

PALNI Statement on Supported Institution Financial Challenges

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The Private Academic Library Network of Indiana (PALNI) is closely following the challenges facing private higher education in Indiana. Projected enrollment declines for regional schools in the Midwest in the next ten years¹ and the economic and educational disruptions of COVID-19² have had and will continue to have a significant impact on PALNI's supported institutions and their libraries. PALNI's board of directors, composed of all of the 24 library deans and directors from the supported organizations, convened a Future Framing Task Force in 2019 to address the expected demographic challenges in higher education. The board has escalated this work in the wake of news about COVID-19 impacts as we seek to manage increased need for online support while reducing costs.

From its inception in 1992, the PALNI collaboration has been a key avenue for its supported institutions to contain costs while providing more effective library services.³ Supported by two rounds of major funding from Lilly Endowment, PALNI pioneered shared library automation services across the state of Indiana.⁴ More recently, PALNI has adopted a model of deep collaboration⁵ that pools resources and people as a tool to expand services while keeping costs down. PALNI's strategic framework (adopted 2020) includes a pillar focused on affordability, including reducing and containing library costs to achieve sustainability for supported organizations.⁶

To help address the financial challenges facing our institutions, the PALNI board of directors has made the commitment to hold flat the costs that are shared amongst our current organizations over the next 10 years. Simultaneously, PALNI is expanding collaboration within PALNI institutions and with external library partners to address our challenges and build cost-effective services.

How Vendors and Providers can help:

PALNI leadership has asked vendors who work with PALNI and PALNI libraries to hold costs and delay billing, and to create more realistic models of future revenue from higher education. PALNI is a signatory to the [ICOLC Statement](#), joining consortia worldwide to describe the current challenges facing academia.

PALNI is calling for vendors and providers to:

- **Delay or reduce price increases**
- **Allow for flexible renewal periods**
- **Create more granular tier structures that produce reduced pricing for institutions that decrease in enrollment**
- **Create and propose solutions that enable libraries to pay LESS over the next 10 years rather than assuming annual increases. PALNI libraries are interested in finding solutions that decrease costs.**

¹ Nathan D. Grawe, *Demographics and the Demand for Higher Education* (Baltimore, Maryland : Johns Hopkins University Press, 2018).

² "Colleges Announce Furloughs and Layoffs as Financial Challenges Mount," accessed April 15, 2020,

<https://www.insidehighered.com/news/2020/04/10/colleges-announce-furloughs-and-layoffs-financial-challenges-mount>.

³ Lucas, Vince; Fry, Larry; and Miller, Lewis R., "Technology Partnerships: The PALNI Success Story" (1999). *Scholarship and Professional Work*. 6. https://digitalcommons.butler.edu/librarian_papers/6

⁴ "Our History," accessed April 15, 2020, <https://www.palni.org/about-palni/our-history/>.

⁵ "Commitment to Deep Collaboration," accessed April 15, 2020, <https://www.palni.org/about-palni/commitment-to-deep-collaboration/>.

⁶ "Strategic Framework 2020-2023," accessed April 15, 2020, <https://www.palni.org/strategic-framework/>.

PALNI's deep collaboration approach, acclaimed by library experts⁷, includes collaboration internally between the PALNI libraries as well as nationally and internationally with other library consortia⁸. These collaborations aim to contain library costs while simultaneously improving student outcomes and faculty scholarship, a fundamental hallmark of PALNI's deep collaboration.

Examples of PALNI's recent and key shared services and cost-containment initiatives include:

- Centralizing key library contracts for library data to achieve a 19% savings for each library for FY21 and compounded savings going forward, through a newly negotiated contract. [*Consolidate Purchasing*]
- Supporting the reduction of college costs and increased student success and retention through the PALSave Affordable Education Initiative (PALSave). The program, supported by a \$520,000 Lilly Endowment grant, aids PALNI institutions to transform courses to incorporate no cost textbooks and to create new freely available textbooks. [*Reengineered Processes*]
- Developing an ultra-low cost institutional repository through an IMLS grant and partnership with the Pennsylvania Academic Library Consortium, building expertise and reducing costs across the two consortia. [*Modernize Technologies/Control Costs*]
- Creating and supporting a collaboration to ensure access to the major monograph collections across North America as a founding member of the [Partnership for Shared Book Collections](#). [*Shared Services*]
- Collection sharing through PALShare, running on PALNI's shared instance of OCLC WorldShare Management Services, provides rapid delivery and consistent loan periods for resource sharing amongst PALNI libraries, enabling collaborative collection development to provide greater access to resources at reduced cost. Heightened focus on supporting online education. [*Shared Services*]
- Reducing collection costs and supporting access to high impact resources through shared purchases such as Oxford University Press (saves institutions \$77,000 each) and annual access to over \$5.8 million dollars worth of JSTOR ebooks. [*Consolidate Purchasing*]
- Achieving quality information services through shared staffing across the PALNI schools and centrally. We efficiently build deep expertise that is recognized nationally and internationally. [*Shared Services*]
- Developing sustainable system costs through partnerships to develop open source systems for library systems. [*Modernize Technologies/Control Costs*]

Directors of the Board of the Private Academic Library Network of Indiana and Signatories to this Statement

⁷ Arch, Xan and Gilman, Isaac, "Innovating for Impact: The next Evolution of Library Consortia" (2017). *Library Faculty Publications and Presentations*. 10. https://pilotsscholars.up.edu/lib_facpubs/10 ; Dempsey, Lorcan (2019) "What Collaboration Means to Me: Library collaboration is hard; effective collaboration is harder," *Collaborative Librarianship*: Vol. 10 : Iss. 4 , Article 3. Available at: <https://digitalcommons.du.edu/collaborativelibrarianship/vol10/iss4/3>

⁸ Morris, Jill and Leonard, Kirsten (2020) "Collaborating Across Consortial Boundaries," *Collaborative Librarianship*: Vol. 11 : Iss. 4 , Article 4. Available at: <https://digitalcommons.du.edu/collaborativelibrarianship/vol11/iss4/4>

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About the Private Academic Library Network of Indiana, Inc. (PALNI):

PALNI is a non-profit organization supporting collaboration for library and information services to the libraries of its twenty-four supported institutions. Over time, the library deans and directors, all of which serve on the PALNI board, have adjusted the organization's strategic direction as the internet and information services landscape have changed. PALNI has expanded beyond providing a resource management system to sharing expertise in many areas including strategic planning, reference, information fluency, outreach, data management and configuration, and has identified greater collaboration in acquisitions as a key goal. www.palni.edu