

Cooperative Licensing

Program Evaluation

November 2018

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The Big Ten Academic Alliance Library Initiatives

Licensing Program Evaluation

November 2018

Executive Summary

Historically the Cooperative Licensing program has been one of the most significant services provided by the BTAA Library Initiatives staff. Survey results gathered from the Collection Development Officers and Electronic Resources Officers indicate that 100% of members find the Cooperative Licensing program Very Valuable or Valuable to their library. Several minor concerns for improvements to the program were expressed by the members, but the overall regard for the program is positive.

Recommendations: Considering the overall satisfaction of the membership, it is recommended that the Cooperative Licensing program continue as it currently exists. However, offsetting models and other open access strategies should be pursued to recognize the contributions of BTAA authors, editors, and reviewers.

Program Background

Since the inception of the Library Initiatives Program in 1994, cooperative licensing has been a core activity of the BTAA. As electronic resources became more prominent, additional collective licensing opportunities presented themselves to the consortium with benefits that ranged from cost savings to efficiencies in workflows and staff time. Although parameters for the program were initially less stringent in terms of what products were licensed, the program has primarily focused on financially significant resources and packages for the past decade.

Goals and Objectives

Over the past 25 years of the program's existence the underlying goals have remained relatively consistent. One of the earliest documents from 1998 outlined the vision for the Cooperative Licensing program with the following objectives:

- Provide the greatest potential for member library adoption
- Reflect member library priorities for content and license terms
- Demonstrate value in meeting cost and other strategic objectives of member libraries
- Reduce undue complexity and represent streamlined models for content acquisition

Following a review and assessment of the program in 2008, the BTAA library directors broadened the goals by providing the following revisions:

- Extend the breadth and depth of resources available to all students, faculty, and staff at the BTAA member universities.
- Foster higher levels of collection coordination across BTAA member libraries to realize greater predictability for users about the availability of certain core holdings, and at the same time enabling each of the libraries to allocate greater staff time and funding to the development of more specialized and unique resources.
- Use the collection funds of BTAA universities to advance the individual and collective strategic and operational objectives of our libraries and campuses.
- Make the acquisition and licensing of electronic resources as efficient and timely as possible, but without compromising the opportunity for member libraries to adequately review and consider proposals.
- Influence the underlying terms being offered by commercial publishers and transform the direction of scholarly communication.

- Secure archival rights and protections for licensed content as appropriate.
- Seek transparency and accountability for BTAA agreements so members clearly understand the principles by which costs and benefits are allocated among member institutions.

In addition to updating of the goals of the program, the 2009 report documented three areas where BTAA staff and member libraries were working to improve the value of the program. The first initiative focused on streamlining the licensing work to limit the number of agreements to those that were strategic and resulted in the greatest financial impact. There was a realization that BTAA licenses with low participation levels and minimal savings were taking away valuable staff time and resources from other important projects such as the Google digitization project and the HathiTrust. To a great extent, these efforts to streamline the licensing program have been successful and have become even more important as other initiatives such as the Shared Print Repository have emerged. However, BTAA member libraries are still able to take advantage of smaller and/or less strategic licensing opportunities by working with other state and local consortia. One major disappointment for the consortium has been the inability to enter into a consortial contract with Elsevier for their ScienceDirect e-journal package. Despite repeated attempts to initiate negotiations, the management at Elsevier has declined to consider a consortial wide agreement.

Scope of Licensing CDO-ERO survey responses:

- 93% say the licensing program should continue to focus primarily on large packages and significant resources
- 79% say the licensing program is the right size in terms of meeting the needs of their library

Standards for licensing work were a second focal point addressed in the report and at the time the BTAA had just released a new document addressing the [Standardized Agreement Language](#). This document was produced with considerable member input and was intended to express the basic BTAA expectations in regards to the terms and conditions found in the licensing agreements. In 2018 the Standardized Agreement Language is still an important baseline for the BTAA and its member institutions. The document has been updated periodically with new language for such topics as text mining and accessibility.

