UAB LIBRARIES
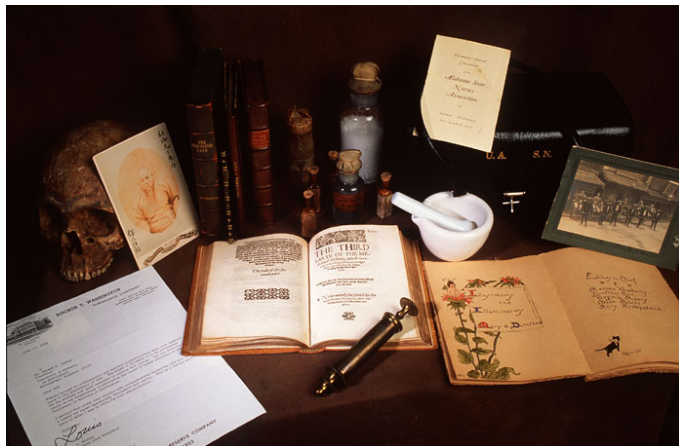
Knowledge that will change your world

"Making Strategic Combinations/Consolidations to Ensure Sustainable Relevance"

MERVYN H. STERNE LIBRARY

LISTER HILL LIBRARY OF THE HEALTH SCIENCES

John M. Meador, Jr.
Inaugural Dean of Libraries
University of Alabama at Birmingham
Birmingham, Alabama, U.S.A.

REYNOLDS-FINLEY HISTORICAL LIBRARY

LISTER HILL LIBRARY AT UNIVERSITY HOSPITAL

University of Alabama at Birmingham

UAB's Campus covers 100 city blocks and is Alabama's largest single employer, with more than 23,000 employees, having a local economic impact of more than $5 billion annually.

UAB Hospital is the third-largest public hospital in the U.S.A., with 391 UAB Physicians on Best Doctors in America list for 2015-16.
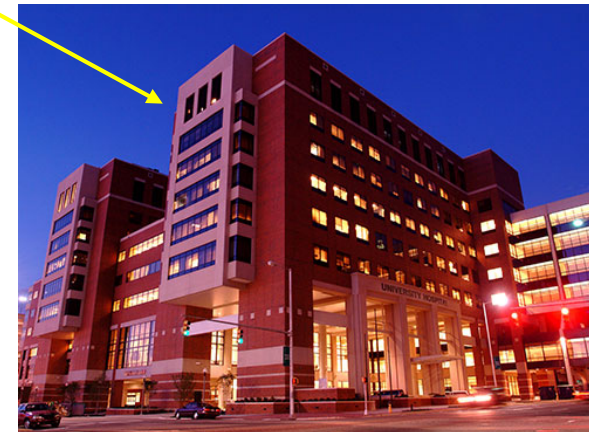
INTERNATIONAL REPUTATION

In its 2016 Best Global Universities ranking, U.S. News & World Report rated 750 institutions.

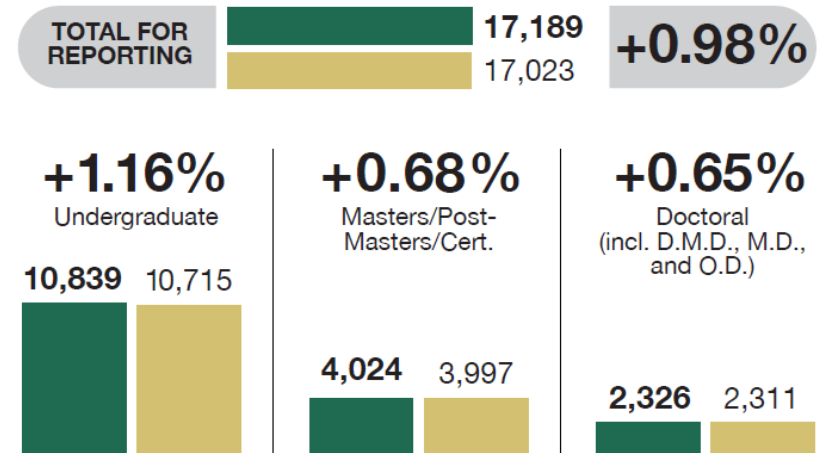UAB has 51 baccalaureate degree programs, 51 master's programs and 40 doctoral programs, including one of the only Ph.D-level medical sociology programs in the world.

