

CELEBRATING  
**Library Collaboration  
and Innovation**

# 2023 **IMPACT REPORT**



# Table of Contents



<b>01</b>	Executive Director's Message
<b>02</b>	Financial Report
<b>03</b>	PALNI Annual Fees Compared to Purchasing Power
<b>04</b>	2023 Highlights
<b>06</b>	PALNI by the Numbers
<b>07</b>	PALSave: PALNI Affordable Learning
<b>08</b>	PALNI's Support for Open
<b>09</b>	Cost Savings and Partnerships
<b>10</b>	About PALNI
<b>11</b>	PALNI Board of Directors

## Acronyms Guide

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<b>AI</b>	Artificial Intelligence
<b>ALI</b>	Academic Libraries of Indiana
<b>ARPA</b>	American Rescue Plan Act
<b>CNI</b>	Coalition for Networked Information
<b>DOI</b>	Digital Object Identifier
<b>EBA</b>	Evidence Based Acquisition
<b>ICOLC</b>	International Coalition of Library Consortia
<b>ILL</b>	Interlibrary Loan
<b>IMLS</b>	Institute of Museum and Library Services
<b>ISL</b>	Indiana State Library
<b>JSTOR</b>	Journal Storage
<b>MCLS</b>	Midwest Collaborative for Library Services
<b>NISO</b>	National Information Standards Organization
<b>OER</b>	Open Educational Resources
<b>PALCI</b>	Partnership for Academic Library Collaboration & Innovation
<b>PALNI</b>	Private Academic Library Network of Indiana
<b>RIO</b>	Reference, Instruction, and Outreach



## From the Executive Director



**Kirsten Leonard**  
Executive Director  
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As we reflect on the past year, the PALNI collaboration has remained highly successful and cost-effective despite the evolving higher education landscape. Remarkably, PALNI has maintained fees at nearly the same amount as 2008 while dramatically expanding projects and services, and increasing our impact on student and faculty success.

The people of PALNI—our staff and the employees at our supported libraries—engage in deep collaboration to support innovation and reduce duplication of effort while developing and sharing expertise to meet information needs. Thanks to their efforts, PALNI has adeptly navigated challenges in the face of marketplace and technological transformations, along with the pressure to improve outcomes while reducing costs.

While vendors focus on minimizing opportunities and trapping libraries rather than adjusting business plans, PALNI has focused on building robust partnerships, joining key groups, and leveraging expertise to stay ahead of the curve. We have actively participated in transformative initiatives with Samvera, NISO, CNI, Partnership for Shared Book Collections, Print Archive Network, and ICOLC, and cultivated relationships with influential figures to understand emerging trends and seize opportunities.

As highlighted in this report, PALNI has embraced a new approach to working with libraries, utilizing open data and infrastructure to offer an alternative to vendors seeking control and limiting library choice. I extend my gratitude to the dedicated individuals across PALNI-supported institutions for contributing to this work. Our unique position stems from the active participation of all supported institutions on our board, allowing us to set cost-sharing and strategies collaboratively. This deep collaboration empowers PALNI to be agile and innovative, delivering solutions at a level much greater than our collective size. By carefully partnering with other organizations, we can scale our efforts and impact even more.

Kirsten



# PALNI Financial Report

## Navigating the future

Since its inception, PALNI has strived to be a pillar of support for its libraries, adapting to new challenges and evolving to meet the dynamic needs of the academic community while containing costs. Remarkably, PALNI has managed to keep fees flat compared to 2008, while actual purchasing power from those fees has deeply declined (see the graph on page 3). This demonstrates, in part, our commitment to providing exceptional value while being responsible stewards of our financial assets.

PALNI has continually evolved through the years, responding to the changing landscape of higher education and information services. Groups like the Future Framing Task Force, established by the PALNI board to identify and address emerging challenges, have played a pivotal role in guiding our strategic initiatives. This forward-thinking approach has enabled PALNI to build new services, enhance existing ones, and maintain its position as a leader in collaborative solutions for academic libraries.

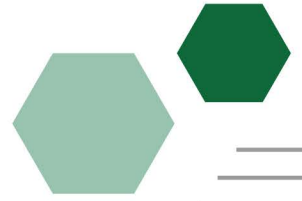
This year, our task forces are diligently examining strategies and partnerships to maximize the impact of our investments in staff and services. PALNI is committed to ensuring the long-term sustainability of our collaborative efforts and preparing for the challenges that lie ahead.