Standardized Agreement Language CDO-ERO survey response:

- 86% say the BTAA Standardized Licensing Language is Very Useful or Useful to their library

The final strategic direction mentioned in the 2009 report was the relatively new Large Scale Acquisitions program. This program designed to leverage the collective purchasing power of the consortium for greater savings and strategic benefit developed into its own significant program. For further information on the Large Scale Acquisitions program, please see the 2016 program evaluation found [here](#).

Value to Members and Stakeholders

The BTAA Licensing Program provides a number of advantages for member libraries and its users:

- Lower inflation caps
- Higher discounting
- Savings in local staff time
- Expanded e-journal content via consortium wide title lists
- Improved terms and conditions
- Content access for affiliated branch libraries when possible

The chart below reflects the estimated annual cost savings of the BTAA institutions since 2010. These numbers represent the dollar amounts processed via the BTAA and it's worth mentioning that additional savings for BTAA negotiated agreements and/or offers are achieved through direct invoicing to the members. For example, most members are invoiced via subscription agents for their Wiley and Springer e-journal packages so those savings are not included below.

Fiscal Year	BTAA Licensing Savings*	Large Scale Savings	Total Library Savings
2010	\$ 811,183.00	\$ 2,207,382.00	\$ 3,018,565.00
2011	\$ 1,297,898.00	\$ 5,713,192.00	\$ 7,011,090.00
2012	\$ 1,265,196.00	\$ 1,824,463.00	\$ 3,089,659.00
2013	\$ 1,126,792.00	\$ 1,819,698.00	\$ 2,946,490.00
2014	\$ 1,174,687.00	\$ 3,640,597.00	\$ 4,815,284.00
2015	\$ 1,009,956.00	\$ 2,915,666.00	\$ 3,925,622.00
2016	\$ 1,837,604.00	\$ 4,958,665.00	\$ 6,796,269.00
2017	\$ 2,123,017.00	\$ 5,263,184.00	\$ 7,386,201.00
2018	\$ 2,258,687.00	\$ 6,933,265.00	\$ 9,191,952.00

*Only savings invoiced through the BTAA.

Licensing Program Value CDO-ERO survey responses:

- 100% say the program is Very Valuable or Valuable to their institution
- 93% say the program is Very Valuable or Valuable in relationship to other BTAA library initiatives
- 100% say the licensing program is Very Effective or Effective in terms of efficiency and time savings

Notable survey comments regarding the program's value:

- "Without the program, we would have had to undergo drastic cuts to our collections budget, beyond the annual budget adjustments we are already making to address ongoing serials and database inflation."
- "For us, this [licensing program] is frequently an absolute life saver."
- "It is very valuable as it saves us time and offers peace of mind that the terms are appropriate for the institution."

Consortia Manager

In 2017 the BTAA began subscribing to [ConsortiaManager](#) an ERM system developed specifically for the unique needs of consortia. This resource has become the standard and most major library consortia have adopted this system to streamline their workflows. The product owners are responsive to changes suggested by the user community and improvements are continually made to this relatively new resource.

At the BTAA offices this system has resulted in numerous efficiencies in regards to orders, renewals, licensing and invoicing. Communications to the members and publishers can be sent out automatically in bulk and information is retained in the system rather than on individual staff member's desktops. Certain data especially in regards to historical licenses still needs to be added to the system and is being done as time permits.

From the member perspective, the system allows each institution to review all of their existing orders and respond to offers. Information such as FTE numbers, IP ranges, and contact information can be locally updated to inform BTAA staff

as well as the publishers. Other information such as title lists, licensing terms, and basic reports can be accessed by members which help to reduce the number of questions referred to the BTAA.

Some concerns were raised about having to use multiple instances of the system for different consortia, certain features being cumbersome, and the lost convenience of simply emailing BTAA staff members to conduct business, but the majority of the members reported they are satisfied with the product.

Consortia Manager CDO-ERO survey response:

- 71% of the respondents said that the addition of ConsortiaManager ERM system has been Very Valuable or Valuable in assisting with orders, renewals, communication and overall efficiency for their library.