HERE'S WHERE UAB STANDS:

#25 microbiology

#1 among Alabama universities

#74 nationwide

#200 worldwide

#27 immunology

#118 citation impact

#184 publications

#50 clinical medicine

#192 Ph.D.s awarded

3 UAB programs were ranked in the top 50 worldwide

UAB THE UNIVERSITY OF ALABAMA AT BIRMINGHAM
Knowledge that will change your world

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Headcount Enrollment Report, Spring Semester 2016

■ 2016   ■ 2015

TOTAL FOR REPORTING   17,189 / 17,023   **+0.98%**

+1.16% Undergraduate
10,839   10,715

+0.68% Masters/Post-Masters/Cert.
4,024   3,997

+0.65% Doctoral (incl. D.M.D., M.D., and O.D.)
2,326   2,311

Source: UAB Institutional Effectiveness and Analysis

Articles from UAB affiliated authors and published on ScienceDirect have been downloaded 4,289,005 times across the globe between 2009-2013
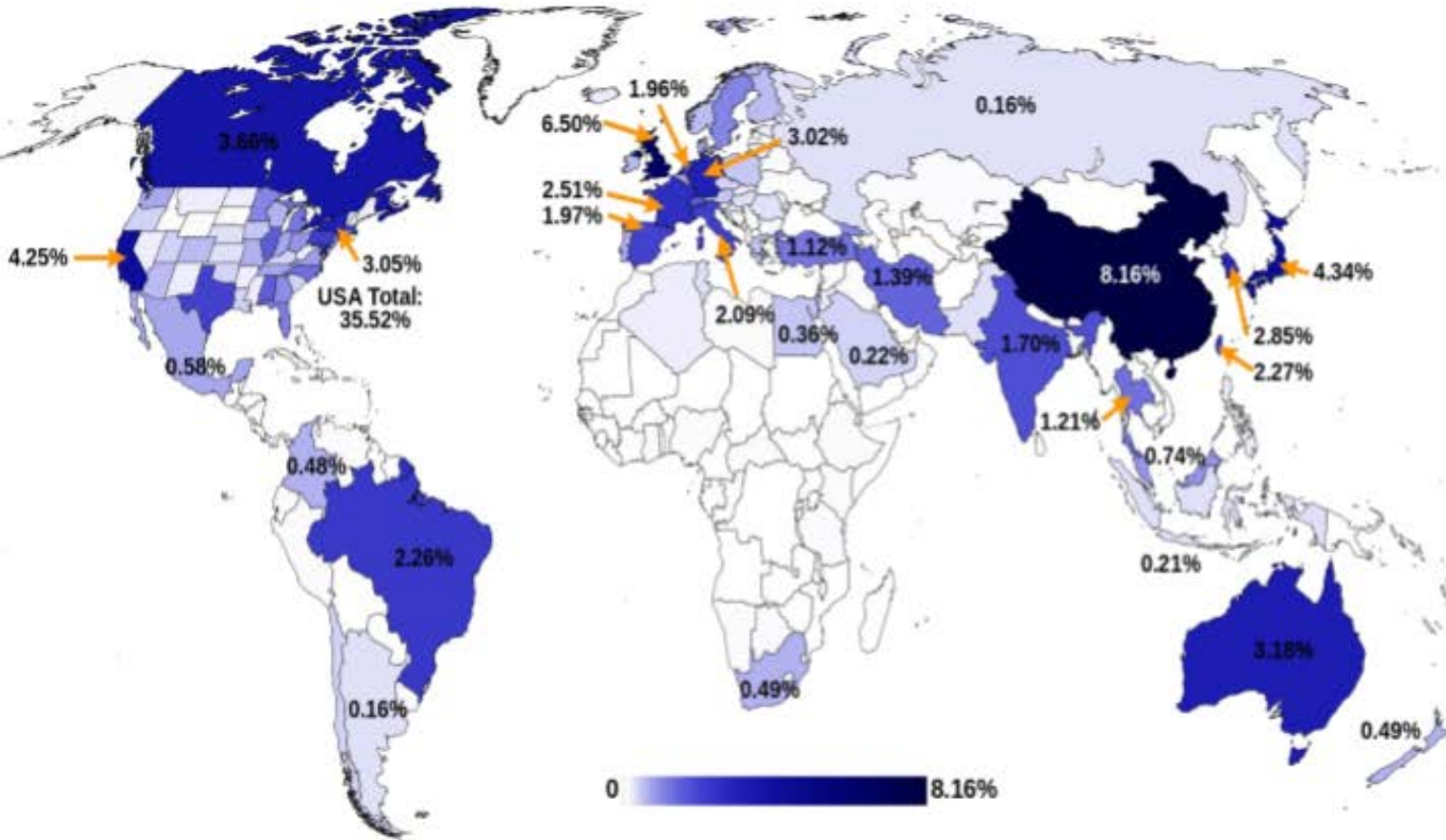
Top 20 Downloading	
China	8.16%
United Kingdom	6.5%
Japan	4.34%
California (USA)	4.25%
Canada	3.66%
Australia	3.18%
New York (USA)	3.05%
Germany	3.02%
Korea, Republic of	2.85%
France	2.51%
Taiwan, Republic of China	2.27%
Brazil	2.26%
Maryland (USA)	2.12%
Pennsylvania (USA)	2.1%
Italy	2.09%
Massachusetts (USA)	2.04%
Spain	1.97%
Netherlands	1.96%
Texas (USA)	1.94%
India	1.7%

