Executive Summary
We have completed both the activities outlined in the initial grant proposal as well as the projects proposed in the one-year grant extension with the following outcomes.

- 230,313 volumes withdrawn with an additional 150,575 slated for withdrawal while retaining access to all these titles within the state
- 19,044 square feet reclaimed or planned to be reclaimed, allowing for the repurposing of space to better meet user needs
- 53 public domain titles related to Indiana history digitized and being made available through Internet Archive for the entire world to access
- Cooperative purchase of Oxford University Press monographic content identified and negotiated, providing forty-six participating libraries unlimited concurrent access to 649 titles for $152,610 that would have cost $3,056,060 without the group negotiation. This represents a 95% savings. This content can be used to replace selected textbooks, alleviating some cost to students.
- ALI and PALNI agreed to provide additional funding for the SCS Fees Budget line to allow data migration and a partial update within GreenGlass for Groups for added retention analysis and allocation capabilities. Ball State University is also joining the project at their own expense.

The project has encouraged state-wide thinking from collection managers and has identified potential collaboration with states in the region.

Introduction
The Lilly Endowment granted $225,000 to the Private Academic Libraries Network of Indiana (PALNI) in support of a Shared Print Collections Study in partnership with the Academic Libraries of Indiana (ALI). Thirty-six ALI libraries, including all twenty-three PALNI libraries, chose to participate in the study (Appendix A).

The goals of the study are
1. to provide participating libraries an opportunity to reduce their print collections with minimal impact on library users;
2. to allow participating libraries to reclaim space for other purposes more directly beneficial to library users;
3. to identify unique print items within the collections of participating libraries for preservation and potential digitization;
4. to inform and influence ongoing collection development at the individual libraries; and
5. to develop a statewide strategy for print book collections, which may involve cooperative purchasing.

The project group completed the primary work outlined in the Lilly Endowment-funded grant proposal to study library print collections to reduce duplication and optimize space by July 2015. The project was under budget, and the Lilly Endowment agreed to allow the remaining funds to be directed toward the following projects, which were described in the “Other Benefits of the Study” section of the original grant proposal.

1. Digitize out-of-copyright books related to Indiana history that the study identified as scarcely-held. This would serve as a pilot for future digitization efforts and expand the accessibility of these Indiana materials beyond the owning library to the entire world. [Goal 3]
2. Conduct additional data analysis in order to identify appropriate statewide, cooperative purchasing options. Partner libraries expressed great interest in leveraging our group buying power and reducing duplication while at the same time broadening the scope of resources we are able to make available throughout the state. Preliminary plans included group purchase of electronic book packages and/or a group demand-driven acquisitions program. [Goals 4 & 5]
3. Additional meeting costs, miscellaneous costs for shipping of materials for digitization, project coordinator costs to facilitate greater collaborative purchasing to extend access and increase the breadth of materials available within Indiana, and to facilitate the gather of material for digitization.

**Project Timeline (July 2015-July 2016)**
The initial digitization phase was completed in June 2016. Initial negotiation of the first statewide, cooperative purchase was completed in June 2016, with cost sharing discussions continuing to occur among partner libraries.

- **December 2015:** Digitization pilot project titles gathered from participating libraries
- **January 2016:** Digitization pilot project titles sent for scanning
- **March 2016:** Plan in place for statewide, cooperative purchase pilot
- **June 2016:** Digitization pilot project complete and titles available through an online repository
- **June 2016:** First statewide, cooperative purchase negotiated

**Project Results**
The ALI-PALNI Shared Print Project is documented on the ALI website at [http://academiclibrariesofindiana.org/home/sharedprintproject](http://academiclibrariesofindiana.org/home/sharedprintproject) as a resource to both those participating in the project and others in the library community with interests in shared print initiatives.

Partner libraries have used the data provided to them through Sustainable Collections Services’ online collection analysis tool. This tool allows libraries to develop local withdrawal criteria and create lists of withdrawal candidates. The Project Coordinator gathered data from project participants regarding library actions taken as a result of this data. Throughout the life of the project, thirty-three of the thirty-six libraries have submitted reports regarding volumes withdrawn, space reclaimed, and actions taken on scarcely-held items.
Volumes Withdrawn [Goal 1]
Participating libraries submitted 5,273,588 records for analysis. Currently, more than 230,000 volumes have been withdrawn with an additional 150,575 slated for withdrawal. Many of the slated withdrawals reported last year have been realized and several libraries are continuing to withdraw throughout the summer of 2016. Based on the reports submitted, the partner libraries will withdraw a minimum of 7% of their circulating monograph collections. This is especially impressive considering several libraries have indicated that they have no plans to weed.