Recommendations

This latest evaluation of the Cooperative Licensing program has affirmed that one of the BTAA's most enduring initiatives is still a highly valued service to the members of the consortium. The Collection Development Officers and the Electronic Resources Officers have universally endorsed the program and recognize that it benefits their institutions in many significant ways.

Over the course of its history the program has been refined to maximize its effectiveness by concentrating on the most strategic and financially consequential agreements, developing standardized licensing language, spinning off the Large Scale Acquisitions Program, and most recently adding ConsortiaManager to streamline work processes for BTAA staff and the members.

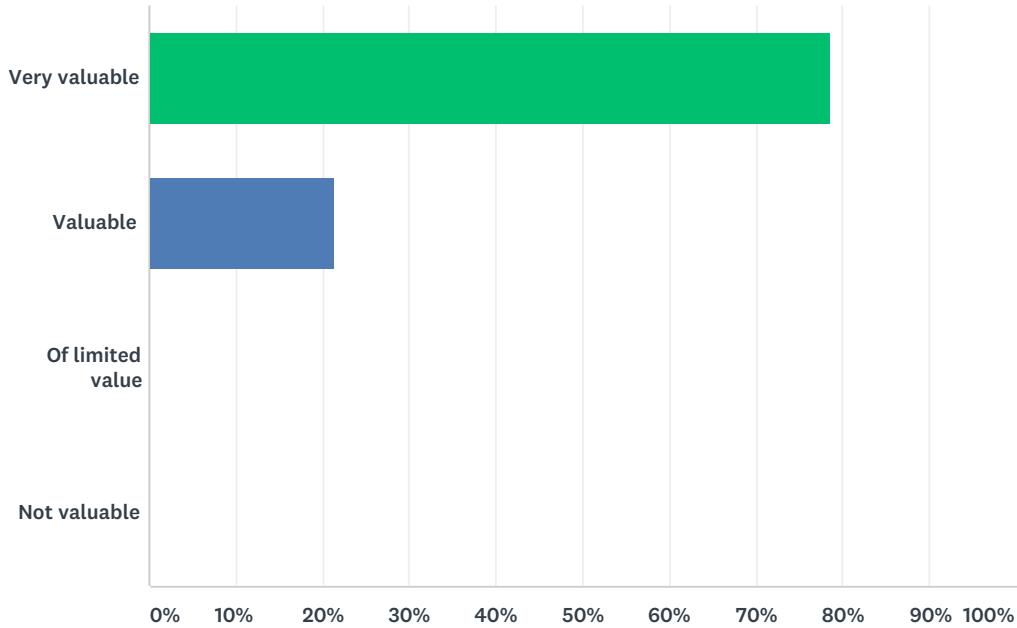
Considering the overall success of the program and the general satisfaction of the members, it is recommended that:

- The Cooperative Licensing Program continue in its current form
- Offsetting licensing models for significant e-journal packages be pursued with publishers
- Enhancements to ConsortiaManager be suggested to the product ownership to improve functionality for the membership and the broader user community

Appendix - Summary of Survey Questions and Responses

Q1 How valuable is the BTAA licensing to your library?