Recognizing the need to sustain the momentum of our collaborative initiatives and plan for the future, the PALNI board voted to implement a 5% increase in cost-share fees. We believe this adjustment is a necessary step to ensure our continued ability to address new challenges effectively and to further strengthen the PALNI collaboration. It is important to note that even with this increase many institutions will be paying less for PALNI membership in 2024 versus 2008, when the consortium only supported an ILS.

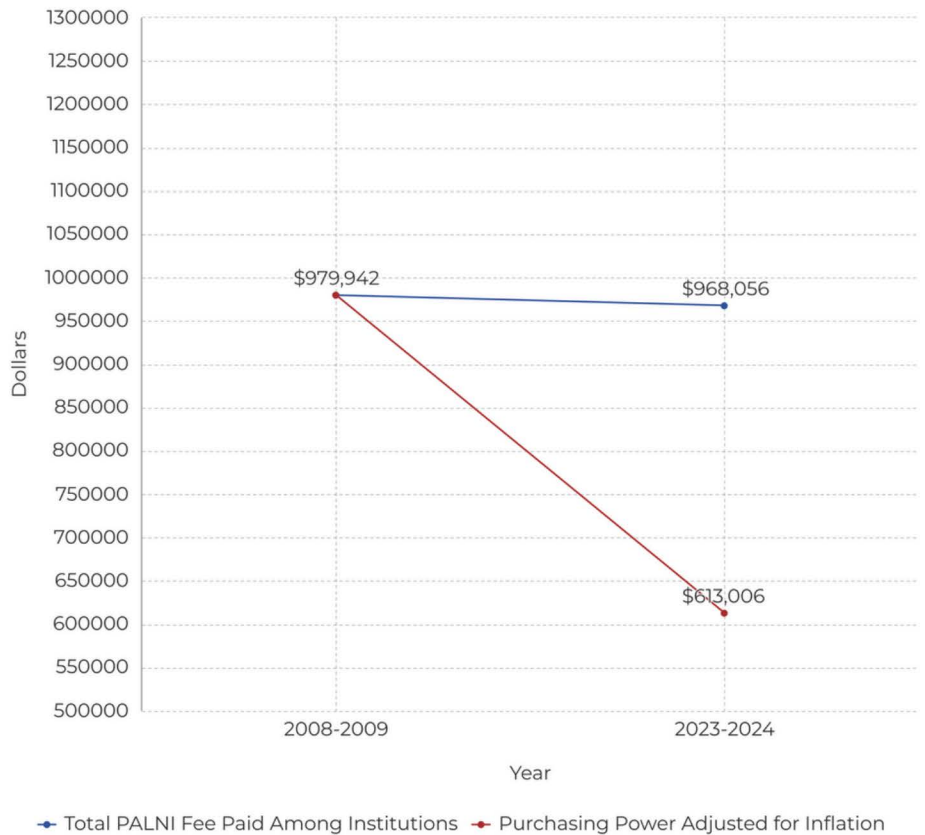
PALNI remains committed to transparency, and the funds raised through this adjustment will be allocated judiciously to maximize benefits for all PALNI schools. See [bit.ly/palni-cost](https://bit.ly/palni-cost) to view a breakdown of the PALNI cost-share formula.

The PALNI board carefully determines and stewards shared funds. Our collective efforts will ensure that PALNI continues to be a vital force in advancing the academic mission of our supported institutions. Should you have any questions or concerns regarding the PALNI fee structure, don't hesitate to reach out to PALNI Executive Director Kirsten Leonard via email at [kleonard@palni.edu](mailto:kleonard@palni.edu).

PALNI Finance Committee



## PALNI Annual Fees Compared to Purchasing Power (2008-2009 vs. 2023-2024)



As seen in this graph, PALNI has kept fees relatively flat compared to 2008, while actual purchasing power from those fees has deeply declined due to inflation.\*

Remarkably, PALNI has been able to dramatically expand the services and resources we provide despite this drop in purchasing power.