Space Reclaimed [Goal 2]
In standard library shelving, a conservative estimate is that there are 20 volumes per square foot. Based on this, participating libraries have reclaimed or plan to reclaim approximately 19,044 square feet of space through the withdrawal of 380,888 volumes.

Many of the libraries have created or are in the process of creating additional student study space or have moved student services (e.g. student writing center) into the library. A number of libraries were at or near capacity and will use the space to add to the collection. The University of Indianapolis completed a major renovation that was assisted by the ability to make data-driven withdrawal decisions (see photographs below). Perhaps one of the most unique uses of space cleared as a result of collection withdrawals is that of the Indiana University School of Dentistry Library. They removed shelving and are currently hosting mock dental operatories while other parts of the school’s building undergo expansion (see photos below).

The majority of future plans, including those of libraries planning full-scale renovations, is to use the reclaimed space for additional student space including group study rooms; collaborative learning spaces; instruction classrooms and labs; and the relocation of academic support services to the library.

University of Indianapolis
Indiana University School of Dentistry Library
Actions Taken on Scarcely-Held Items [Goal 3]
The Policy Group was conservative in its initial approach to the definition of scarcely-held to maximize weeding efficiency and reducing the risk of losing access to titles within Indiana. To be considered scarcely-held, titles had to fall under the following criteria:

- Fewer than 4 copies in Indiana (exact edition)
- Fewer than 4 copies in the US (exact edition)
- Not held by at least one of IU-Bloomington, Purdue University, or University of Notre Dame

Titles meeting any one of these criteria were placed on scarcely-held lists. Therefore, a title could be owned by only two libraries in Indiana but thousands in the US or not held by one of the three Indiana academic research libraries, but held by 50 other Indiana libraries and still be placed on the scarcely-held list.

Because we were conservative in our criteria for scarcely-held, there are a large number of items on each library’s scarcely-held list. For example, under the scarcely-held criteria, a title might be owned by only two libraries in Indiana but might also be owned by several thousand libraries in the United States, thus reducing the risk presented by withdrawal by a project participant. In response to requests from partner libraries to withdraw such titles from their collections, the Policy Group reviewed suggested categories for withdrawal as well as possible holdings criteria that would allow each library’s scarcely-held list to be reduced without endangering the collective collection. A new set of criteria for scarcely-held weeding was established and distributed to participating libraries. As part of this process, the Project Coordinator also created a website
where libraries can publicize their particular collection interests or offer materials to the other participants prior to withdrawal if they feel someone in the group should retain the material. It is anticipated that this will increase the number of volumes withdrawn as well as the amount of square footage reclaimed for patron use.

Many participating libraries are also taking the step of identifying the truly rare or at-risk titles and are committed to retaining and preserving these items. For instance, IUPUI University Library has identified the titles for which it is the only owning library in the world, US, or Indiana. These items are being inventoried and some will be transferred to Special Collections. Retention commitments for these items will be noted in OCLC and the local catalog. Though formal retention commitments are not a requirement of the project, nine libraries (three more than previously reported) indicated that they will be noting such a commitment for their rare items. Several libraries are planning an inventory and will determine what scarcely-held items are damaged or missing.

In addition to its utility for determining withdrawal lists, SCS’ online collection analysis tool provides several catalog remediation reports. While not all libraries have yet delved into these, a number have taken the opportunity to improve local catalog records, update OCLC holdings, and correct cataloging errors based on the remediation reports. Libraries also used the Possible Duplicates list to identify additional items for withdrawal. This work not only improves access to items to our users but also assists us in ensuring preservation of the scholarly record by allowing other groups and institutions to have access to accurate holdings information.

This comment from one of the participants sums up how important funding for SCS services was to this project:

“GreenGlass [SCS’s online collection analysis tool] lists were THE most important component in our project. We worked from the reports to determine which items should be pulled. I can't overemphasize the amount of time saved by the availability of this data and our ability to create customized reports.”