Answered: 14 Skipped: 0

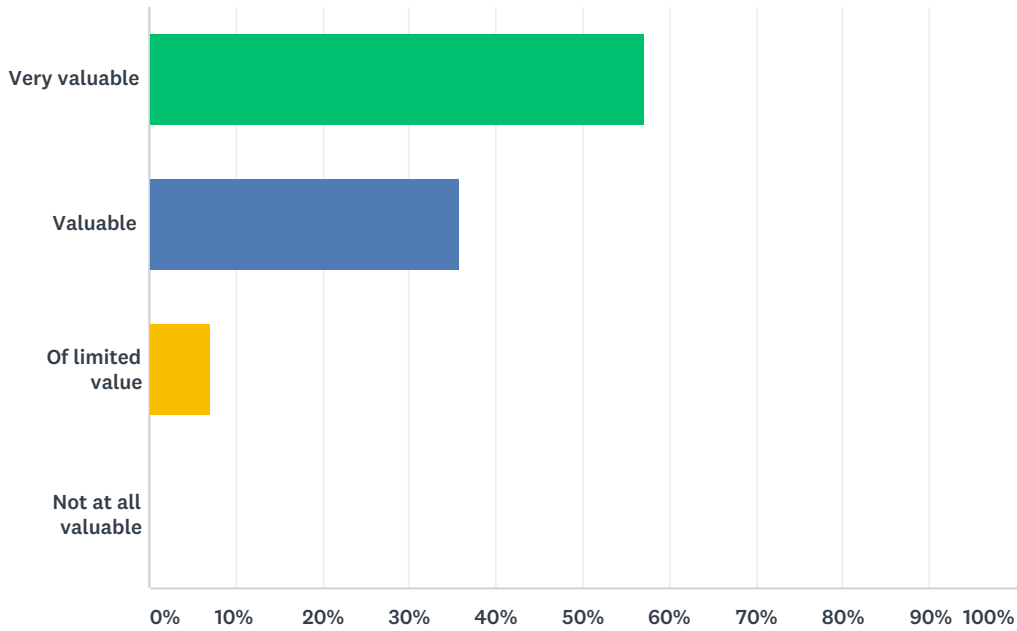


ANSWER CHOICES	RESPONSES
Very valuable	78.57% 11
Valuable	21.43% 3
Of limited value	0.00% 0
Not valuable	0.00% 0
TOTAL	14

#	COMMENTS:	DATE
1	BTAA handling the license negotiation is helpful but this conversation also needs to include a discussion about the pricing/cost process involved. We see these issues as inter-dependent	10/22/2018 1:56 PM
2	It is very valuable as it saves us time and offers peace of mind that the terms are appropriate for the institution	10/22/2018 10:50 AM

Q2 How relevant is the licensing program in advancing the overall BTAA mission?

Answered: 14 Skipped: 0

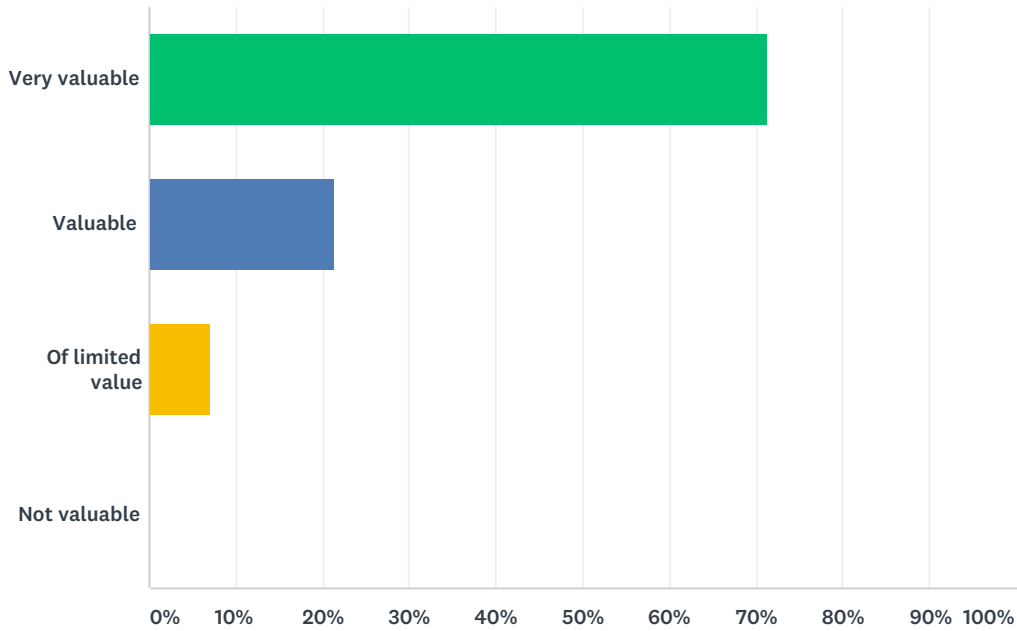


ANSWER CHOICES	RESPONSES
Very valuable	57.14% 8
Valuable	35.71% 5
Of limited value	7.14% 1
Not at all valuable	0.00% 0
TOTAL	14

