians would only have to input those localised clauses.
- A single central system that could be readily queried for licensing terms of individual journal titles would be a great step forward

# Benefits to the Institution

- Provide cost savings relating to efficiencies of process and economies of scale.
- Leverage national reach from current selective licensing spend.
- Reduce licensing overheads, systems investment and resource management.
- Open opportunity for smaller institutions challenged by maintaining their collections and services in a fast changing environment.

# Benefits to librarians (make life easier!)

- Simpler, easier to manage and easy to understand licensing arrangements which would help support collaborative research between institutions and activities with Business and Community Engagement partners.
- Enable senior librarians to focus more effectively on the optimisation and integration of services.
- Generate a new level of management intelligence that will contribute to the effectiveness of library purchasing, services and learning support.
- Standardise the integration of resource workflows with institutional systems for student records, learning and accounting.
- Provide centralised and authoritative librarian and user service desk support relating to licensing and access.

# Benefits to students and researchers

- Guarantee equality of access to electronic resources for students and researchers across institutions, potentially including colleges delivering such as Foundation Degrees.
- Ensure consistent exposure of resources through the search engines of choice.
- Enhance trust, clarity and efficiency in the resource discovery process.
- Provide a visible national differentiator for overseas students seeking to study in the UK HE system.

# Benefits –some ‘vignettes’

- *Josie is an undergraduate* **working away** from the institution on her final year dissertation, which requires **access to specialist journals** as well as standard bibliographic resources. She remembers the **eye opening difficulties** she experienced in her first year in **navigating indexes and catalogues** to locate and gain access to resources listed in the VLE and Google Scholar.
- Access now follows a **logical and direct workflow** from discovery to delivery. Having identified and bookmarked five resources through the shared service book and article web search, she is able to **move directly to the electronic copies** of all but one without logging on to any other service. Her bookmarks link her directly the licensed resources - to two e-journal articles (one from a publisher, another Open Access), to a key text available as an e-book and to a digitised copy of an older book. In the final case, she is **directed** to her university service to request a scanned copy of a print article.

# Benefits –some ‘vignettes’

- *Ahmed is a post-doctoral researcher* in an interdisciplinary field who has often been frustrated by **the limited range of journal titles available** to his research group. Part of the problem is that, typical of interdisciplinary work, his research crosses into **areas not core to his department**, though the biggest issue is **budget** in a small university with a teaching focus.
- The **national deals** now available for major publishers have enabled his institution to sign up for scientific and geographic titles that meet the needs of his group. As a result he is able to **engage** much more dynamically with **peers** elsewhere in his global circle as well as to ensure that he is not wrong-footed by inability to access the **latest** work on demand.

# Benefits –some ‘vignettes’

- ***Earl is a subject librarian*** at a large research-intensive institution. Over the past decade, one of the most frustrating things in his job has been the unremitting requirement to resolve **electronic resource access issues**. As well as the daily undergraduate queries, he vividly remembers the visiting researcher from Brazil and the high profile corporate partner working on automotive ergonomics. **Who could access what from where?** Then there were the tricky cases relating to reproduction where the **rules might differ** from publisher to publisher, or even licence bundle to bundle and yet **no one could ever be sure**. To top it all, he was asked to oversee the implementation of the ERM system unsuspectingly purchased as part of some systems deal.
- Now the local **ERM** system has gone, the **help desk** for rights queries is managed nationally and the **deals** seem to be struck by smart negotiators with the practical issues and exceptions in mind. So Earl can get back to being an **expert subject librarian** supporting some very weighty scientific research groups and a large cohort of students.

# In summary — the business case

- The business case is grounded in
  - £ Procurement & licensing
  - \* Access, discovery and delivery
  - \* Plus associated 'web scale' user services
- This demands consideration of remaining local library services which will consequentially have a reduced footprint.

# Where do we go next?

- As set out by Jane Core at the AGM, the SCONUL Shared Services Steering Group is actively seeking out a viable proposal in the licensing and ERM domain
- Libraries willing to assist in bottoming the practical local process and work flow realities in fuller detail.
  - Formulation of target ‘user stories’ under the ‘Acquire’ theme in partnership with the Kuali OLE project
  - Development of operational ERM cases studies through the immediate JISC LMS project
  - Proposed specification work to define what we need for a national shared service ERM
  - Feedback on your investigations and plans relating to licensing and ERM (for example discussions with vendors)
  - [Contact Anne Bell at the University of Warwick if you want to take part in these immediate actions](#)

# More information...

Shared Service article..

**Higher Education**

**Library Technology**

<http://helibtech.com/>

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