Source: Elsevier Web Analytics Department,

UAB Research: 10th among public universities in the U.S.A.

In 2015, UAB researchers received $243 million in National Institute of Health (NIH) funding while total research expenditures at UAB exceeded $510 million.

A Turbulent Environment for Academic Libraries

Be Relevant!
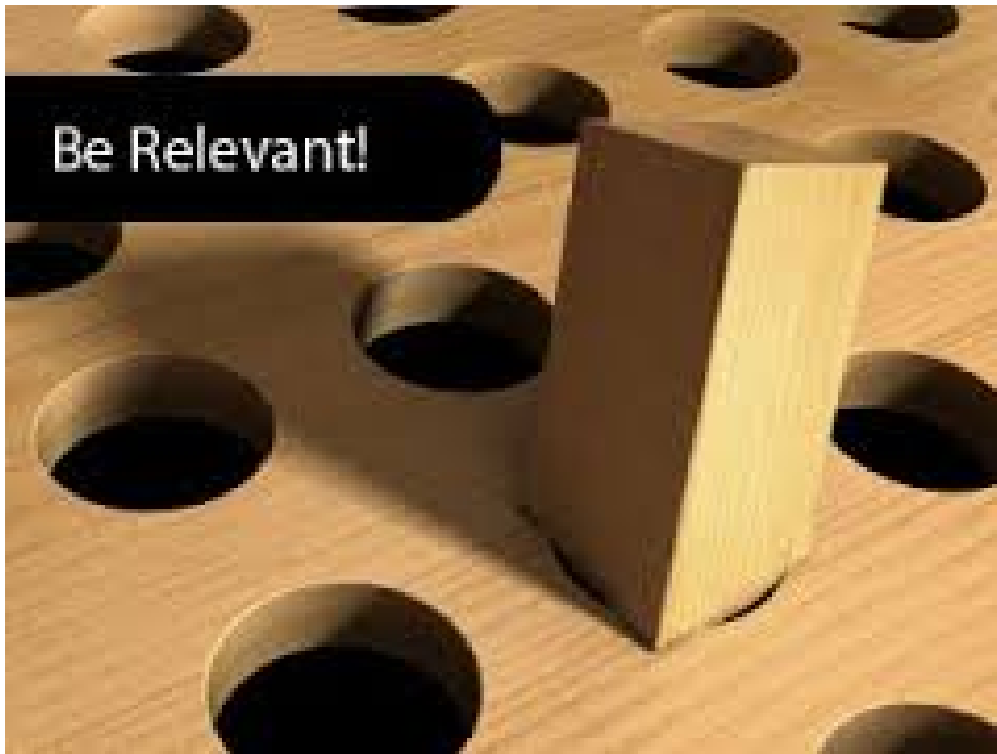
Converging Technological Imperatives, Disruptive Innovations, Increasing Users' Expectations of Value-Added Services, Decreasing Budgets, Increasing Costs, and Calls for Accountability are Collectively Requiring New Strategies to Cope With the Accelerating Velocity of Change.