#	COMMENTS:	DATE
1	LSA proposals do not consistently follow the goals outlined for consortial licensing.	10/22/2018 1:56 PM
2	As part of the SPR 1.0 initiative, our library will be able to deduplicate approximately 110,000 bound journal volumes. Some part of these were available for deduplication due to purchases of backfiles, etc.... If we assume that these bound journals averaged 2", the resulting space savings is approximately 18,333 linear feet.	10/11/2018 9:45 AM
3	While licensing is an important service, I don't see it rising to the level of a "mission."	10/11/2018 9:24 AM

Q3 Relative to other BTAA library initiatives, how would you rate the importance of the consortial licensing program for your library?

Answered: 14 Skipped: 0

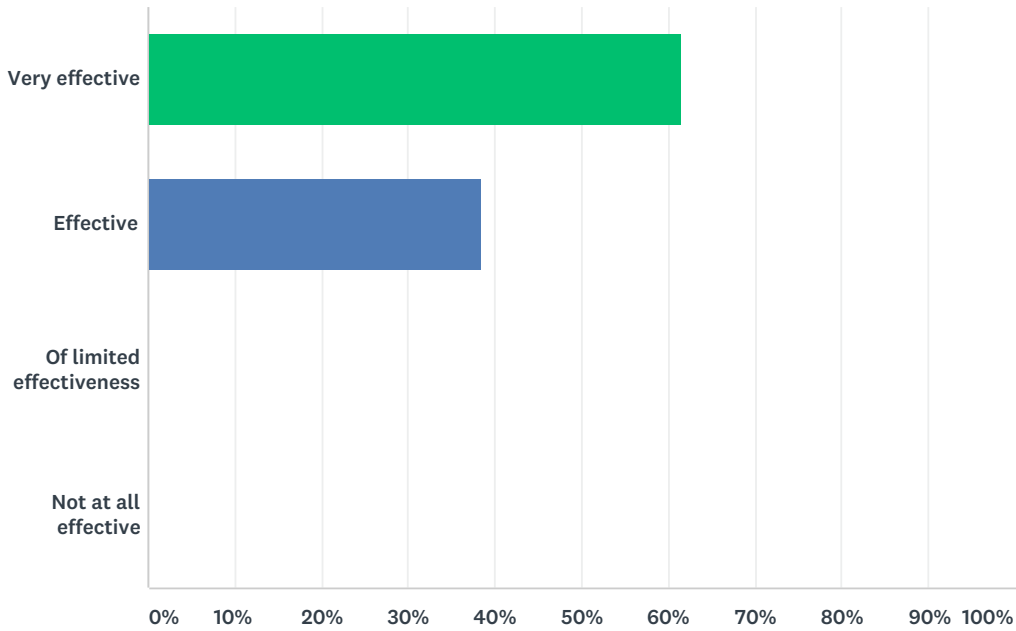


ANSWER CHOICES	RESPONSES
Very valuable	71.43% 10
Valuable	21.43% 3
Of limited value	7.14% 1
Not valuable	0.00% 0
TOTAL	14

#	COMMENTS:	DATE
1	What are the other BTAA library initiatives? BTAA groups seem to operate in silos. We don't hear from other groups outside of CDOs.	10/22/2018 1:56 PM
2	The licensing is for all participating institutions and therefore has a collective impact. Assuming that all institutions want the same terms and conditions this is major responsibility for BTAA. It is very important	10/22/2018 10:50 AM

Q4 How effective is BTAA licensing in terms of efficiency and time savings for your institution?