**Digitization Project [Goal 3]**

In order to increase access to titles that are rare within participant collections [Goal 3], the collaborative embarked on a pilot digitization project. Fifty-three public domain titles related to Indiana history that had not been previously digitized were identified. These titles are held across ten of the participating libraries. The Project Coordinator was responsible for the gathering of these titles, coordinating with the IUPUI University Library Center for Digital Scholarship and Lyrasis, and creating metadata for each title. Thirty-one of the digitized titles have been added to the Internet Archive with the others soon to follow. The Lilly Endowment Inc.’s support of this project is acknowledged in the metadata record of each title. The entire world can now access them in the ALI-PALNI Shared Print Project collection at [https://archive.org/details/indianasharedprint](https://archive.org/details/indianasharedprint).

**ALI-PALNI Shared Print Project Collection in Internet Archive**
Example of Funding Information in Internet Archive Metadata Record

Sponsored date: 20160630
Funding: Funding provided by Lilly Endowment Inc.

Digitized as a part of the Academic Libraries of Indiana-Private Academic Libraries Network of Indiana (ALI-PALNI) Shared Print Project.

Publisher: Indianapolis, Ind.: A.W. Bowen & Company
Pages: 1152
Possible copyright status: This item is in the public domain.
Language: English
Digitizing sponsor: LYRASIS and LYRASIS Members
Book contributor: ALI-PALNI Shared Print Project
Collection: indianauniversitykokomo; indianasharedprint; americana

**Collaborative Collection Management Project [Goal 4 & 5]**

The data analysis provided by SCS has given participating libraries the tools to achieve the first three goals described in the introduction and has informed discussions amongst the PALNI and ALI member libraries regarding ongoing collection development activities and shared collections [Goals 4 & 5]. On May 15, 2015, project participants were invited to a meeting to discuss potential collection development collaborations. Several possibilities were identified including a consortial e-book package purchase and a consortial e-book patron-driven acquisitions project. The goal of any such project is to leverage our group buying power and reduce duplication while at the same time broadening the scope of resources we are able to make available throughout the state.

To move this portion of the project forward, ALI constituted the Collaborative Collection Management Data Analysis Task Force. In addition, PALNI contracted with Anne Osterman, Virtual Library of Virginia (VIVA) Executive Director, to conduct further data analysis to guide the Task Force in choosing an appropriate cooperative purchase opportunity. VIVA is the only other consortium that has advanced as far as ALI to consider how to purchase monographs together using shared print data. Anne Osterman’s statistics expertise was a vital asset in developing methodology to address data gaps and prioritize opportunities. The group met weekly or biweekly from October through February.

In February, we were able to identify Oxford University Press as the publisher with monographic content that was both highly purchased by Indiana academic libraries and also highly used and would directly benefit students and faculty. Kirsten Leonard and Josh Petrusa from Butler University began negotiations with Oxford, consulting with other consortia to determine best strategies. We used the
shared print data to determine a fair price by determining average numbers of copies per title purchased by the group in recent years.

The result of this negotiation is the cooperative purchase of Oxford University Press monographic content between forty-six participating libraries (as of July 27, 2016), providing unlimited concurrent access to 649 titles at a cost $152,610 that would have cost $3,056,060 without the group negotiation, representing a 95% saving. These titles fall into subject categories that were identified through the data analysis as the most widely collected across the group (Business and Management, Classical Studies, Economics and Finance, History, Literature, Philosophy, Religion, Social Work, Sociology). This content can be used to replace selected textbooks, alleviating the cost to students.

Next Steps
There is additional public domain material in the pipeline for digitization, which will increase the total titles digitized by two-thirds and will focus on religion titles in addition to a few remaining Indiana history titles. When requests for the Indiana history titles were first sent to partner libraries, one university found that several of the rare titles they held were affected by mold. The library director sent them to have the mold arrested, and the books are now ready to be digitized. The ALI-PALNI Shared Print Project brought this to the library’s attention before the books were completely destroyed and now will make the digital preservation of their content possible. This example perfectly illustrates the need for such projects to identify rare materials and ensure their continued preservation and accessibility for future readers.

In February, we were approached by SCS (now owned by OCLC) to consider how our project group might use their new tool, GreenGlass for Groups. The project cost was estimated at $20,000. We did not have sufficient funding in the current project budget under SCS Consulting to support it. However, the additional functionality (outlined below) was of high interest to the group.