"It's not the strongest of the species that survive, nor the most intelligent, but those who are the most responsive to change"
Charles Darwin

CLOUD
BIG DATA

CHANGED PRIORITIES AHEAD

RED ROUTE
No stopping at any time

Disruptive Technology

New and emerging technologies always outpace conventional organizational practice, creating a technological imperative to "catch-up" with new capabilities which become known as "disruptive technologies."

Automation

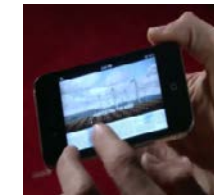"doing what you are already doing, though more efficiently" Clifford Lynch

Innovation

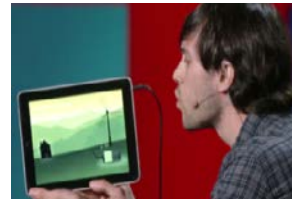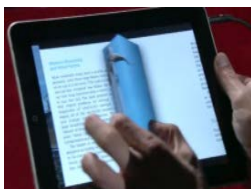"experimenting with new capabilities that technology makes possible" Clifford Lynch

Transformation

"altering the nature of the organization through these capabilities" Clifford Lynch

Making Good Combinations in a Digital Environment

Converge: 1: to tend or move toward one point or one another; 2: to come together and unite in a common interest or focus.
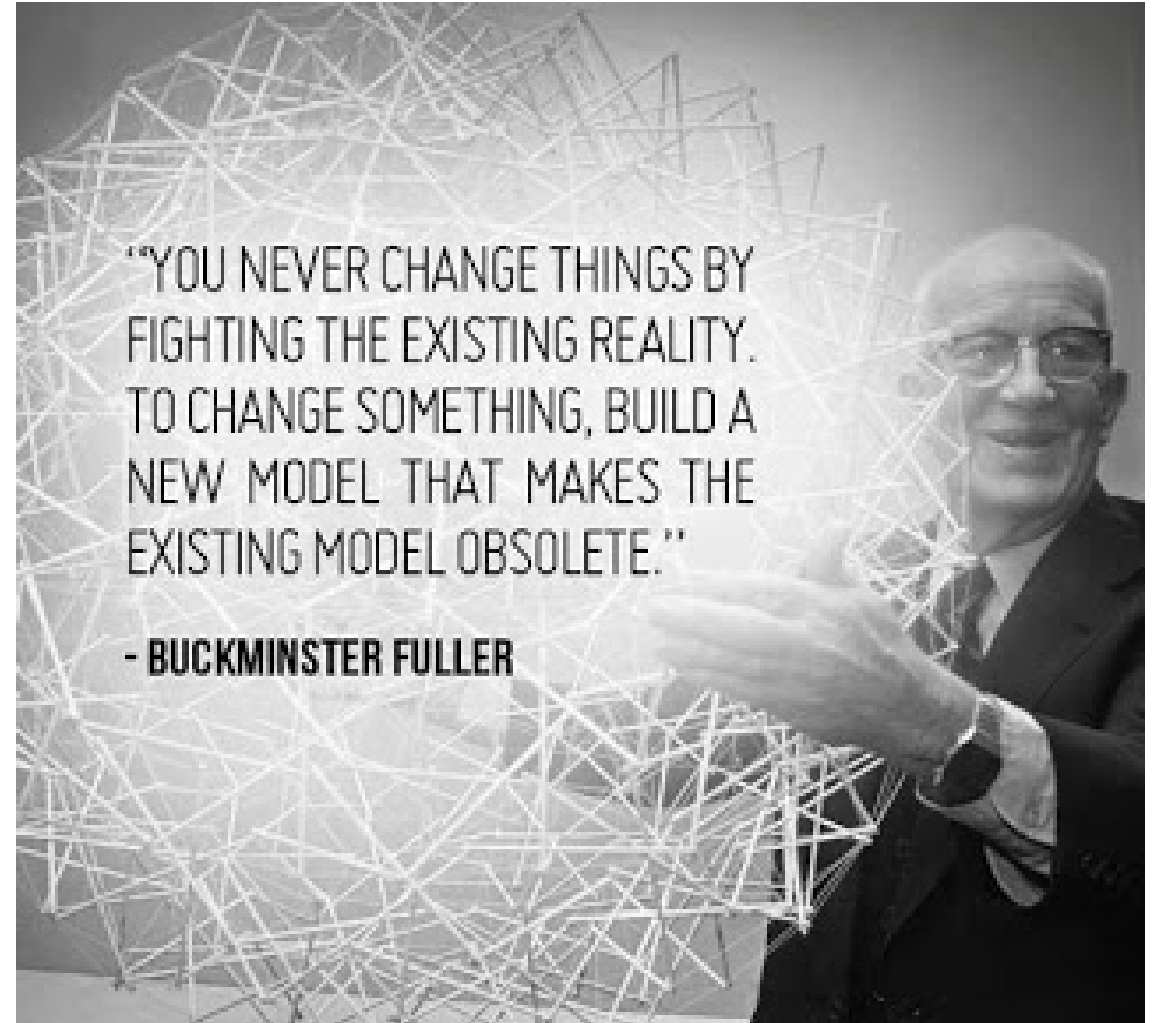
Convergence: the act of converging and especially moving toward union or uniformity.