Answered: 13 Skipped: 1

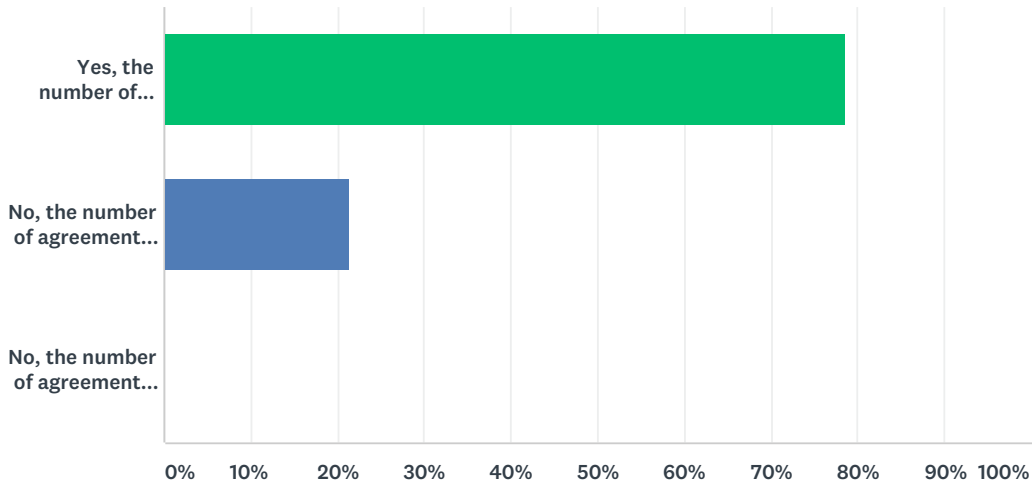


ANSWER CHOICES	RESPONSES
Very effective	61.54% 8
Effective	38.46% 5
Of limited effectiveness	0.00% 0
Not at all effective	0.00% 0
TOTAL	13

#	COMMENTS:	DATE
	There are no responses.	

Q5 Is the BTAA licensing program the right size and/or doing enough for your library?

Answered: 14 Skipped: 0

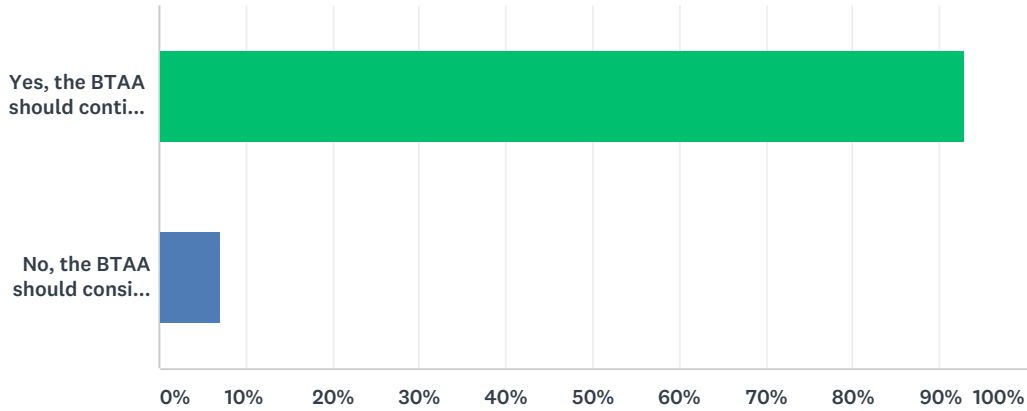


ANSWER CHOICES	RESPONSES
Yes, the number of agreements handled by the BTAA is about right	78.57% 11
No, the number of agreements handled by the BTAA should be increased	21.43% 3
No, the number of agreements handled by the BTAA should be decreased	0.00% 0
TOTAL	14

#	COMMENTS:	DATE
1	It would be better if BTAA could handle more. Licensing is handled outside of the library and we cannot guarantee the Purchasing department will make sure all of the relevant licensing language is included.	10/22/2018 1:56 PM
2	I think the number is about right but not sure how to judge this.	10/22/2018 10:50 AM
3	It is all about leveraging buying power	10/19/2018 5:43 AM

Q6 Is the BTAA licensing the right type of resources and products?