This is due in part to:

- Our ability to innovate and develop creative solutions to existing challenges
- The work we accomplish through deep collaboration, and sharing expertise and resources
- Seeking external grants and partnerships to strengthen libraries and impact student success
- Exploring open systems and building infrastructure to reduce the financial burden imposed by vendors

\*CoinNews Media Group LLC (2008). U.S. Inflation Calculator. Retrieved February 10, 2024, from [www.usinflationcalculator.com](http://www.usinflationcalculator.com)



## 2023 Highlights

### **PALNI and PALCI successfully conclude IMLS grant to remove barriers to Hyku adoption**

PALNI and PALCI successfully concluded an IMLS grant to fund the project, "Hyku for Consortia: Removing Barriers to Adoption." This collaborative effort aimed to enhance the adoption of Hyku, an open-source multi-tenant repository solution, by addressing barriers and creating a comprehensive toolkit for consortia and library groups to implement institutional repositories.

### **Faculty recognized with Open Educator Award**

Nine faculty members from PALNI institutions were named recipients of the PALSave Open Educator Award. The honorees were lauded for being key players in the creation and adoption of Open Educational Resources, or OER—a move that reduces costs for students, improves access to required texts, and increases student success and retention.

### **Three PALNI libraries awarded Innovation Grants**

PALNI awarded Library Innovation Grants to Butler University, University of Indianapolis and Wabash College to support their creative ideas for

enhancing student learning and success. The grants are funding initiatives in AI class activities, microlectures, and digital media creation.

### **PALNI joins NISO**

PALNI recently became a voting member of the National Information Standards Organization (NISO). Through this membership, PALNI will play an integral role in advancing standards-based library infrastructure and innovation through collaboration with cultural, scientific, scholarly and professional communities. The membership adds to the voice of smaller academic and theological libraries contributing to the establishment of critical information standards.

### **Library directors attend Harvard Leadership Institute**

James Bell, Director of Libraries and Associate Professor of Library Science at Anderson, Shannon Eaves, Director of Zondervan Library at Taylor, and Josh Petrusa, Dean of Libraries at Butler, were selected to attend the competitive Harvard Leadership Institute for Academic Librarians. Each received a leadership development grant from PALNI to participate in the intensive, five-day program.





## 2023 Highlights

### **Librarians master marketing strategies at Camp RIO**

A team of PALNI reference, instruction and outreach librarians packed their bags this summer for Camp RIO, a two-day professional development opportunity that mixes intensive skill building with the fun of an idyllic camp setting.

Camp was held at Waycross Camp and Conference Center and was themed, “Marketing Matters: Communication Strategies for You and Your Library.”

### **PALNI joins CrossRef and DataCite**

PALNI has joined CrossRef and DataCite, nonprofit Digital Object Identifier (DOI) registration agencies that collaborate to provide foundational infrastructure for research outputs. By joining these renowned organizations, PALNI aims to empower its 24 supported institutions with enhanced access to a vast network of scholarly resources and research data while facilitating the seamless sharing and discovery of knowledge within the academic community.

### **PALNI awards grants to fund eight open textbooks**

PALNI awarded PALSave Textbook Creation Grants to fund eight additional projects from faculty authors at its sup-

ported institutions. The grants will allow educators to develop textbooks that are freely available, making them part of a statewide effort to reduce the cost of course materials for students. Financed from Lilly Endowment Inc., authors will receive up to \$6,500 per project.

### **Investigating Future Systems**

PALNI is currently exploring future system possibilities to enhance support for our libraries' needs, control costs, and foster innovation. PALNI libraries require the ability to collaborate with other groups and select appropriate systems based on need and functionality, yet existing systems hinder collaboration due to their restrictive design, contracts, and usage agreements. Increasingly, other libraries and consortia are exploring, developing, and adopting alternative systems to regain the ability to collaborate on their own terms. This process gives PALNI an opportunity, with agency, to evaluate and select a system that reduces cost, restores value, and increases collaboration and interoperability. ▲

# PALNI by the Numbers



**47,500+**  
students and  
faculty served



**24**  
institutions  
supported



**30+**  
years of sharing  
staff and systems



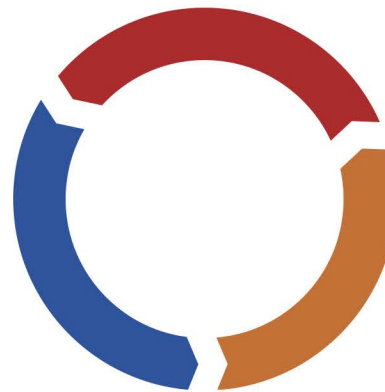
**15**  
advisory groups with  
focused expertise

## PALShare

Patrons at any PALNI library can borrow books or media from other PALNI libraries at no cost.