➢ Converging technology permits creation of new digital objects containing sound, text, animation, etc., that require new types of curation.
  ➢ Students reuse, repurpose, and "mashup" data.
➢ Merging corporations converge content, discovery and LMS under one roof, limiting choice and introducing potentially biased algorithms.
➢ Library consortiums achieve economies of scale by converging services and leveraging purchasing power against behemoth corporations but require compromises and degrees of standardization.
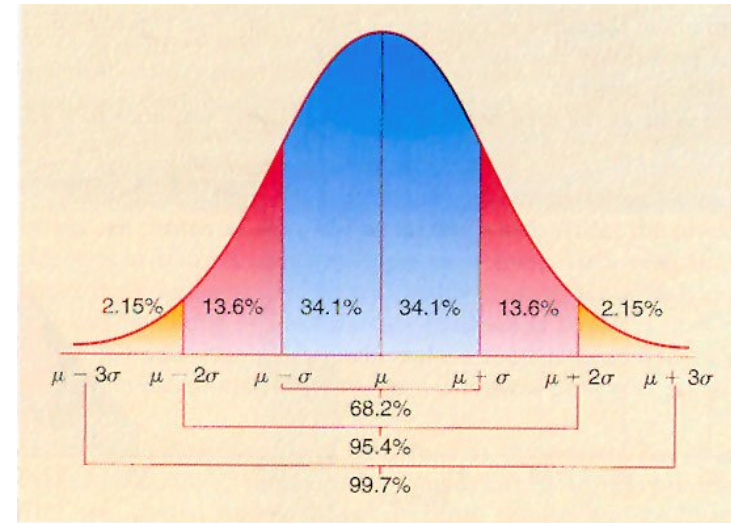
Colleges and universities have long **competed against one another**, measuring themselves in comparison to each other and holding tightly to their idiosyncrasies as defining elements of their status. **But today, the distribution and reuse of information digitally via the Internet is rapidly changing the game, rewarding those who instead aggregate and scale toward a common infrastructure.** It is becoming increasingly clear that neither the *challenges* that confront colleges and universities nor the *solutions* to those challenges are unique to each institution.

Chuck Henry and Brad Wheeler
The game has changed
Educause Review, March 2012

"YOU NEVER CHANGE THINGS BY FIGHTING THE EXISTING REALITY. TO CHANGE SOMETHING, BUILD A NEW MODEL THAT MAKES THE EXISTING MODEL OBSOLETE."

- BUCKMINSTER FULLER

The World-Wide Web
has "Flattened" the Bell Curve
and Extended the "Long Tail"

Normal Distribution

20%-40% of traffic
in the "long tail"
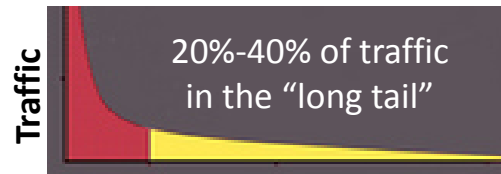
Niche Content

Chris Anderson. *The Long Tail: Why the Future of Business is Selling More of Less*. New York: Hyperion, 2006, Revised and Updated Edition, 2008.