Answered: 14 Skipped: 0

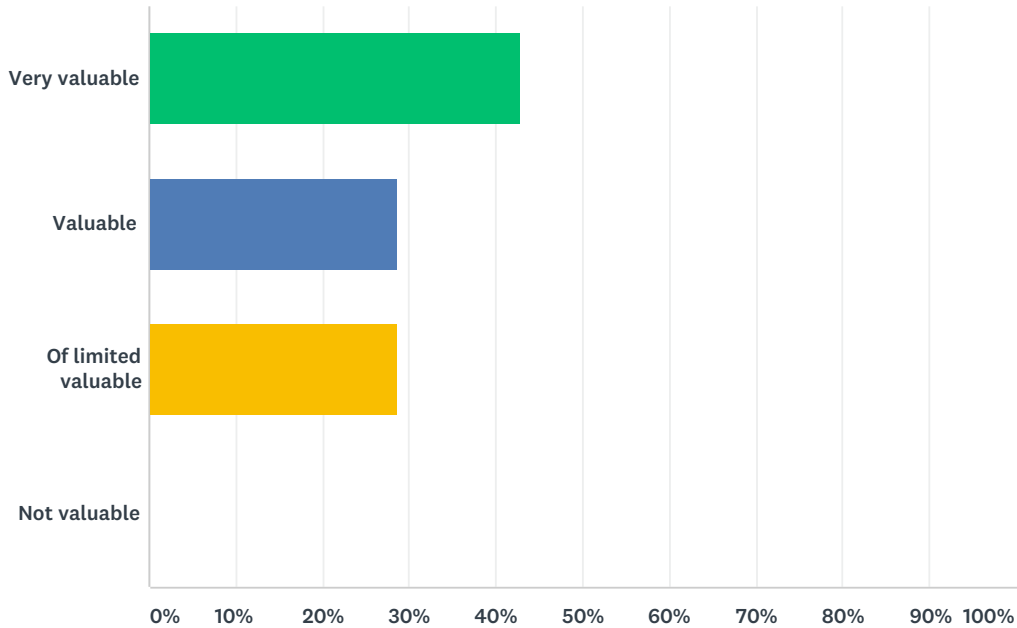


ANSWER CHOICES	RESPONSES
Yes, the BTAA should continue licensing large packages and other significant resources	92.86% 13
No, the BTAA should consider other products and services.	7.14% 1
TOTAL	14

#	IF NO, PLEASE PROVIDE EXAMPLES OF RESOURCES/SERVICES THE BTAA SHOULD CONSIDER LICENSING IN THE FUTURE	DATE
1	I think that there is room for us to look at things like cooperative digitization, etc.... However, other "innovative" purchases (such as the XML data) are of relatively lower value when measured in terms of use, etc.... The likely impact of "innovative purchases" needs to be more carefully evaluated, especially if the impact requires significant investments of other resources (personnel, etc...) in order to derive any of the anticipated benefit.	10/11/2018 9:45 AM
2	Don't waste time on smaller products, keep the focus on large or significant resources, other agencies handle the smaller packages quite well.	10/11/2018 9:24 AM

Q7 In 2017 the BTAA began subscribing to ConsortiaManager to assist with orders, renewals, efficiency, communication and other ERM related tasks. As a member institution, how valuable has ConsortiaManager been to your library?