- Provide GreenGlass for Group visualizations and group modeling tool which will also include the scarcely-held material so that we can consider how to effectively preserve content in the group
- Include the Michigan Shared Print Initiative (MI-SPI) as a comparator to assist in understanding collaborative opportunities between the two groups
- Add to the shelf-life of our dataset by removing weeded holdings and updating the comparator group holdings
- Add OCLC Work IDs to each title to allow for newly developed features in GreenGlass (identification of multiple editions)
- Inspire additional ideas about possible next steps

A proposal was made to the PALNI Executive Committee and ALI Board to request additional funds from those bodies to move forward with the data work necessary to use GreenGlass for Groups. Both were highly supportive and interested in the additional collaborative impetus it would give us and agreed to fund the project. In addition, Ball State University is using this opportunity to join the project and will be paying individually to bring their records into the group.

The ALI Collaborative Collection Management Data Analysis Task Force and the ALI Resource Advisory Committee will analyze lessons learned from the Oxford ebook purchase about how content is used for courses to offset costs to students, how the content is used for other academic research, and how the content use is distributed amongst the participating libraries. We will then develop next steps for a second publication year of Oxford purchases if warranted. We also hope this usage data will help us identify other collaborative efforts for maximizing access while minimizing costs for monograph
purchases. The few institutions who chose not to participate in the Oxford offer because either they were heavily technical-focused institutions or had budget limitations noted that they were very much interested in pursuing collaboration at this level. For instance, the Ivy Tech institutions are interested in pursuing a group purchase of first-year materials. This initial pilot is already causing collection managers to alter their practices to take advantage of group efforts.

Kirsten Leonard, Tina Baich, and other representatives of the ALI-PALNI Shared Print Project met with members of MI-SPI, Michigan’s Shared Print Initiative, on July 25, 2016. The purpose of the meeting was to better acquaint each other with our individual efforts and begin to discuss ways in which we could partner to create a regional shared print initiative. MI-SPI recently did a complete refresh of their data with SCS and included ALI as one group of libraries to which their data was compared. As we move into the GreenGlass for Groups minimal refresh described above, we intend to do the same with the MI-SPI libraries. This will be an initial step towards identifying possible benefits of collaboration between the Michigan and the Indiana groups. Representatives plan to meet again in early 2017 to review our data findings, continue learning from each other’s experience, and brainstorm ways in which we can collaborate more deeply.

**Conclusion**
The support of the Lilly Endowment, Inc. for this project has enabled the Academic Libraries of Indiana to make a giant leap forward in collaborative collection management. Our meeting with MI-SPI showed us that both the funding and the structure of ALI were essential to develop an understanding of our collection needs. Tina Baich and Kirsten Leonard continue to present to other groups and organizations on the developments from the grant. The Lilly Endowment Inc. support has had a strong impact on collecting practices in the state of Indiana which is reverberating worldwide.

Submitted by:
Tina Baich, ALI-PALNI Shared Print Project Coordinator
Kirsten Leonard, ALI-PALNI Shared Print Fiscal and Project Manager
Appendix A

PALNI Libraries:
1. Anabaptist Mennonite Biblical Seminary
2. Ancilla College
3. Anderson University
4. Butler University
5. Christian Theological Seminary
6. Concordia Theological Seminary
7. DePauw University
8. Earlham College
9. Franklin College
10. Goshen College
11. Grace College and Theological Seminary
12. Hanover College
13. Huntington College
14. Manchester University
15. Marian University
16. Oakland City University
17. University of Saint Francis
18. Saint Joseph’s College of Indiana
19. Saint Meinrad Seminary and School of Theology
20. Taylor University
21. Trine University
22. University of Indianapolis
23. Wabash College

ALI Libraries:
24. Indiana State University
25. Indiana University Kokomo
26. Indiana University Northwest
27. Indiana University Southeast
28. Indiana University-Purdue University Fort Wayne
29. Indiana University-Purdue University Indianapolis University Library
30. Indiana University-Purdue University Indianapolis, Ruth Lilly Medical Library
31. Indiana University-Purdue University Indianapolis, School of Dentistry Library
32. Purdue University Calumet
33. St. Mary’s College
34. St. Mary-of-the-Woods College
35. University of Southern Indiana
36. Valparaiso University