**3,037 items**

checked out  
via PALShare  
in 2022  
(most recent data)



**BORROW**  
From nearly  
4 million items

**RECEIVE**  
In 3-5 days

**RETURN**  
In 60 days (books)  
or 14 days (media)

"PALShare is a great example of what PALNI stands for—collaboration between libraries. It is an extremely efficient method, as it frees up staff time while getting materials to patrons faster."  
—Laura Vogler, Wabash College

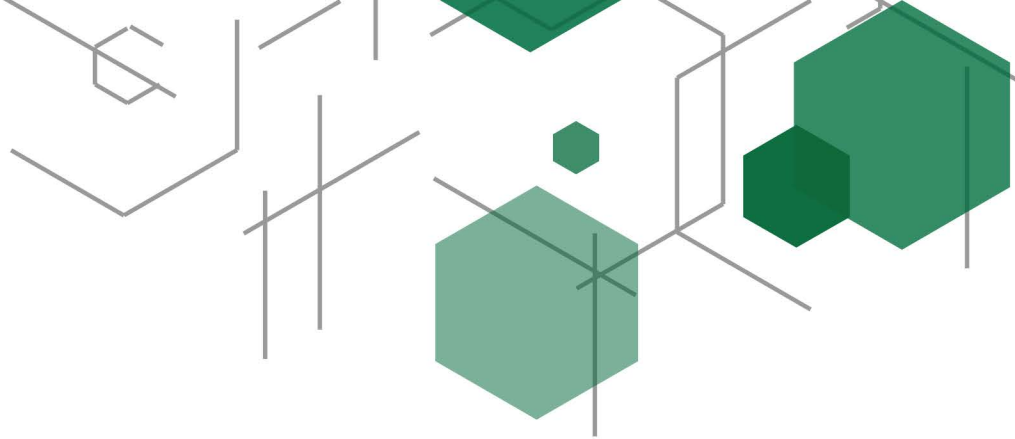
"The ways through which PALShare expands and enhances our library's access to resources cannot be overstated."  
—Lisa Karle,  
Saint Mary's College

"PALShare is much simpler than traditional ILL, and patrons now recognize the PALShare sticker. When they see it on their books, they light up because they know it means more time with the material."  
—Roger Peters, Concordia






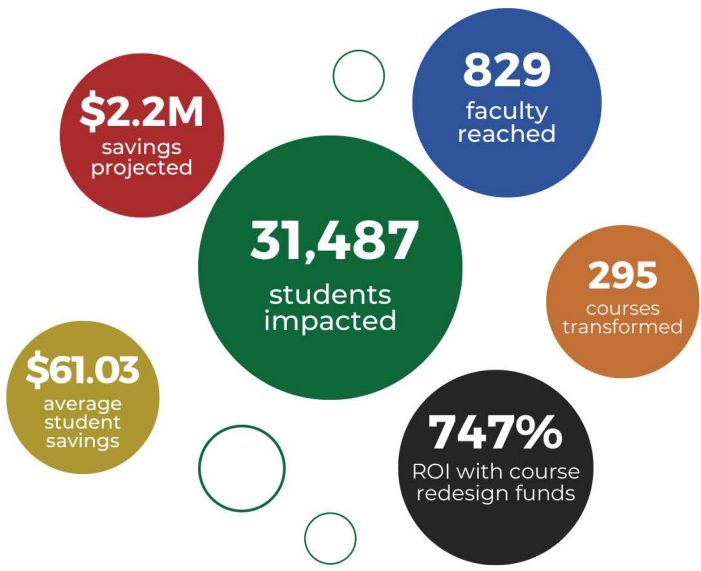
Affiliates of the Open Education Network



## PALSave: PALNI Affordable Learning

PALSave combats the rising costs of textbooks by advancing the use of open educational resources (OER). Funded by Lilly Endowment, Inc., the project supports student success and retention by providing tools and a framework for OER awareness, education, and engagement.

**100%** of PALNI schools participating

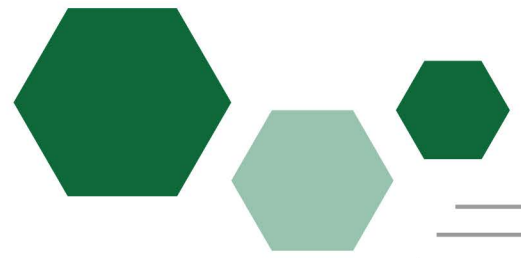
**99%** of students report a positive or neutral impact on studies and grades with OER

**45%** of redesigned courses show grade improvement



### PALSave pays off

“ I am committed to making my classes as equitable as possible and one way I can achieve this is by using OER. It was wonderful to participate in PALSave, which provided a solid understanding of the wide range of OER available and taught me how to properly and effectively integrate these sources into my classes.”  
 — Elizabeth Ziff, University of Indianapolis



## PALNI's Support for Open

### 15 titles

Funded through PALSave Textbook Creation Grants. Authors receive up to \$6,500 per project.