Answered: 14 Skipped: 0

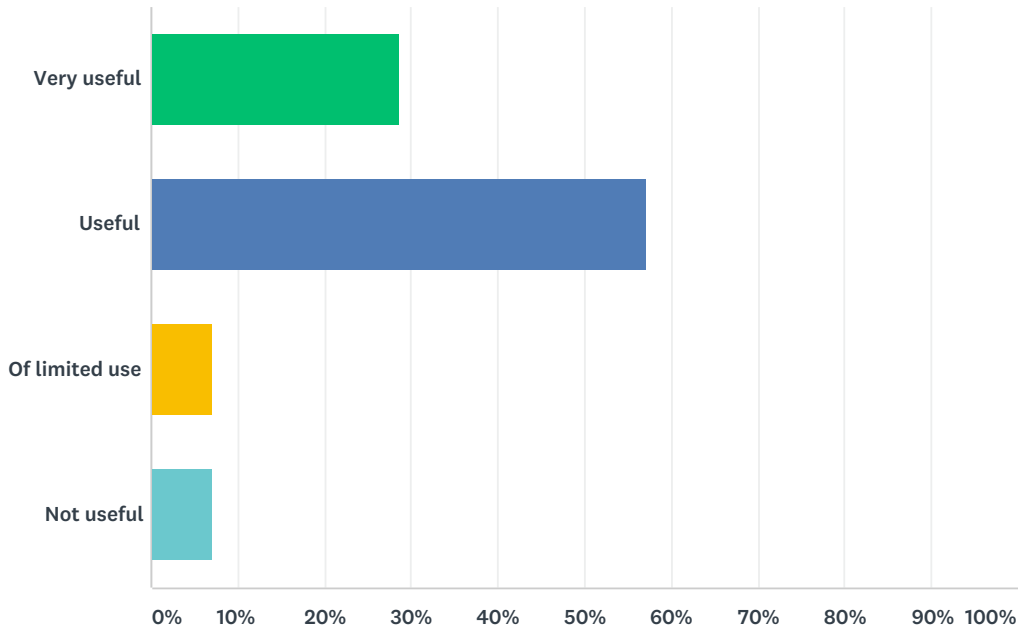


ANSWER CHOICES	RESPONSES
Very valuable	42.86% 6
Valuable	28.57% 4
Of limited valuable	28.57% 4
Not valuable	0.00% 0
TOTAL	14

#	COMMENTS:	DATE
1	It is awkward to use and not intuitive for finding information. It would be helpful if resource licenses could be included in ConsortiaManager, I think they would be easier to find.	10/31/2018 8:53 AM
2	Has led to increased email traffic and extra work. Have to respond to Susanne's email and login to system to complete task. Used to complete work by responding to a single email.	10/22/2018 1:56 PM
3	Consortia Manager is cumbersome. We participate with three consortia that use the manager, the difference per consortia is the login. Sometimes I cannot tell which system I am on.	10/22/2018 10:50 AM
4	we have only used CM for a short time and would like a chance to provide input/feedback on it next year. It might be more valuable if we have data for a greater number of years within it.	10/15/2018 1:24 PM

Q8 How useful is the BTAA Standardized Licensing Agreement to your institution?

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES
Very useful	28.57% 4
Useful	57.14% 8
Of limited use	7.14% 1
Not useful	7.14% 1
TOTAL	14

#	COMMENTS:	DATE
1	Sadly, our signature process and procurement rules preclude us from being able to use this effectively.	10/19/2018 2:01 PM
2	Obviously it's for useful for consortial purchasing but we don't actually utilize/refer to the language very often. We do use the accessibility language (with the exception for one sentence in it).	10/15/2018 1:24 PM
3	Sometimes I worry that generic isn't always best, we're just now working through an issue where a publishers seems to allow Alumni access, but it isn't in the BTAA license. Getting this answered would require one phone call if we held the license, the BTAA occasionally complicates things.	10/11/2018 9:24 AM

Q9 What additional comments or concerns would you like the BTAA to know about the licensing program?

Answered: 4 Skipped: 10

#	RESPONSES	DATE
1	Would like to see more aggressive or strategic bargaining a bit more often.	10/22/2018 1:39 PM
2	For us, this is frequently an absolute life saver.	10/19/2018 2:01 PM
3	The BTAA cooperative licensing program has enabled us to benefit from over \$5.5 million in cost avoidance over the past three fiscal years. Without the program, we would have had to undergo drastic cuts to our collections budget, beyond the annual budget adjustments we are already making to address ongoing serials and database inflation.	10/19/2018 12:30 PM
4	These collections-related initiatives are some of the best things done by the BTAA.	10/15/2018 11:07 AM