Traditional

Library

Special Interests

Special Interests

Collective Collections

Hospitality Industry Merger: Marriott & Starwood Leverage Collective Assets While Keeping Niche Brands

The recent acquisition of Starwood Hotels by Marriott International creates the world's largest hotel chain with more than one million rooms and 29 brands. The merger of "back-office" operations will yield $250 million in cost savings and permit a larger web presence while continuing to host brand separation and recognition.

Marshall Breeding's Chart of Mergers/Acquisitions in the Library Information Industry

http://librarytechnology.org/mergers/

Information Industry a few years ago

Information Industry

UAB Libraries Merger Decision

HuronEducation

Huron Consulting Group conducted an extensive study of UAB's library services between Fall 2012 and September 2013.
The result of the study was a recommendation that the two library organizations be merged into a single library organization serving the entirety of UAB. That recommendation was approved by the President and Provost.

HuronEducation

University of Alabama at Birmingham
UAB Libraries Stakeholder Engagement
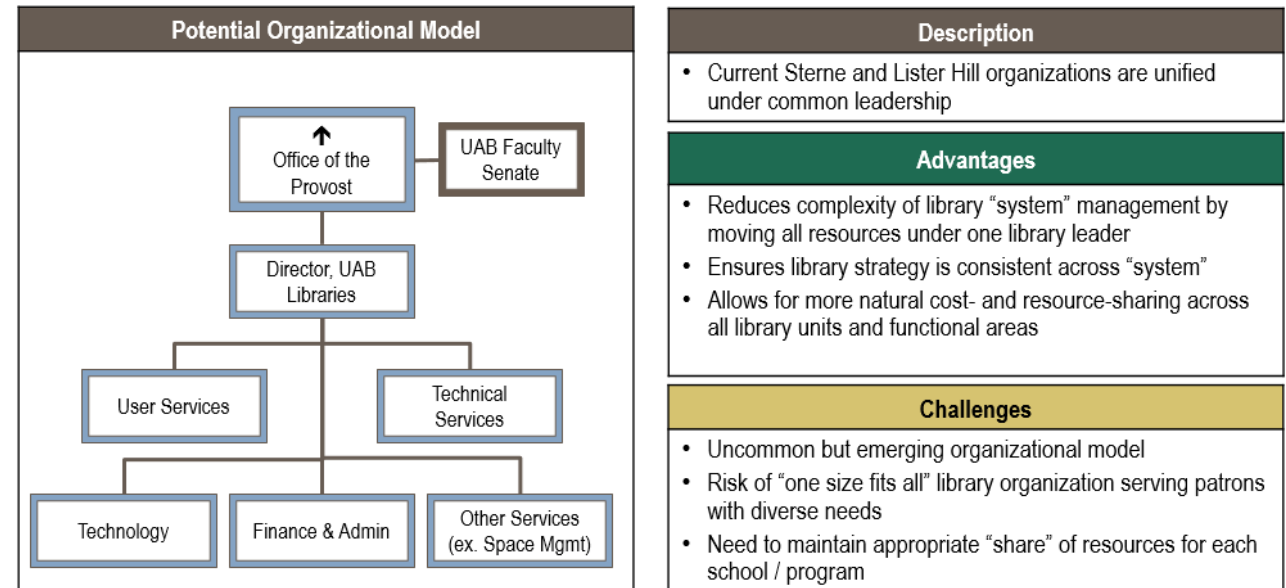
September 2013

M ISAACSON, MILLER

Isaacson Miller was engaged to conduct a national search for an inaugural dean of libraries. Dean John M. Meador, Jr. began work in August 2014.