### PALNI Press

Platforms for openly publishing creative and scholarly content.



### \$225k

Awarded through an ARPA grant to explore open bibliographic data management.

### Institutional Repository

Hyku for Consortia is a collaboration from PALNI and PALCI to develop a shared, affordable, open source institutional repository solution.

### Advancing Innovation

## \$20,000



Awarded to three PALNI schools through the Library Innovation Grant. Congrats to Butler, University of Indianapolis, and Wabash!

### 50+ repositories

from multiple consortia in the Hyku Commons.



### \$248,050

IMLS grant concluded to support Hyku for Consortia: Removing Barriers to Adoption.



#### Butler University

PALNI Open Repository for AI Class Activities

#### University of Indianapolis

Micro-lectures: A Key to Student and Faculty Success

#### Wabash College

Beyond the Research Paper: Supporting Digital Media Creation





## Cost Savings and Partnerships

### External Collaboration

PALNI seeks partnerships that increase the visibility of our institutions and help our libraries achieve initiatives more effectively in terms of quality and cost savings.

PALNI libraries are interested in finding solutions that decrease costs while delivering excellent services to students. PALNI has consistently held flat the costs shared among institutions so that their libraries may reinvest funds locally.

### Some of PALNI's Partners

- OhioNet, PALCI, and MCLS
- Open Education Network
- Partnership for Shared Book Collections
- Library Publishing Coalition
- ALI and ISL

### Shared E-Resources

PALNI collaborates with ALI (Academic Libraries of Indiana) to negotiate ebook discounts with Oxford and JSTOR.



JSTOR EBA uses across PALNI: **64,864** uses of **13,758** titles

Oxford uses across PALNI: **8,604** uses of **1,179** titles

Group discount savings: **over 98%**



## About PALNI

### Who We Are

The Private Academic Library Network of Indiana (PALNI) is a 501(c)(3) owned by 24 supported private academic institutions. This library-to-library collaboration strives to enhance faculty teaching and student learning for academic success. Through the “Power of PALNI,” each school benefits from reducing the duplication of efforts and achieving more in quality, value, and support.

### Our Commitment

The academic landscape is growing more difficult with escalating financial and demographic challenges, yet colleges and universities must continue to provide excellent service for students. To help address these challenges, PALNI has contained the costs shared among its supported institutions, while expanding collaboration within the consortium and with external library partners.

### Collaboration at Scale

Our model of deep collaboration pools resources and leverages expertise to expand services while containing costs. PALNI shares systems and knowledge in many areas including resource management, strategic planning, affordable education, instructional technology, collections, reference, information fluency, communication, outreach, and data management to meet these goals.

Visit [palni.org](http://palni.org) to learn more.



## PALNI Board of Directors

**Karl Stutzman**

Anabaptist Mennonite  
Biblical Seminary

**James Bell**

Anderson University

**Mark Root**

Bethel University

**Josh Petrusa**

Butler University

**Scott Seay**

Christian Theological  
Seminary

**Robert Roethemeyer**

Concordia Theological  
Seminary

**Brooke Cox**

DePauw University

**Amy Bryant**

Earlham College

**Jessica Mahoney**

Franklin College

**Fritz Hartman**

Goshen College

**Tonya Fawcett**

Grace College  
and Seminary

**Kelly Joyce**

Hanover College

**Noelle Keller**

Huntington University

**Darla Haines**

Manchester University

**Jessica Trinoskey**

Marian University

**Greg Reid**

Oakland City  
University

**Rusty Tryon**

Saint Mary-of-the-Woods  
College

**Joseph Thomas**

Saint Mary's College

**Dan Kolb**

Saint Meinrad School of  
Theology

**Shannon Eaves**

Taylor University

**Kristina Brewer**

Trine University

**Marisa Albrecht**

University of Indianapolis

**Maureen McMahan**

University of Saint Francis

**Jeff Beck**

Wabash College



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