Recommended Organizational Model
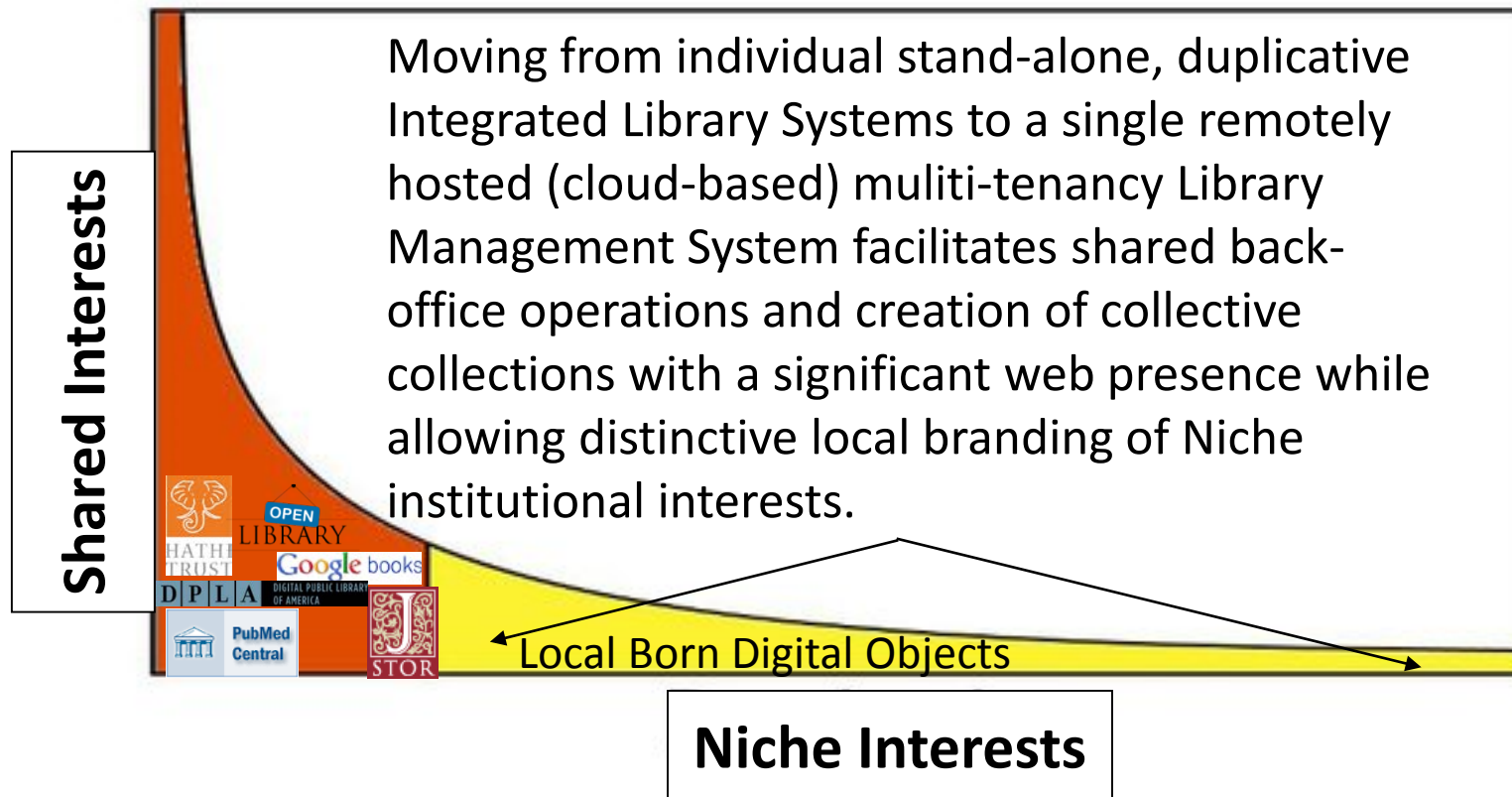### SINGLE UNIVERSITY LIBRARY ORGANIZATION

HuronEducation

Huron considered several models but ultimately recommended a single university library organization. The outline and structure provided below is for illustrative purposes and would be further refined during the transition phase.

Potential Organizational Model

- Office of the Provost
- UAB Faculty Senate
- Director, UAB Libraries
  - User Services
  - Technical Services
  - Technology
  - Finance & Admin
  - Other Services (ex. Space Mgmt)

Description
- Current Sterne and Lister Hill organizations are unified under common leadership

Advantages
- Reduces complexity of library "system" management by moving all resources under one library leader
- Ensures library strategy is consistent across "system"
- Allows for more natural cost- and resource-sharing across all library units and functional areas

Challenges
- Uncommon but emerging organizational model
- Risk of "one size fits all" library organization serving patrons with diverse needs
- Need to maintain appropriate "share" of resources for each school / program

Recommendation: A single organization responsible for managing all library services (in-person and virtual) and both buildings by leveraging the diverse talents and expertise of all library faculty and staff.

Adapting Chris Anderson's "Long Tail" Perspective to Digital Libraries

Shared Interests

Moving from individual stand-alone, duplicative Integrated Library Systems to a single remotely hosted (cloud-based) muliti-tenancy Library Management System facilitates shared back-office operations and creation of collective collections with a significant web presence while allowing distinctive local branding of Niche institutional interests.

HATHI TRUST

OPEN LIBRARY

Google books

D P L A — DIGITAL PUBLIC LIBRARY OF AMERICA

PubMed Central

JSTOR

Local Born Digital Objects

Niche Interests

"The Long Tail" by Chris Anderson in *Wired* (October, 2004) & his book: *The Long Tail: Why the Future of Business is Selling More of Less*. New York: Hyperion, 2006 and its Revised and Updated Edition, 2008.

The Long Tail
CHRIS ANDERSON

Collaboration Within A System

Facing an Accreditation mandate to hire Information Literacy Librarians, several SUNY Community College Libraries did so by realigning staff, replacing catalogers and "insourcing" their print acquisition and cataloging to Binghamton University in 2008.

Cataloging & Processing monographs for other SUNY Libraries

DUTCHESS COMMUNITY COLLEGE

SUNY FREDONIA

SULLIVAN Community College

Potsdam THE STATE UNIVERSITY OF NEW YORK

"At the heart of the Unified Library Management System is the idea that a 23 campus integrated library system, on a next generation digital platform, has more efficiency, better resource sharing potential, and enhanced information discovery capabilities than the single campus model that we've all used for the past 25 years." Lauren Magnuson & Mark Stover announcing new collaborative initiative at CNI Spring 2016 Membership Meeting April 4-5, 2016.

Some other System-Wide initiatives: University of Wisconsin's Unified Library Services Platform for 27 libraries and the University of Georgia's 32 libraries

Collaboration Among Competitors

2CUL = Cornell and Columbia University Libraries

With initial support from The Andrew W. Mellon Foundation, 2CUL aimed to merge and build an integrated technical services operation. Goals were to: 1) Reconceive separate library operations at each campus to achieve integration across both campuses by realigning staff responsibilities, workflow processes, and reporting lines to reflect an integrated operation. 2) Develop and embrace comprehensive strategies: for collection building, resource sharing and discovery, digital preservation, global partnerships, and emerging services. Select, co-purchase, and implement a joint 2CUL library management system. However, after six years of collaboration (according to James Neal, Columbia University Librarian Emeritus) recent personnel changes have placed this collaboration essentially on hold.

The Orbis Cascade Alliance, a consortium of academic institutions in Oregon, Washington, and Idaho, operates a shared ILS service for all 37 member libraries. Alliance member libraries have migrated from 37 locally hosted systems comprised of four discovery and three ILS platforms to shared use of the cloud-based Alma unified resource management solution and Primo discovery solution.

Collaboration To Convergence To Consolidation

➢Innovative Collaboration leads to Voluntary Convergence
  - ➢New cloud-based software as a service (SaaS) supports multi-tenancy that enables deep collaboration among institutions
    - ➢Combining acquisitions and cataloging operations achieves economies of scale by eliminating duplicative efforts and permits formation of a "collective collection."
    - ➢Purchasing/licensing negotiations for the group leverages power for collaborators dealing with recent mergers in the information industry.
    - ➢Creates the ability to collectively manage "big data," the "internet of things," gather collective usage statistics to become data driven, and address digital asset preservation issues.
    - ➢Permits individual institutional savings to be reallocated for local branding and customizing of services.

➢Sustainable Convergence requires Organizational Transformation
  - ➢ Formal Consolidation of back-office operations through merger or outsourcing
    - ➢The 2CUL project shows us that even multi-year agreements can fail when key personnel change.
    - ➢Academic libraries must be willing to merge some operations in the same manner as the industry information giants.
    - ➢Forming a technical services entity as a wholly owned subsidiary that serves mulitiple collaborating libraries is not a new idea (e.g., OCLC, before it became a "corporation").

THANK YOU!